Webinar housekeeping notes

- All lines will be placed on mute for the duration of the webinar.

- Questions can be asked throughout the webinar using the Chat function.

- Questions can also be sent to charlie@ifmaworld.com

- This webinar will be recorded and a copy of that recording will be posted to www.ifmaworld.com
Agenda

- why sco
- sco foundation & tool kit
-activating sco
Website

scofoodservice.com
or
ifmaworld.com


White Paper
A collaborative, transparent process and toolkit that consistently delivers the right product, in the right quantity, at the right price, to the right place, at the right time, to ultimately delight the consumer.
The SCO Journey
SCO Phase 1
✓ Collaboration Process
✓ Collaboration Tool Kit

SCO Phase 2
✓ Visibility Model
✓ Visibility Maturity Model & Scorecard
✓ Cost of Visibility Analysis Tool Inputs

PILOTS

TRAINING

COV PILOTS

TRAINING
Supply Chain Optimization

Phase 1: Building the foundation for trust and collaboration
THE NEED
SUPPLY CHAIN OPTIMIZATION + GREATER VISIBILITY
Are we heading for a crisis?
The Case for Foodservice Visibility, goes far beyond safety and recalls...

MORE THAN JUST FOOD
THE U.S. WASTES TONS OF RESOURCES WHEN WE WASTE FOOD

2.6% OF ALL U.S. GREENHOUSE GAS EMISSIONS ANNUALLY
37 MILLION PASSENGER VEHICLES’ WORTH

21% OF THE U.S. AGRICULTURAL WATER USAGE

1,250 CALORIES PER PERSON PER DAY
THAT IS HALF OF THE RECOMMENDED DAILY INTAKE FOR ADULTS

19% OF ALL U.S. CROPLANDS
THAT IS MORE LAND THAN ALL OF NEW MEXICO

21% OF U.S. LANDFILL CONTENT
THE NO. 1 CONTRIBUTOR BY WEIGHT

18% OF ALL FARMING FERTILIZER
WHICH CONTAINS 3.9 BILLION POUNDS OF NUTRIENTS

$218,000,000,000,000
WHICH IS EQUAL TO 1.3% OF THE U.S. GROSS DOMESTIC PRODUCT (GDP)

SCO VISION

To establish end-to-end collaboration and visibility across the foodservice supply chain through a collaborative data-driven platform via the 3Ts: Tracking, Traceability and Transparency.
SCO Value

✓ Stakeholder Alignment
✓ Better Solutions
✓ Improved Efficiency
✓ Patron Satisfaction
✓ Bottom Line Growth
Operator Board Survey
How would you characterize the *effectiveness and efficiency* of your current interaction and collaboration between you and your key channel partners around supply chain management?

<table>
<thead>
<tr>
<th>State of Current Supply Chain Interaction &amp; Collaboration</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly effective/efficient</td>
<td>10%</td>
</tr>
<tr>
<td>Somewhat effective/efficient</td>
<td>75%</td>
</tr>
<tr>
<td>neither</td>
<td>2%</td>
</tr>
<tr>
<td>Somewhat inefficient/ineffective</td>
<td>13%</td>
</tr>
<tr>
<td>Highly inefficient/inefficient</td>
<td>0%</td>
</tr>
</tbody>
</table>

“I don’t know what I don’t know”
Identify your greatest areas of challenge or frustration when it comes to Supply Chain Optimization interaction with suppliers, chain operators and/or distributors?

**Top 4 Areas of Challenge or Frustration**

- Collaborative communication
- Accurate & timely forecasting
- Transparency / information sharing
- Inventory management

“We do not have a published process for this”
SCO Collaboration Model
Integrated Supply Chain Optimization Model

**Five elements make up the Integrated Supply Chain Optimization Model.**
- Communication Map
- Data Standards
- Enablers
- Principles
- Collaboration Process

**SCO Definition**
A collaborative, transparent process and toolkit that consistently delivers the right product, in the right quantity, at the right price, to the right place, at the right time, to ultimately delight the consumer.

**Collaboration Process**
1. Internal Alignment
2. Align on Partnership
3. Share Areas of Collaboration
4. Identify Opportunities & Activate
5. Review & Refine
Supply Chain Optimization Collaboration Process

1. **Internal Alignment**
   - Define objectives for SCO partnerships
   - Assign ownership, expectations, timeline and resources

2. **Align on Partnership**
   - Utilize OCM model to assess existing relationships and desired relationship with partner(s)
   - Choose partners and align with them on SCO collaboration effort, timing and work teams

3. **Share Areas of Collaboration**
   - Utilize Communication Map and Data Standards to assess current communication and data flows
   - Share approach to key processes such as, i.e.: forecasting, planning, order management, fulfillment
   - Gain agreement on areas of collaboration

4. **Identify Opportunities & Activate**
   - Agree on specific opportunities
   - Develop initiative plans and define resources needed
   - Create scorecard to track results for all parties

5. **Review & Refine**
   - Develop approach to update meetings (timing, who’s involved)
   - Review execution against scorecard
   - Discuss status of relationships and new initiatives
Supply Chain Optimization Collaboration Process

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   - Develop approach to update meetings (timing, who’s involved)
   - Review execution against scorecard
   - Discuss status of relationships and new initiatives

5. Review & Refine

Principles:
- Collaboration // Trust // Transparency // Timeliness
- Accuracy // Ownership // Accountability // Quality // Value // Leadership // Innovation

Who’s Involved:
- Sr. Management
- Functional Leads
- Procurement
- Sales
- Operator: Sr. Management, Supply Chain
- Manufacturer: Sr. Management, Customer lead, Sales Management
- Team will change based on initiative type
- Operator: Supply Chain, Operations, Marketing, Logistics, Finance, Legal, IT
- Manufacturer: Customer lead, Sales Management, Marketing, Product Development, Operations, Logistics, Finance, Legal, IT
- Distributor: Procurement, Marketing, Logistics, Finance, IT

SCO WEBINAR
Ensure organizational alignment internally on SCO objectives before engaging partners

1. Establish overall Supply Chain Optimization goals
2. Define objectives for SCO partnerships
3. Assign ownership, expectations, timeline and resources
### Internal Objectives of SCO Partnership

- x
- x
- x

<table>
<thead>
<tr>
<th>Team: Lead / Support</th>
<th>Resources Required / Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>

### Internal Deliverables

- x

### Internal Key Milestones

- x
align on partnership
partners gain alignment on overall objectives

1. Utilize OCM model and other key factors to assess existing relationships and desired relationship with partner(s)

2. Choose partners and align with them on SCO Collaboration effort, timing and work teams
Potential factors for choosing partners:

- OCM
- Total Volume
- Number of Products Sourced
- Number of Menu Items
- Risk of Supply (single source, long lead time, LTO)
SCO Partner Selection Matrix

<table>
<thead>
<tr>
<th>High Risk</th>
<th>Low Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Volume</td>
<td>B - Priority SCO Partners</td>
</tr>
<tr>
<td>Low Volume</td>
<td>X</td>
</tr>
<tr>
<td>Low Risk</td>
<td>C - Important SCO Partners</td>
</tr>
<tr>
<td>High Volume</td>
<td>A - Strategic SCO Partners</td>
</tr>
</tbody>
</table>

Elements align on partnership
share areas of collaboration
partners agree on areas in which they want to better collaborate

1. **Benchmark** current state using SCO Toolkit (scorecards, communication map, data standards)

2. **Share** approach to key processes such as: forecasting, planning, order management, logistics, LTO lifecycle management

3. **Gain agreement** on areas of collaboration
Collaboration Scorecard

SCO

3 share areas of collaboration
### Key Topics/Questions

#### PHASE 1: Identification & Alignment
- What are the LTO/promotion goals and objectives?
- Share LTO/promotion characteristics: type, items, length, timing, geography(s), proxies with partners
- Process participants, internal and external?
- Forecast approach, inputs, modeling?
- Data sharing: who/what/when/how?

#### PHASE 2: Planning
- Establish and share initial item forecast(s), tolerance(s), timing and updating/reforecasting protocols
- Partner info requirements, lead-times, commitments?
- Key constraints - ingredients, processes, availability
- What are the production, distribution and inventory plans?

#### PHASE 3: Execution
- Calculate and share item reforecast(s), tolerance(s), timing
- Determine net requirements, create replenishment orders
- Share inventory balances/locations, movement opportunities/costs
- Exception monitoring: stock hi/lo, over/under sales performance, production/DC delays

#### PHASE 4: Analysis & Optimization
- Validation: results vs goals/objectives
- Projected vs. Actual e.g. sales, inventories, orders/deliveries, production
- Lessons learned, opportunities for improvement
- Stakeholder feedback, improvement plan

*Framework provided by HAVI*
### Scorecard

**Phase 1 – Identification & Alignment**

Please provide the most appropriate answer based on the current fiscal year

<table>
<thead>
<tr>
<th>Scorecard Questions</th>
<th>Phase 1 - Identification &amp; Alignment (prior to start of fiscal year)</th>
<th>Rarely / Never</th>
<th>Not consistently</th>
<th>Most of the time</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication Map</strong></td>
<td>1. Were the annual sales goals and objectives for the year shared prior or at the start of the year?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Were the right communication needs identified? (content, timing, length, geography)</td>
<td></td>
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<tr>
<td></td>
<td>3. Was the communication timing requirements (e.g. when the data has to be available to other partners)) been clearly communicated?</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>4. Were the appropriate data providers, receivers, and users identified?</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Data Standards</strong></td>
<td>5. Were the key data characteristics (type, items, length, timing, geography) clearly defined?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>6. Was the key data defined and organized in a way that makes it easy for your organization to utilize?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Collaboration Process</strong></td>
<td>7. Is there a formal joint business planning process in place?</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>8. Were overall business strategies and capabilities discussed?</td>
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<tr>
<td></td>
<td>9. Was a defined approach / process for forecasting established?</td>
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</table>
# Scorecard

## Phase 2 – Planning

Please answer the most appropriate answer based on the current fiscal year

<table>
<thead>
<tr>
<th>Scorecard Questions</th>
<th>Phase 2 - Planning (at start of the fiscal year)</th>
<th>Rarely / Never</th>
<th>Not consistently</th>
<th>Most of the time</th>
<th>Always</th>
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</thead>
<tbody>
<tr>
<td><strong>Communication Map</strong></td>
<td>10. Was the initial and ongoing item forecasts shared on the expected timeline?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11. Were the manufacturer and distributor requirements (e.g. lead time, capacity, item commitments, ingredient constraints) shared on the expected timelines?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Data Standards</strong></td>
<td>12. Did the format of the forecast data enable easy use by your organization?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>13. Did the format of the supplier and distributor requirement data enable easy use by your organization?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Collaboration Process</strong></td>
<td>14. Were the production, distribution and inventory plans shared with all partners and discussed as needed?</td>
<td></td>
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<tr>
<td></td>
<td>15. Was the impact of non-recurring occurrences (e.g. LTOs/promotions, timing of holidays) discussed?</td>
<td></td>
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</tr>
</tbody>
</table>
### Phase 3 - Execution

Please answer the most appropriate answer based on the current fiscal year.

<table>
<thead>
<tr>
<th>Scorecard Questions</th>
<th>Phase 3 - Execution</th>
<th>Rarely / Never</th>
<th>Not consistently</th>
<th>Most of the time</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Map</td>
<td>16. Are item re-forecasts shared on the expected timeline?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>17. Is there ongoing visibility and tracking against manufacturer and distributor requirements (e.g. lead time, capacity, item commitments, ingredient constraints)?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>18. Is current sales POS, inventory balances/locations, and item movement opportunities/costs shared on the expected timelines?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Standards</td>
<td>19. Is their consistency in the the application of the data standards throughout the fiscal year?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration Process</td>
<td>20. Are updates to the production, distribution and inventory plans shared on the expected timelines?</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
## Scorecard

**Phase 4 – Analysis & Optimization**

Please answer the most appropriate answer based on LTOs/Promotions ran over the last 12 months

<table>
<thead>
<tr>
<th>Scorecard Questions</th>
<th>Phase 4 - Analysis &amp; Optimization (throughout and at end of year)</th>
<th>Rarely / Never</th>
<th>Not consistently</th>
<th>Most of the time</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication Map</strong></td>
<td>21. Are overall results of the fiscal year vs. goals / objectives shared?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>22. Is performance (actual vs. projected) shared for production, inventories, orders, and delivers?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Data Standards</strong></td>
<td>23. Are any changes / updates to the data standards implemented based on insights from the fiscal year?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Collaboration Process</strong></td>
<td>24. Are lessons learned and opportunities for improvement shared and discussed by all partners?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>25. Is specific feedback provided to partners?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
identify opportunities & activate
partners jointly activate specific opportunities

1. Agree on specific opportunities
2. Develop activation plan and define resources needed
3. Create scorecard to track results
Example Opportunities from the Pilots

- Establish formal planning meetings ahead of product launches / changes
- Improve relevancy of launch communications to franchisees
- Develop RACI for all stakeholders
- Create scorecards with specific metrics for each stage
- Establish post-promotion review sessions
review & refine
partners track performance and make adjustments to activities and their relationship

1. Develop approach to update meetings (timing, who’s involved)
2. Review execution against scorecard
3. Discuss status or relationship and new opportunities
Collaboration Tools
Foundational Elements

**Principles**
- Collaboration
- Trust
- Transparency
- Timeliness
- Accuracy
- Ownership
- Accountability
- Quality
- Value
- Leadership
- Innovation

**Enablers**
- Technology
- Standards
- Process
- Decision Rights
- Measurement
- Plans
Communication Map

Shows how data and information flows between partners
Communication Map

- Defines over 70 common data flows between partners
- Enables benchmarking of your current approach
- Template to adjust what you communicate to partners

Addresses the following questions:

- Am I sharing the right information with my partners?
- Is there information that I am sharing today that needs to be simplified or eliminated?
- What functions within the organizations of my partner do I need to establish direct communication with?
- What is the optimal timing for sharing and receiving information?
Supply Chain Optimization Communication Map

Note: Data flows that the SCO Board identified as key are marked with an X in column B

<table>
<thead>
<tr>
<th>#</th>
<th>Key Data</th>
<th>From</th>
<th>To</th>
<th>Information / Data</th>
<th>Source</th>
<th>User</th>
<th>When</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Supplier</td>
<td>Operator</td>
<td>Sourcing &amp; Manufacturing Capabilities</td>
<td>Production</td>
<td>Supply Chain</td>
<td>Annually</td>
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<td>Operator</td>
<td>Capacity</td>
<td>Production</td>
<td>Supply Chain</td>
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<td>Contingency Plans</td>
<td>Production</td>
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<td>Quarterly</td>
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<td>Lead Time Requirements</td>
<td>Production</td>
<td>Supply Chain</td>
<td>Monthly</td>
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<tr>
<td>5</td>
<td>Supplier</td>
<td>Operator</td>
<td>Production Schedule, Minimums &amp; Capacity</td>
<td>Production</td>
<td>Supply Chain</td>
<td>Monthly</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Supplier</td>
<td>Operator</td>
<td>Food Quality &amp; Safety Programs</td>
<td>Quality Assurance</td>
<td>Quality Assurance</td>
<td>Quarterly</td>
<td></td>
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<tr>
<td>7</td>
<td>Supplier</td>
<td>Operator</td>
<td>Pricing / Cost Transparency</td>
<td>Sales</td>
<td>Supply Chain</td>
<td>Quarterly</td>
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<td>8</td>
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<td>Operator</td>
<td>Pricing</td>
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<td>9</td>
<td>Supplier</td>
<td>Operator</td>
<td>Sales &amp; Marketing Capabilities</td>
<td>Sales &amp; Marketing</td>
<td>Marketing</td>
<td>Annually</td>
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<tr>
<td>10</td>
<td>Supplier</td>
<td>Operator</td>
<td>Innovation / Menu Development</td>
<td>Culinary / R&amp;D</td>
<td>Culinary</td>
<td>Annually</td>
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<td>11</td>
<td>Supplier</td>
<td>Operator</td>
<td>Inventory Levels</td>
<td>Production</td>
<td>Supply Chain</td>
<td>Weekly</td>
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<tr>
<td>12</td>
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<td>Operator</td>
<td>Item Master Data</td>
<td>Supply Chain &amp; IT</td>
<td>Supply Chain &amp; IT</td>
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<td>Operator</td>
<td>Inventory Levels</td>
<td>Warehousing</td>
<td>Supply Chain</td>
<td>Daily</td>
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<td>17</td>
<td>Distributor</td>
<td>Operator</td>
<td>Case Movement (Velocity)</td>
<td>Warehousing</td>
<td>Supply Chain</td>
<td>Daily</td>
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<tr>
<td>18</td>
<td>Distributor</td>
<td>Operator</td>
<td>Capacity</td>
<td>Warehousing &amp; Transportation</td>
<td>Supply Chain</td>
<td>Annually</td>
<td></td>
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<tr>
<td>19</td>
<td>Distributor</td>
<td>Operator</td>
<td>Transportation / Logistics Plan</td>
<td>Logistics</td>
<td>Supply Chain</td>
<td>Annually</td>
<td></td>
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<tr>
<td>20</td>
<td>Distributor</td>
<td>Operator</td>
<td>Food Quality &amp; Safety Programs</td>
<td>Quality Assurance</td>
<td>Supply Chain</td>
<td>Monthly</td>
<td></td>
</tr>
</tbody>
</table>
Supply Chain Optimization Communication Map

Data and information flows between partners

Enabled by Technology

Operator

Supplier

Distributor

Key Collaborative Data-Flows

Amongst All Partners
- Location Master
- Item Master
- Inventory Levels

Supplier & Distributor to Operator
- Lead Time
- Capacity
- Shipments
- Purchase Orders

Operator to Supplier & Distributor
- Item Forecast
- Point of Sales
Data Standards
Rules establishing a consistent format for information
Data Standards

• Tools used to initiate a discussion on collaborative data management.
• Leads to the creation of specific rules and data formats that will govern the sharing of data between partners

Specific tools include:

✓ Types of Data Standards: to create consistency in discussing data between partners.

✓ Data Management Roadmap: to benchmark an organization’s internal sophistication around data management.

✓ Questions to Ask Your Partner: a starting point to creating your own data governance approach.

✓ Data Standards for 9 Critical Data Flows: to benchmark how partners currently share the nine key pieces of data as identified by the Board.
Supply Chain Optimization Common Data Standards

Establishes rules on how data is shared between partners

Suppliers

Operators

Distributors

Data Creation
How data is created, maintained, deleted or archived

Data Acquisition
How data is acquired from partners

Data Format
Establishes common data formats between partners

Data Curation
How data collected from partners is organized and integrated

Data Delivery
How data is delivered to partners

Data Search
Establishes search functionality between partners
Deliverable –
Data Management Questionnaire

Questions to be Discussed between Partners

1. Who Are the Data Sponsor(s) & Steward(s)
2. What Data Will Be Collected/Shared? Why?
3. How Will the Data Be Organized?
4. How Will the Data Be Documented?
5. How Will Data Quality Be Assured – QA?
6. What Will Be the Data Storage/Preservation Strategy?
7. What Are the Data Policies?
8. How Will the Data Be Disseminated/Shared?
9. What Are the Assigned Roles and Responsibilities?
10. What Is the Data Management Cost Structure?
1. Lack of Alignment is Extensive

Beyond the roles that were engaged directly in the pilot process, we identified the need for better alignment for many other functions:
- Operator Brand Marketing
- Franchisee Community
- Third Party Logistic Companies
- Redistribution

2. Collaborative Planning is Crucial

Collaborative planning sessions (like the pilot work shops) are necessary to force transparency around issues and needs, and to expose supply chain optimization opportunities:
- Nothing can replace a face-to-face meeting.
- Open-forum work shops reveal truth and lead to collaborative solutions.
- Quick wins were identified by engaging in an open dialogue around efficiency opportunities.

3. Total Costs of LTOs are Not Clear

Total enterprise costs related to LTOs are not always clear and not shared with all relevant stakeholders, which potentially misrepresents the success of an initiative.
- Supply chain hard costs (e.g. obsolete inventory) and soft costs (additional time to manage fire drills) are not always factored in to an LTOs financial performance assessment.

4. LTO Life-Cycles are Not Fully Mapped

The LTO life-cycle is not properly mapped and understood by all parties leading to missed opportunities to improve efficiency.
- Many opportunities were identified around the launch and the wind down of the LTO.
- Each operator has a different LTO strategy and rhythm that needs to be understood by trading partners.
Recommended First Steps

1. Identify your key trading partners for which developing a deeper, more collaborative relationship makes sense

2. Implement a collaborative planning process for internal and external resources with clear roles and responsibilities

3. Utilize the SCO communication map tool to develop a communication process and rules

4. Conduct post mortems on LTOs to ensure key learning is applied to the business plan and future promotions

5. Build a comprehensive RACI model to create responsibility and accountability for all partners

6. Map LTO lifecycle to enable consistency specific to an operator’s approach to LTOs

7. Understand the Total Cost of LTOs to drive informed decision-making around LTOs and core menu
Supply Chain Optimization

WEBINAR #2

Phase 2: Enabling trust through greater visibility

Look for more info from IFMA
SCO Phase 2
VISIBILITY TOOLS

SCO Visibility Model

VISION
To establish end-to-end visibility across the foodservice supply chain through a collaborative data-driven platform via the 3Ts: Tracking, Traceability and Transparency

VISIBILITY
Technology enabled accessibility to real time sharing of standardized, complete and accurate data required to manage the end-to-end supply chain so we can provide consumers and stakeholders with safe, quality products.

TRACKING:
Ability to document, inform and openly view data showing where product or service is in the process or supply chain.

TRACEABILITY:
Capability to openly view and verify where a product and its ingredients/components came from, the timing they were at each location, and the processing/handling that took place.

TRANSPARENCY:
Access to all data in the supply chain, end-to-end, tailored to the desired scope of the user, and includes relevant information to ensure consumer trust.

SCO WEBINAR
website
scofoodservice.com
or
ifmaworld.com
IFMA Updates (ifmaworld.com)

- **IFMA Consumer Food Journey℠ Portal**: Opens on January 30th

- **IFMA Foodservice Fundamentals**: February 4, 2020 in Rosemont, IL

- **IFMA COEX**: March 1-3, in New Orleans