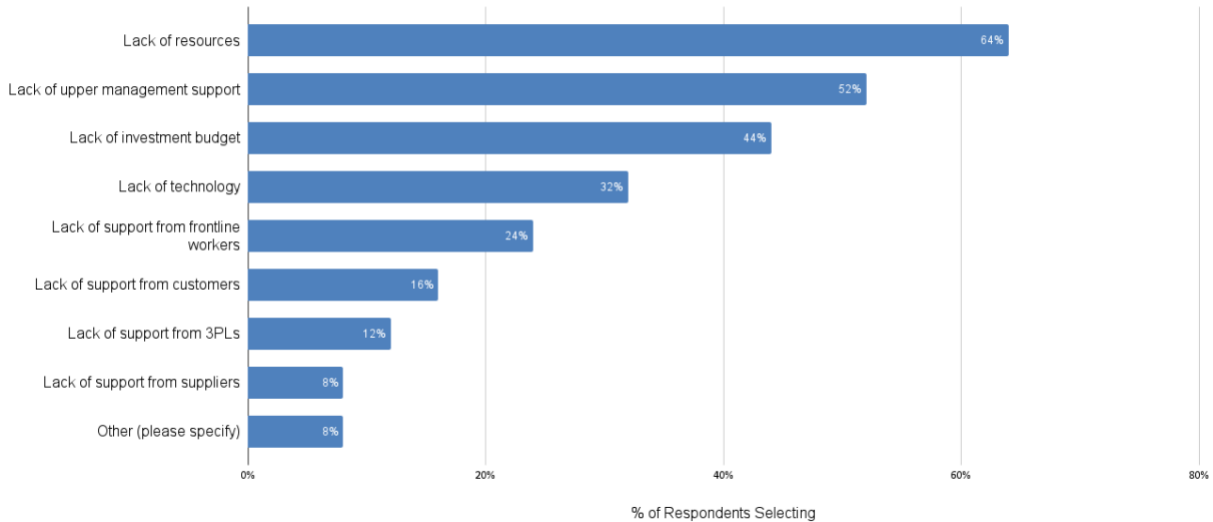


A Formula for Change in Supply Chain

When it comes to your supply chain capabilities, which factors provide the greatest resistance to change? Select 1-3 responses.



RESPONDENT PROFILE

Respondent Profile (n=25)

Seniority Level		Industries	
Manager	52%	Food & Beverage	28%
Director	16%	Retail	12%
VP	20%	Consumer Goods	20%
SVP	4%	Distributor	4%
CxO	0%	Automotive	0%
Other	8%	Manufacturing - Other	36%
		Medical Equipment	4%
		Building Materials	0%
Geography		Company Size	
North America	92%	> \$1 Billion	52%
Europe	0%	\$501M - \$1B	8%
Asia	8%	\$100M-\$500M	32%
Latin America	0%	< \$100M	8%
Middle East	0%		
Other	0%		

SURVEY INTRODUCTION

According to [Wikipedia](https://en.wikipedia.org/wiki/Gleicher%27s_Formula), “Gleicher’s Formula” for change ($D \times V \times F > R = \Delta$) was created by David Gleicher at Arthur D. Little in the early 1960s. The variables are defined as follows:

- D:** Signifies the degree of dissatisfaction with the current situation.
- V:** The vision of what can be done and what is possible.
- F:** A plan of the first concrete steps that can be taken towards materializing the vision.
- R:** The resistance to change.
- Δ:** Change

This survey explores Gleicher’s Formula from a supply chain management perspective.

SUMMARY OF RESULTS

“Lack of resources” topped the list of factors that provide the greatest resistance to change, with 64% of member respondents selecting it. It was followed by “Lack of upper management support” (52%) and “Lack of investment budget” (44%).

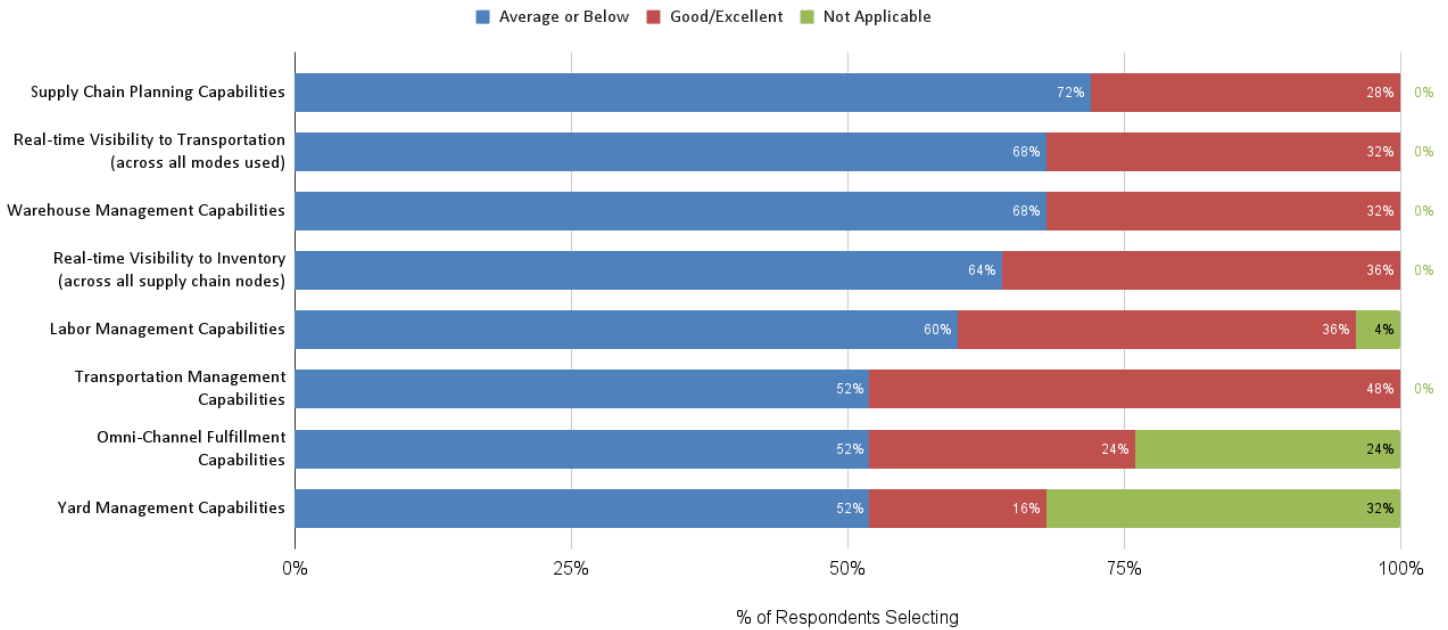
Considering the lack of resources, it’s not surprising that “Hiring new talent” is the top action our members plan to take over the next year (along with “Collaborating with suppliers more”) to realize their vision of “what can be done and what is possible,” with 40% of member respondents selecting it.

Most of our respondents characterized their overall capabilities (people, process, and technology) across a variety of supply chain functions as “Average or Below.” Supply Chain Planning received the most “Average or Below” votes (72%), while “Transportation Management” received the most “Good/Excellent” votes (48%).

“Driving change [across] the supply chain requires support not only from senior leadership within the company but also from vendors and customers,” said one executive member. “Any change is transferred upstream and downstream along the value chain, so it is critical to have sufficient awareness and communication with external partners in order to implement big changes.”

To read all comments, [please visit survey results dashboard](#)

How would you rate your overall capabilities (people, process, technology) in the following areas relative to meeting your company's objectives and customer requirements?



NOTES

n = 25 for this question.

“Senior leadership at my company is very engaged and aware of logistics issues and opportunities, so getting organizational support for initiatives is easy. I think the very well-publicized supply chain issues of the past couple of years have [created] greater awareness and appreciation of the importance of having a healthy supply chain.”

RESPONDENT COMMENTS

“It all starts [at the] top. Without C-suite vision nothing happens down below. In our organization frontline managers and above have been pushing for change for years, but nothing happened. Now with C-suite buy-in we are implementing a new ERP with WMS which will fundamentally change the way the entire organization operates.”

“We are looking to digitize our deliveries and eliminate paper invoices and PODs.”

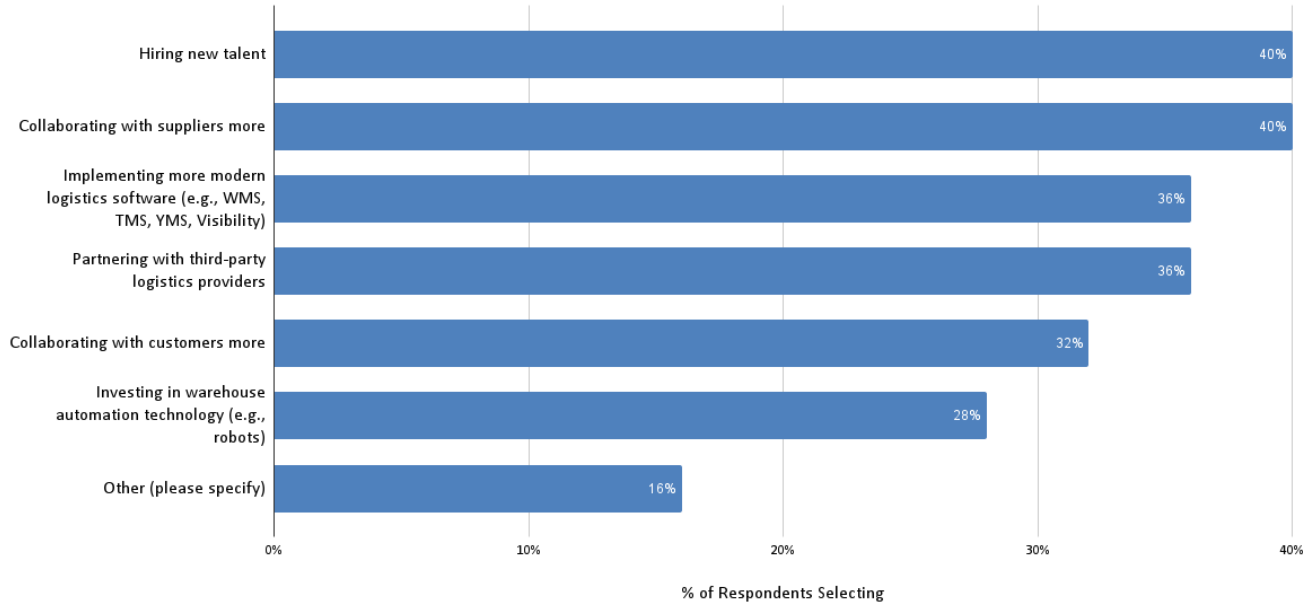
“We are focused on WMS and Supply Chain Planning improvements. Both will require process and technology enhancements.”

“First steps are to identify areas that are the biggest pain points, what can be automated or not, and determining the budget required so we can start focusing our attention on what needs to change, when, and how.”

“We continue to enhance our visibility and forecasting tools for more reliability to make better decisions.”

To read all comments, [please visit survey results dashboard](#)

What actions/steps are you taking over the next year to realize your vision of "what can be done and what is possible" in your supply chain? Check all that apply.



NOTES

n = 25 for this question.

“Other” responses:

Implementing a new ERP.

Cross training internal candidates.

Collaborating with supply chain consulting firm.

Collaborating with third-party warehouses more.

“Although supply chain is getting a lot of attention, it still does not have a high priority in some organizations.”

RESPONDENT COMMENTS

“[We plan to] outsource domestic transportation to a Managed Freight Provider with better technology, service, and costs.”

“Organizational change must be driven from senior leadership and their commitment to change must be communicated to the entire organization. [Need to ensure that] everyone understands what the goal is with the new change and what benefits the company and employees will obtain with a successful implementation. Ensuring proper training and resources for the change is a must have. Monitoring execution and metrics once the change is implemented must be managed closely.”

“We are focused on continuity of supply for some of our longer lead time import items. We are focused on working with our vendors, as well as our procurement team, to develop a more collaborative relationship. First steps are to identify customer stakeholders, internal stakeholders, and vendor stakeholders.”

“The path to progress is hindered by the sheer number of things to do.”

To read all comments, [please visit survey results dashboard](#)