SUTHERLAND®

Mastering the Digital Supply Chain:

A Guide for Chief Supply Chain Officers

Introduction:
Rethinking the Role of the Supply Chain

The global supply chain is undergoing a profound transformation. What was once a function focused on cost optimization and fulfillment is now central to business resilience, growth, and customer satisfaction. For Chief Supply Chain Officers (CSCOs), this shift brings both urgency and opportunity.

Today's manufacturing supply chains are under constant pressure—from geopolitical shocks and demand unpredictability to ESG mandates, labor shortages, and the accelerating pace of digital disruption. Navigating this complexity requires a new model—one that is transparent, connected, and intelligent by design.

This guide provides CSCOs with a blueprint to lead that transformation - placing visibility at the heart of a digitally orchestrated, future-ready supply chain.

The New Mandate: **Visibility as a Strategic Asset**

Visibility is no longer a “nice to have” in supply chain operations—it is the fundamental enabler of control, speed, agility, and trust. For most manufacturers, however, visibility is partial at best:

- Procurement teams lack insight into supplier performance until delays occur.
- Operations managers work with outdated or siloed production data.
- Logistics decisions are made with limited knowledge of real-time shipment conditions.
- Finance struggles to reconcile operational data with cash flow and working capital.
- CX leaders face escalations without end-to-end event histories.

According to Gartner, real-time supply chain execution systems are becoming a priority, with investments expected to **increase 5x by 2028**. Yet only **23% of supply chains today have formal AI strategies**, highlighting a vast maturity gap. Furthermore, advanced technology applications such as digital twins which are capable of simulating and optimizing supply scenarios remain highly under-deployed despite their proven ROI.

The takeaway for CSCOs is clear: to lead in this new era, supply chains must be real-time, data-driven, and outcome-aligned. Visibility is the foundation.

Core Challenges CSCOs Must Navigate

While digital transformation promises agility and resilience, CSCOs must be aware of several pitfalls that can derail or delay their initiatives:

1. Fragmented Data and Systems

Many organizations operate on a patchwork of ERP, WMS, TMS, and bespoke tools with limited interoperability. Without a unified data model, real-time visibility is nearly impossible.

2. Resistance to Change

Transforming the supply chain requires not just technology but mindset shifts. Functional silos, legacy metrics, and risk-averse cultures can hinder adoption of AI, automation, and shared KPIs.

3. Technology Overload Without Integration

Investments in IoT, control towers, and analytics are often made in isolation. Without end-to-end process alignment, these tools remain underutilized and fail to deliver ROI.

4. Lack of Outcome Ownership

Vendors typically focus on platform implementation or process outsourcing—but not both. This leads to fragmentation in accountability and poor translation of digital investment into business results.

5. Inadequate Skills and Governance

AI and digital workflows demand new skills—from data engineering to exception management. Governance frameworks need to evolve to manage distributed, digital-first operations.

Sutherland addresses these challenges head-on—by integrating technology, operations, and outcomes into a single, visibility-led delivery model.

The Sutherland Playbook: **A Holistic Approach to Supply Chain Reinvention**

Sutherland's end-to-end model for digital supply chain transformation is built on a visibility-first philosophy and executed through a tightly integrated stack of digital platforms, process services, and embedded analytics. We do not view visibility as an overlay - we architect it into the very foundation of how supply chains are run.

Real-Time Visibility Through a Unified Control Tower

This cloud-native layer acts as the operational "nerve center," integrating data across procurement, production, warehousing, logistics, finance, and CX. Tools like eSeal deliver serialized product tracking and genealogy, while ShipmentX enables condition-aware shipment traceability across global multi-node networks. Our IoT+ layer captures signals from the physical world - sensors, edge devices, RFID, GPS, BLE—and converts them into actionable insights. Together, these components enable end-to-end product and shipment visibility, anomaly detection, and predictive alerting that helps prevent issues before they escalate.

End-to-End Supply Chain as a Service (SCaaS)

This model combines digital workflows with SLA-driven managed operations. This means our teams are not just delivering reports; they are actively executing sourcing, inventory control, logistics coordination, reverse logistics, customer support, and financial reconciliation using AI-powered tools. Every function, whether it's matching invoices to GRNs, orchestrating last-mile delivery, or managing returns - is governed by KPIs, monitored by digital systems, and executed by trained specialists in a unified operating model. This approach eliminates the friction between digital tools and service execution.

Full-Stack Integration and Rapid Deployment

Our full-stack integration capability with robust digital components are built to work with your existing systems - whether you run SAP ECC, S/4HANA, Oracle Fusion, Blue Yonder, or Manhattan Associates. Using Robility® middleware and prebuilt APIs, we accelerate deployment without disruption. This interoperability ensures clients can gain new capabilities without undergoing costly infrastructure transformation.

Tangible Business Impact Across the Value Chain

Our engagements are structured around business outcomes – we win when our clients win. We don't stop at tracking performance - we commit to improving it. Our contracts are tied to metrics such as inventory turns, OTIF, cost-to-serve, DSO, and SLA adherence. Whether the pain point is long sourcing cycles, excessive working capital, delayed book closure, or poor NPS, we align our services to close those performance gaps with measurable results.

Tower	What We Enable	Client Outcomes
Sourcing	Digital vendor onboarding, tail spend visibility	10–20% procurement savings, 3x faster onboarding
Production	IoT telemetry, digital twins, predictive maintenance	20–30% downtime reduction, higher throughput
Warehousing	Smart inventory tracking, layout analytics, condition monitoring	25% improved space utilization, 15% working capital release
Logistics	Real-time tracking, TMS/3PL integrations, ETA prediction	30% fewer delays, 20–30% freight savings
Finance & Accounting	Invoice reconciliation, payment accuracy, GRN-linked events	25% faster book closure, 98% reconciliation accuracy
Customer Experience	Omnichannel resolution, SLA-based workflows, incident tracking	90% SLA adherence, 20–30% CSAT uplift

A Strategic Roadmap for CSCOs: **Leading the Reinvention**

To navigate the shift from fragmented, reactive operations to a digitally orchestrated, visibility-led supply chain, CSCOs must take deliberate, outcome-oriented steps. Below is a five-part roadmap to guide that transformation - designed for practical application within the realities of complex manufacturing environments.

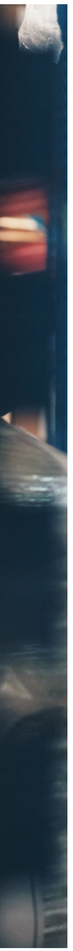
1 **Diagnose Your Visibility Gaps**

2 **Align Technology with Business Outcomes**

3 **Break Down Silos with Governance and Shared KPIs**

4 **Adopt Modular, Interoperable Platforms Over Monoliths**

5 **Choose Partners Who Take Ownership of Outcomes**



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Diagnose Your Visibility Gaps

Transformation starts with clarity. CSCOs should begin by mapping the end-to-end flow of their supply chain - from supplier onboarding and production execution to final-mile delivery and post-sales service. Identify where visibility is partial, delayed, or non-existent. Where are exceptions handled offline? Which systems cannot talk to each other? Where do operational delays occur most frequently? Analyze key performance indicators such as OTIF (On-Time In-Full), DSO (Days Sales Outstanding), order cycle time, and inventory turns to uncover where breakdowns in data flow or process bottlenecks are impeding performance. This assessment becomes the foundation for prioritizing high-impact digital investments.

2

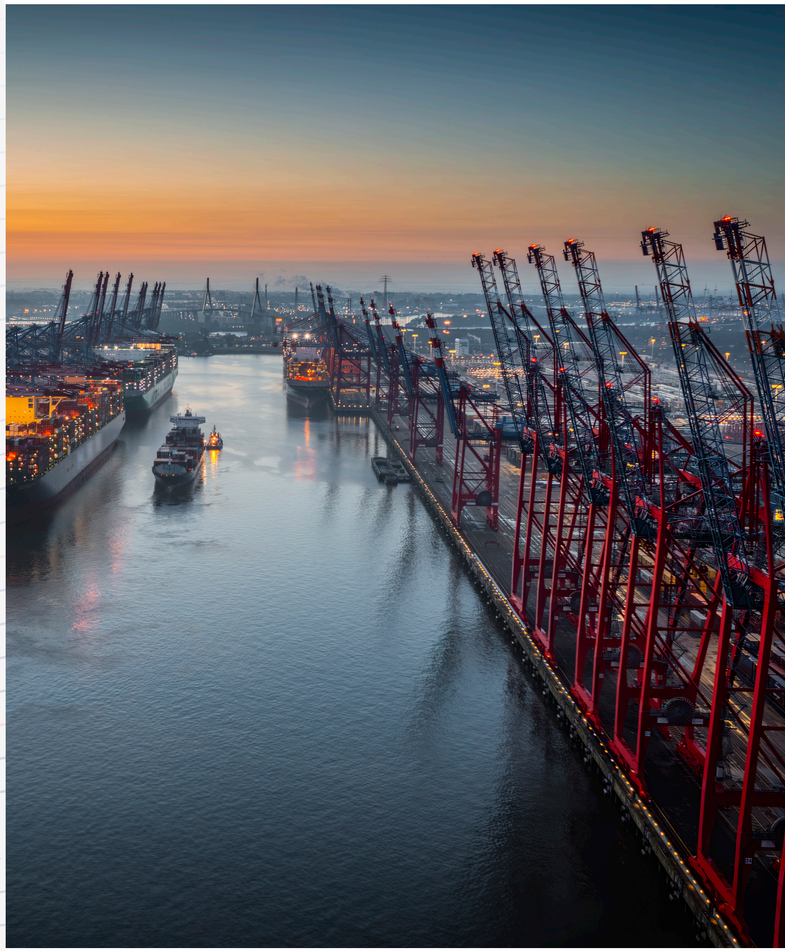
Align Technology with Business Outcomes

Digital transformation initiatives often stumble because they prioritize platform features over business value. CSCOs should resist the urge to invest in technology in isolation. Instead, define transformation goals in terms of measurable business outcomes: reducing freight costs, improving SLA adherence, accelerating cash-to-serve cycles, or increasing forecast accuracy. Only after these targets are clear should you assess which digital capabilities - control towers, IoT sensors, automation bots, AI analytics - will enable those outcomes. Technology is not the goal; it is the means by which better, faster, and more profitable decisions are made.

3

Break Down Silos with Governance and Shared KPIs

Supply chain outcomes are cross-functional by nature - yet most organizations are structured in silos. Operations owns fulfillment, finance manages reconciliation, and CX handles complaints - with little shared accountability. To drive transformation, CSCOs should champion a new governance model where supply chain, finance, IT, and customer service leaders align on a common set of KPIs and escalation protocols. Establishing a digital control tower team with end-to-end visibility and decision rights is critical. This team should be empowered not only to monitor exceptions but to orchestrate cross-functional resolution - turning visibility into action.



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Adopt Modular, Interoperable Platforms Over Monoliths

Replacing legacy systems can be time-consuming and risky. A better approach is to overlay modern, interoperable technologies that integrate with existing ERPs, TMS, WMS, and planning tools. Look for digital supply chain solutions that offer modular deployment, open APIs, middleware compatibility, and fast configuration. This “plug-and-play” model allows organizations to stand up visibility, traceability, and automation quickly—without needing a complete overhaul. The result is faster time-to-value, lower transformation risk, and the flexibility to scale capabilities incrementally.

5

Choose Partners Who Take Ownership of Outcomes

Finally, CSCOs must demand more from their partners. Many technology vendors stop at implementation. Many BPO firms operate with fixed SLAs but without the flexibility of real-time data. What's needed is a partner that owns not just the software or the service—but the outcome. This means delivering not only predictive alerts and process automation, but also managing the resolution, measuring business impact, and iterating continuously. True transformation is driven by accountability—not access. Choose partners who will co-own key metrics like cost-to-serve, SLA adherence, working capital efficiency, and CSAT uplift.

Conclusion:
Transforming Supply Chains into Growth Engines

In a world of constant disruption, CSCOs face a dual mandate: defend today's performance while building tomorrow's supply chain. Visibility is not just a lever for efficiency, it is the enabler of speed, agility, and innovation. Sutherland offers a new model for mastering the digital supply chain: one that is modular, intelligent, and accountable.

With the right roadmap, architecture, and partner, CSCOs can lead their organizations beyond digitization into orchestration - where real-time insight meets automated execution, and every decision is backed by data, governed by KPIs, and aligned to business value.

The future of supply chains is not about keeping up. It's about setting the pace.
Let us help you turn disruption into direction - and your supply chain into a driver of long-term enterprise value.

Artificial Intelligence. Automation. Cloud Engineering. Advanced Analytics. For Enterprises, these are key factors of success. For us, they're our core expertise.

We work with global iconic brands. We bring them a unique value proposition through market-leading technologies and business process excellence. At the heart of it all is Digital Engineering – the foundation that powers rapid innovation and scalable business transformation.

We've created over 200 unique inventions under several patents across AI and other emerging technologies. Leveraging our advanced products and platforms, we drive digital transformation at scale, optimize critical business operations, reinvent experiences and pioneer new solutions, all provided through a seamless "as-a-service" model.

For each company, we provide new keys for their businesses, the people they work with, and the customers they serve. With proven strategies and agile execution, we don't just enable change – we engineer digital outcomes.

SUTHERLAND®
digital outcomes.

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