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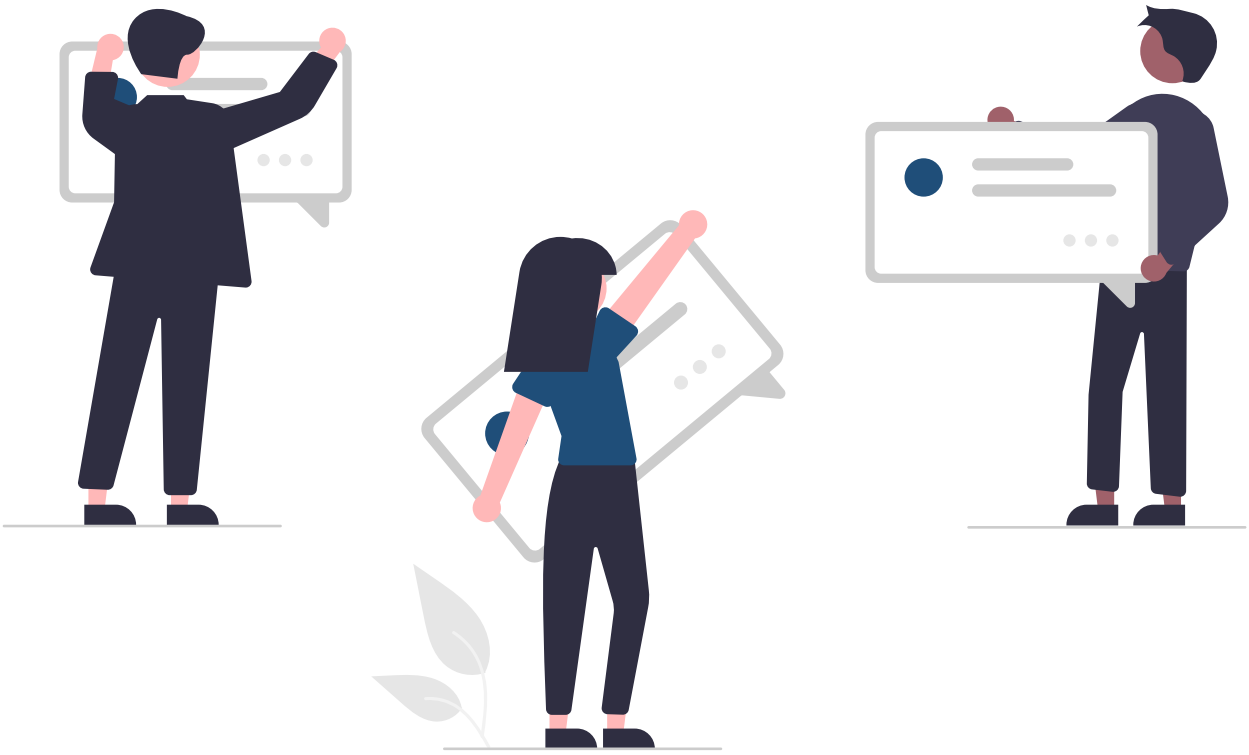
SUPPLY CHAIN EVOLUTION



SCV-Workshop Guideline

Instructions for Using the Card Sets & Poster

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Introduction and Purpose

Today, supply chains are under constant pressure: they must become more efficient, withstand unexpected disruptions and meet growing sustainability requirements. These factors cannot be considered in isolation. Balancing them is therefore crucial for the future success of a supply chain. We refer to this concept as Supply Chain Viability (SCV). To make the topic more accessible, we have developed a workshop guide. It provides a structured yet flexible framework for considering SCV, identifying challenges and devising strategies for your company.

The Basics of Supply Chain Viability

SCV describes the ability of a supply chain to remain functional and successful in the long term. It is based on three key dimensions: efficiency (costs, speed, use of resources), resilience (adaptability, risk management, continuity), and sustainability (environmental responsibility, social aspects, long-term viability). These dimensions are often in conflict with each other. Their balance determines the strength and future viability of the supply chain.

Workshop Objectives

- Develop a common understanding.
- Clarify stakeholder perspectives.
- Formulate a vision.
- Raise awareness of trade-offs.
- Develop strategies.
- Define next steps.

Guiding Principles

- All ideas are welcome and there are no wrong answers.
- Every work result contributes to its further development.
- All findings should relate to the company's reality.
- Different functions and points of view should be given equal consideration.

Practical Setup

Location and Setting

The workshop does not necessarily have to take place in a traditional meeting room. Try to find locations with a direct connection to your supply chain. E.g., production halls, warehouses, innovation rooms at suppliers' premises, distribution centers or transport hubs. Or make the workshop in a location that is close to customers, e.g., in a retail or service environment, at a B2B customer event or at a partner location. Or go to an external co-working center, a location with a scenic view, or a visit to another company that offers guided tours.

If we want to rethink supply chains and logistics, it does not always work well from the “seminar room”. Do not underestimate the effectiveness of a new location. You will be surprised at the new results by simply changing the environment. This helps you to break routines and open new perspectives.

Duration and Format

The workshop can be conducted in a variety of ways. It can be planned as a short half-day event, or as a series of workshops held over several days or weeks. This allows for further insights to be generated in the meantime. Spreading the content over several sessions allows for more in-depth and detailed work. After all, it takes time to familiarize oneself with SCV and grasp the concept behind it. It is advisable to hold a separate workshop session of, for example, one hour for each work step over several weeks.

Group Setting

The ideal size for the workshop team is six to twelve people. The greater the number of participants, the more diverse the range of perspectives represented. However, it is important not to have too many participants. For the individual sessions, the group can be divided into small teams of three to four people to ensure discussions remain engaging. These teams should be deliberately mixed, including members from different departments such as purchasing, production, IT, finance, sales, R&D and logistics. If possible, customers or external stakeholders should also be included. It is also advisable to involve employees with different levels of experience (young to old).

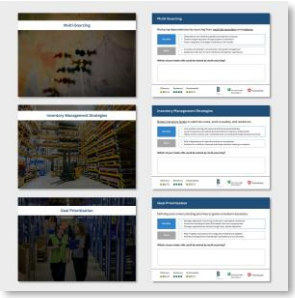
Required Materials

The following card-sets are required:

SCV in a Nutshell

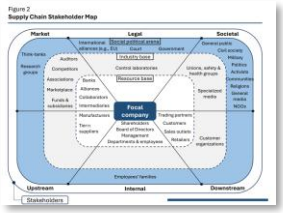
SCV Use Cases

SCV Trade-offs

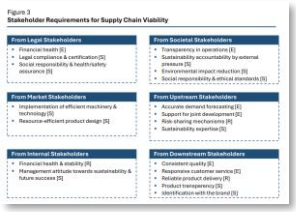


Strategy Bundles

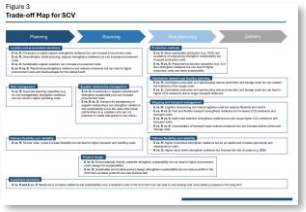
The following print-outs are required:



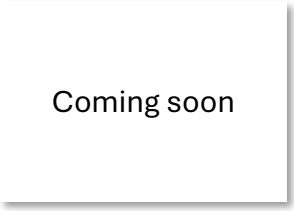
Stakeholder Map



Stakeholder Requirements



Trade-off Map



Digital Enabler Landscape

Further required materials:

- Posters, pinboards or whiteboards, sticky notes, markers or pens.
- A camera or cell phone to take photos of the results.

Role of the Moderator

The moderator explains the objectives and strikes a balance between structure and free thinking. They ask the key questions and summarize the results. They ensure that the results contribute to the further development of the vision. It is important that the moderator does not impose their own solutions but rather supports the group in developing their own. It is highly recommended that the moderator familiarizes themselves with the topic of SCV in advance.

Moderator Notes

Basic Principles

- The process is structured by the guiding questions and materials, but the content is generated within the groups. Do not impose too many restrictions.
- No idea is wrong or 'too crazy'. All contributions are valuable and can be refined later. Do not evaluate ideas immediately; leave them open for now and accept them.
- The moderator does not propose solutions themselves but ask questions and support the discussion (= remaining neutral).
- Ensure that discussions remain productive. If necessary, break off and mix up the groups, or move on to the next World Café table.

Methods and Useful Hints

- Short, open questions can help to make discussions more in-depth (e.g. 'Who is affected?' or 'What dependencies do you see?').
- Results should always be recorded immediately on posters, cards or digital boards. Making the results visible helps to create commitment and identify new connections. Often, the best ideas only emerge once all thoughts have been visualized, for example on a wall or poster.
- Changing groups (e.g. in a World Café), taking short breaks or moving to a different location can boost energy levels. Maybe get up and play a sports game or go for a walk outside.
- Ensure dominate people also allow others to speak. Everyone should be able to participate. Ideas can be evaluated using post-it, for example.
- After each round, provide a short summary to ensure the common thread remains visible.

The "World Café" Format

Workshop Principle

The World Café has proven to be an effective method of addressing our guiding questions. It facilitates the active participation of many attendees and enables different perspectives to be gathered in a short period of time.

Participants work in small groups of three to six people at a table, focusing on a key question. After a given time (e.g., 20–30 minutes), they move to a different table. A moderator remains at each table to summarize the results so far and introduce the next group to the discussion. The collected results are then compiled and condensed in a plenary session at the end.

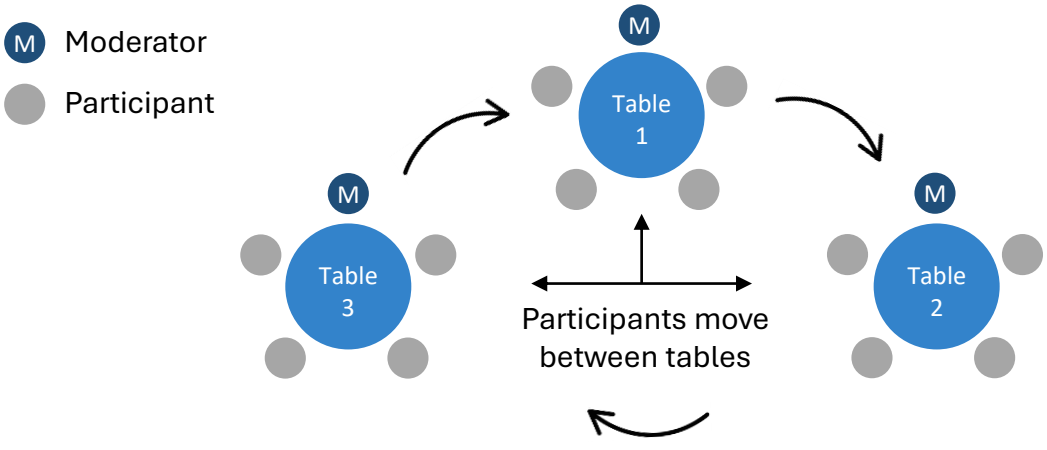
Advantages

- Each person learns about different perspectives.
- Ideas develop over several rounds.
- All participants contribute, not just individuals.

Application in SCV-Workshops

The materials (e.g., card sets and printouts) are laid out on the tables and can be used directly in the discussion. The posters can be pinned to walls. The moderators control the process only; the groups work self-organized. It is important that the results are collected on the posters or other paper and then presented to the whole group.

Figure 1
World Café Set-up



Step-by-Step Guidance

The two posters summarize our proposal for the workshop procedure. There are eight steps in total. You can print out the posters and write on them directly.

Part 1: Defining our SCV Vision

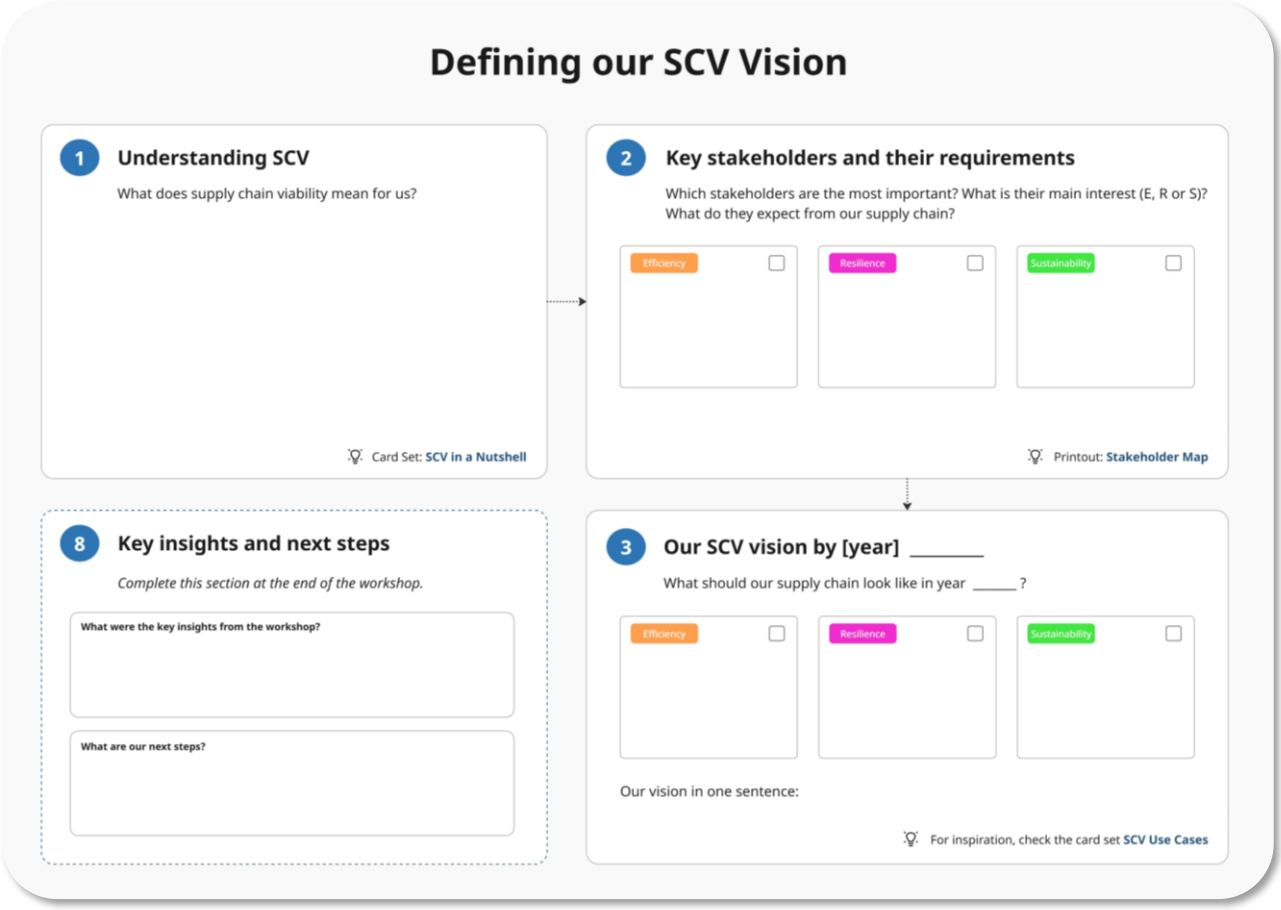
Step 1: Understanding SCV

Guiding question: What does supply chain viability mean for us?

Moderator Notes / Basic Goals

- Open the workshop with a brief introduction to SCV (basic concept).
- Ensure that all participants develop a basic common understanding before moving on to the next steps.

Figure 2
First Workshop Poster



Methodological Approach

- The moderator gives a brief introduction (maximum 10 minutes) supported by the SCV-Handout (see materials).
- Each group receives the "SCV in a Nutshell" card set. They review the cards and select two to three that are particularly relevant to their company.
- Based on the cards, the groups formulate in 2-3 sentences what SCV means for their company.
- Cluster the results on the poster, make similarities and differences.

Required Materials

- Card set “SCV in a Nutshell”.
- Handout with SCV definition.
- Pinboard/whiteboard, cards or Post-its, pencils.

Output

- First joint definition: “For us, SCV means…” (in bullet points on the poster).
- Collection of the core aspects of SCV that are relevant to the group.

Step 2: Key stakeholders and their requirements

Guiding question: Which stakeholders are the most important? What is their main interest (E, R or S)? What do they expect from our supply chain?

Moderator Notes / Basic Goals

- Participants should understand that SCV is not just an internal subject but is also influenced by stakeholder requirements.
- Help in identifying the most important stakeholders and assigning their core interests (efficiency, resilience, sustainability).

Methodological Approach

- The moderator briefly explains that stakeholder perspectives are the starting point for subsequent steps.
- Each group receives the stakeholder and requirements map. They identify the 5-7 most important stakeholders, note down which dimension is most important for each stakeholder, and add initial keywords describing their requirements.
- Collect and cluster results in plenary session. Decide together: Which stakeholders are critical for SCV?

- Establish a connection: “These requirements form the basis for the vision that we will develop in the next step…”

Required Materials

- Handout Stakeholder Map.
- Handout Stakeholder Requirements Map.
- Pinboard/whiteboard, cards or Post-its, pencils.

Output

- List of 5–7 key stakeholders for the company.
- Assigned main interests of these stakeholders.
- Documented main requirements (visible on poster or map).

Step 3: Our SCV vision by [year]…

Guiding question: What should our supply chain look like in [year]?

Moderator Notes / Basic Goals

- Guide participants in deriving an initial (temporary) shared vision from the results achieved so far. We will refine this later.
- Ensure that the vision is both inspiring and clearly formulated (concrete statement). Visions should be ambitious.

Methodological Approach

- Each group summarizes its findings in one sentence.
- Each group develops a vision based on: What does SCV mean to us? What do our stakeholders expect / what jobs-to-be-done do we have to fulfil?
- All visions are presented, differences and similarities discussed.

Required Materials

- Card set “SCV Use Cases” (as inspiration for examples).
- Pinboard/whiteboard, cards or Post-its, pencils.

Part 2: How do we achieve Supply Chain Viability?

Step 4: Identifying trade-offs

Guiding question: Which trade-offs are the most important to us?

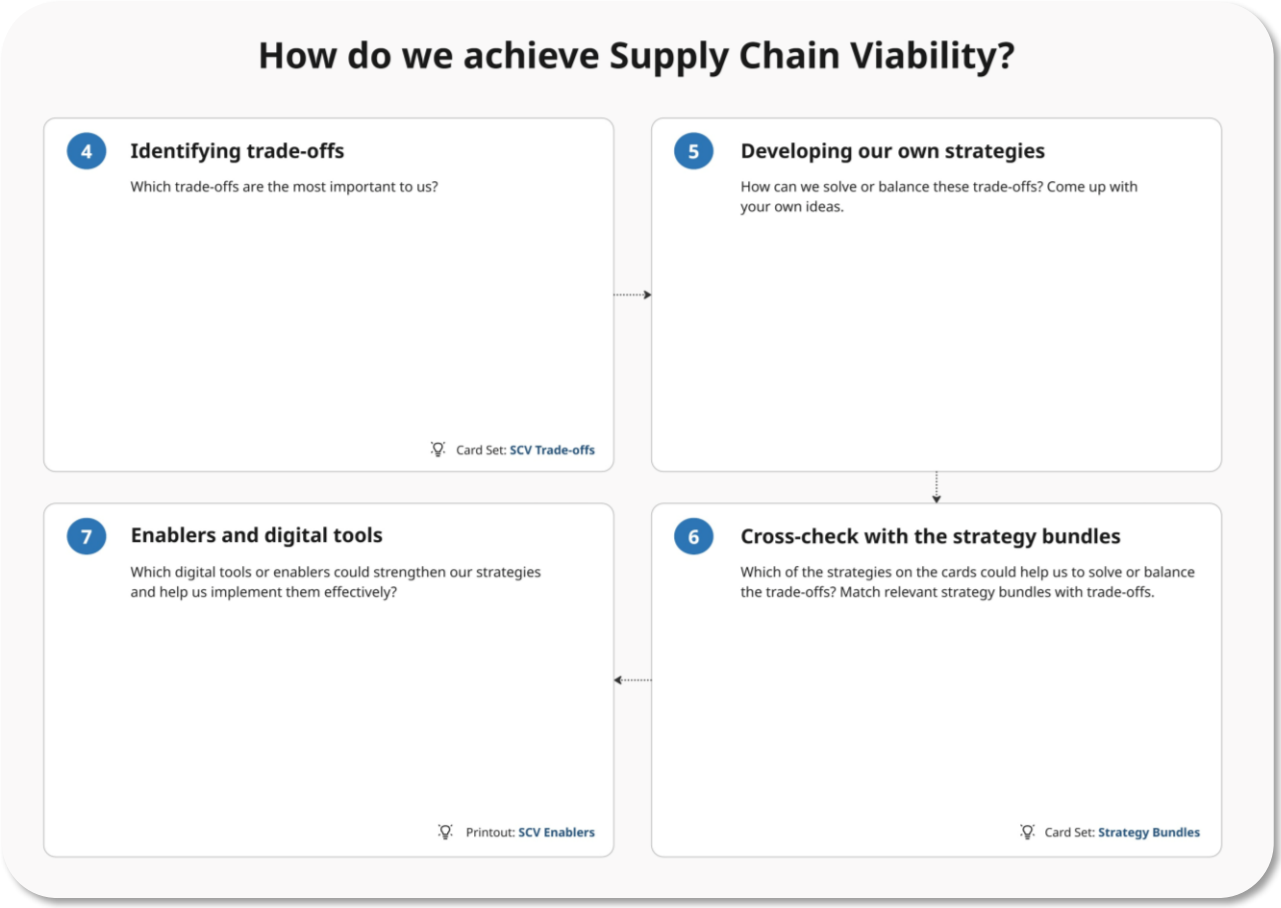
Moderator Notes / Basic Goals

- Participants should be made aware that trade-offs are unavoidable and often result from the differing requirements of stakeholders.

Methodological Approach

- The groups work with the "SCV Trade-offs" card set. They go through the cards and check: Is this trade-off relevant for our company? If so: Which stakeholders are affected? Which dimensions (E, R, S) are affected?
- Additional question: Which dependencies influence this trade-off (e.g., suppliers, customers, regulation, finance, technology, geopolitics)?

Figure 3
Second Workshop Poster



- Each group marks relevant trade-offs on the trade-off map.
- Collect results, cluster them, and make an initial prioritization (e.g., top 3–5 trade-offs for the company).

Required Materials

- Card set “SCV Trade-offs”
- Trade-off map (Printout or Poster)
- Pinboard/whiteboard, cards or Post-its, pencils

Output

- List of trade-offs relevant to the company.
- Initial prioritization (top 3–5 trade-offs).

Step 5: Identifying trade-offs

Guiding question: How can we solve or balance these trade-offs? Come up with your own ideas.

Moderator Notes / Basic Goals

- Guide the participants from analysis to design. It is now time for them to develop their own solutions for the previously prioritized trade-offs.
- Encourage them to think creatively and not just within existing processes.

Methodological Approach

- As in previous steps, you can use the World Café Method for this task. It will be especially effective for idea development.
- Each table/group discusses 2-3 of the prioritized trade-offs. They develop ideas on how these can be resolved or better balanced.
- At the end, present the results and collect them on a poster.

Required Materials

- Pinboard/whiteboard, cards or Post-its, pencils.

Output

- Initial list of own strategies/ideas per prioritized trade-off.

Step 6: Cross-check with strategy bundles

Guiding question: Which of the strategies on the cards could help us to solve or balance the trade-offs?

Methodological Approach

- Each group receives the Strategy Bundles card set.
- Identify suitable bundles for the prioritized trade-offs. Which ones reflect our ideas? Which ones complement our approaches? Which ones are new?
- Each team may present one to two examples of how they combined their ideas with Strategy Bundles.

Required Materials

- Card set “Strategy Bundles”.
- Poster with previously developed ideas.
- Pinboard/whiteboard, cards or Post-its, pencils.

Output

- List of bundles that are relevant to the company.

Step 7: Enablers and digital tools

Guiding question: Which digital tools or enablers could strengthen our strategies and help us implement them effectively?

Moderator Notes / Basic Goals

- Additional guiding question: Which digital solutions and organizational capabilities are currently available, and which would need to be developed from scratch?

Methodological Approach

- Presentation of the SCV Enabler Landscape (printout).
- Each group will work on its previously developed strategies. What tools and skills do we already have, such as ERP, WMS, analytics, and forecasting? Which enablers are missing? Which enablers are necessary to implement the strategies?
- Combine results. Joint discussion: “Which enablers are our top priorities?” Collect on poster.

Required Materials

- Printout “SCV Enabler Landscape”.
- Pinboard/whiteboard, cards or Post-its, pencils.

Output

- Overview of existing enablers in the company.
- List of missing/required enablers.

Step 8: Key insights and next steps

Guiding question: What were the key insights from the workshop? What are our next steps?

Methodological Approach

- Conclude the workshop in a structured manner.
- Each group writes down their top three insights and possible next steps on Post-it notes or cards.
- All results are collected on the poster. Discussion: Which insights are particularly important? Which next steps are feasible/urgent?
- Joint identification of the most important next steps (e.g., with sticky dots).

Required Materials

- Pinboard/whiteboard, cards or Post-its, pencils.

Output

- Concrete next steps, each with the person responsible and a time frame.

Acknowledgement

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