Demand-Driven Value Networks: Supply Chain Capabilities Road Map for Growth, Agility and Competitive Advantage

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The demand-driven value network (DDVN) model and strategies have acted as guides for supply chain transformation for many companies. We have published hundreds of reports that detail key elements of the model, stages of DDVN maturity, the importance of integration across the value chain, handbooks by industry, and case studies of DDVN success stories. In this research, we detail the specific capabilities of demand-driven excellence, provide key enablers for each capability and link to existing research to support your journey to higher levels of maturity.

Key Findings

- DDVN maturity is built on a foundation of 12 critical capabilities.
- Differentiation and competitiveness are only enabled when built on the foundational elements of outside-in customer analytics, technology alignment, and integration across the cycles of demand, supply and product.
- Global networks, multichannel execution, new global competitors and new market growth are challenging the current DDVN foundation, resulting in the need for advanced supply chain capabilities.
- Companies trying to enable advanced supply chain capabilities, such as predictive analytics, segmentation, cost/service trade-offs and other innovative solutions, have discovered that gaps at the foundational layer are impeding progress and forcing updates to core processes and supporting technology.

Recommendations

- Develop a demand-driven foundation by enabling the capabilities presented in this research via a modular approach to change management.
Address weaknesses in the basic fundamentals, such as lack of visibility, disconnected business processes and antiquated technology, before attempting to enable advanced capabilities.

Use Gartner’s four-stage DDVN maturity model to assess your current level of maturity. Align your findings with the capabilities in this research to create a transformation road map.

Align your technology road map to this research by using Gartner’s pace-layering approach for supply chain (see "Applying Gartner’s Pace Layers to Supply Chain Applications and Processes") to ensure that systems of record are mature before investing in systems of differentiation and competitive advantage.

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Analysis

How has your company built its foundation? Many companies believe that they have a stable foundation, but actually have functional silos with loosely connected cross-functional processes. Like a picket fence, there are gaps between the functions and business processes, which lead to a disconnected foundation that cannot weather the increasing volatility of extended global networks. Other organizations have integrated key building blocks to form a strong structure that worked well in yesterday’s business climate; however, many of these organizations are encumbered by the mortar of their foundation. The mortar for these companies is created through things like antiquated technology systems, disconnected processes and, most importantly, an internally driven culture. The companies will have to shatter the foundation to break up the mortar to make large changes.
So, how do you get the right balance of strength and flexibility? The key is to build a modular foundation in which new capabilities can be added and the current foundation can be updated as required.

Gartner’s DDVN model highlights the importance of building a foundation on 12 critical factors. Note in Figure 1 how these 12 factors, when connected via a modular infrastructure, combine to build the right foundation of capabilities required to delight customers and maximize profitability.

**Figure 1. Foundational Building Blocks for DDVN Maturity**

![Foundational Building Blocks for DDVN Maturity](image)

Source: Gartner (July 2011)

With this design in mind, we provide descriptions of these 12 attributes and the common initiatives to develop each for the three layers of the foundation. As a supplement to the initiatives' descriptions, we have provided references that will provide detailed insights into how these capabilities will enable demand-driven practices.

**The Basic Fundamentals**

A DDVN describes an organization that is designed to sense various demand signals, and translate demand requirements into processes for make, source and deliver functions to create a desired outcome. The key to this model is an understanding of customer value, managing the right technology to make business decisions, and the integration across demand, supply and product. A road map to achieve this vision is provided in the four basic fundamentals described below:

- **Outside-In View:** This customer value-driven culture is supported by analytics and focuses on determining what is of value to the customer, and aligning supply chain performance and company goals to that value. Common enablement initiatives include:
Understand the customer experience beyond delivery performance across the extended customer value cycle (desire, purchase, usage, service and disposal/renewal), and make changes in supply chain practices to incorporate that understanding (see "Supply Chain Strategy for High-Tech Manufacturers: The Handbook for Becoming Demand Driven").

Implement a performance management program and metrics that drive cross-functional alignment and functional excellence.

Create customer, partner and supplier councils for external feedback (see "Beyond the Perfect Order: Measuring the Customer Experience of Your Supply Chain").

End-to-End Supply Chain Processes: Connect business processes and key performance indicators (KPIs) across the value chain to eliminate siloed and suboptimized performance. Extend collaborative relationships globally through some process standardization for more seamless interactions, while still catering to local needs. Common enablement initiatives include:

- Use the Gartner DDVN framework to assess capabilities against the four demand-driven strategies of becoming market-driven, driving innovation into products and services, building value into supply networks, and orchestrating the demand-driven response. Use the output of this assessment to develop a road map of change management initiatives based on current capability.
- Use the Sharable Content Object Reference (SCOR) Model to assess core processes and drive standardization across plan, source, make, deliver and return functions.
- Invest in cross-functional processes like sales and operations planning (S&OP); new product introduction (NPI); product life cycle management (PLM); collaborative planning, forecasting and replenishment (CPFR); and multitier supplier development.
- Use business process and technology infrastructure value stream mapping to identify gaps and key dependencies. Use these findings as a means to identify critical organizational and process interactions across functions that need closed-loop, collaborative handoffs.

Technology Enablement: Align and integrate an end-to-end technology infrastructure that supports cross-functional business processes and decision making. Enable growth through supply chain differentiation and innovation. Common enablement initiatives include:

- Ensure supply chain and IT alignment through councils or centers of excellence (COEs; see "Supply Chain Peer Forum Summit Session: Supply Chain Centers of Excellence").
- Define a pace-layering framework (see "Applying Gartner’s Pace Layers to Supply Chain Applications and Processes") for enterprise architecture and supply chain solutions.
- Define vision and strategy to enable master data management (MDM).
- Assess deployment options (such as software as a service and cloud) across the value chain and extended customer value cycle.

Aligned Cross-Functional Objectives: Align to customer value and shareholder goals across functional silos. Design reward systems and performance plans that are aligned across
demand, supply and product organizations to drive the right behavior and shape the culture. Common enablement initiatives include:

- Use cross-functional councils and COEs to drive alignment, communication and governance.
- Invest in ongoing change management and continuous improvement expertise. Create the executive-sponsored review forums to support change management initiatives.
- Use end-to-end, balanced metrics that align to different levels of the organization, while creating joint accountability across the enterprise.
- Ensure that performance reviews, incentive systems and compensation are tied to higher-level goals and customer value attributes.

Maturity in these four areas is essential for every supply chain organization, and will aid in maturing business processes from purely reactionary to anticipate fluctuations in demand and supply. The value chain integration that is developed in these basic fundamentals will also begin to enable collaboration across internal and external networks. This collaboration is essential for the next phase of capabilities described in the next section as differentiators.

Capabilities for Differentiation

With the basic fundamentals described above in place, companies have better end-to-end supply chain visibility, a better understanding of how functional decision making impacts business processes, and clearer quantification of cost and complexity across the supply chain. With this knowledge and a more solid foundation, it is possible to begin to differentiate supply chain performance with the following four capabilities:

- **Risk Management:** Manage a formal governance process for risk assessment and contingency planning. Integrate findings with other supply chain activities, such as supply planning and network design, to create a buffer against key risk areas. Common enablement initiatives include:
  - Create and implement a formal risk management process with key elements, such as assessment, treatment and ongoing management, as described in "Toolkit: Create and Implement a Supply Chain Risk Management Framework."
  - Embed risk assessment and mitigation as part of ongoing supply chain execution — multitier where required.
  - Create a business continuity planning (BCP) process to design, coordinate and practice risk mitigation activities.

- **Demand Management:** Use demand management techniques, such as demand sensing, shaping and the differentiated supply response, to mature capabilities beyond traditional historical forecasting. Align the organization and key trading partners on demand-driven principles. Common enablement initiatives include:
Define what demand-driven means to your business model and what constitutes demand, including demand sensing, shaping and profitable response. Details to this process are outlined in "Demand Sensing and Shaping Narrow the Chasm Between Commercial and Supply Chain Strategies and Goals."

Identify sources of demand insights for the short-term, midterm and long-term planning horizon.

Improve S&OP capabilities to balance demand and supply. Translate demand-sensing insights into demand-shaping opportunities.

**Global Network Management:** Define the global network needs (both standard and differentiated). Address what needs to be global, regional and local, and balance these requirements to be efficient where possible, yet agile where it is required. Common enablement initiatives include:

- Leverage best practices in network optimization, such as ongoing network modeling, simulation and network modeling for NPI (see "Top Practices When Modeling Supply Chain Networks").
- Build capabilities to assess network design (internal assets and external partners) on an ongoing basis, either in-house or leveraging outsourced partners that offer these capabilities (see "Insights From the Supply Chain Top 25: Unilever’s Product Supply Strategy Focuses on Manufacturing Excellence").
- Use network simulation of the current network to optimize cost, cycle time and predictability and in "greenfield" assessments for the strategic design of new networks.
- Implement technology, where required, to support network management, including network optimization, inventory optimization and cost/service analysis.

**Cost-Optimized Supply Chain:** Establish improved end-to-end supply chain cost visibility, including some connection with supplier, partner and customer networks. Maximize asset utilization, and reduce working capital requirements without detrimental impact to service levels. Common enablement initiatives include:

- Lean, Six Sigma and SCOR projects in manufacturing and supply chain to eliminate waste in the existing supply chain.
- Asset light/outsourcing initiatives to convert fixed costs to variables.
- Demand pull-based supply strategy to reduce inventory levels.
- Supplier cost reduction and complexity rationalization programs, including supplier development where required.

As companies mature in these four areas, they mature the collaborative relationships they have created across the value chain with suppliers, customers and partners, which leads to even greater visibility and, ultimately, more control. With better control of relationships, data, products and services, the ability to orchestrate the value chain is on the horizon.
Developing Competitive Advantage

Our research has pointed to orchestration as the pinnacle of supply chain maturity for many years. Orchestration extends the concepts of demand sensing, shaping and responding to an active set of engaged conversations across the entire value chain. Companies demonstrating the highest levels of supply chain maturity combine end-to-end visibility with a detailed knowledge of customers to provide the right offerings that maximize internal profitability, while delighting customers. This competitive advantage is enabled by the following four capabilities:

- **Customer Value Alignment**: Create methods to capture, integrate and analyze how customers experience supply chain performance. Enable strategic planning, change management and governance to improve supply chain performance to enhance customer value. Common enablement initiatives include:
  - Determine customer value across the extended customer value cycle, focusing on the five core moments of truth (desire, purchase, usage, service and renewal/disposal).
  - Identify different value expectations, and then align customer and supply chain segmentation to those differences.
  - Create multiple layers of customer collaboration programs with different tiers of customers, as shared in "Beyond the Perfect Order: Measuring the Customer Experience of Your Supply Chain."
  - Design and implement a customer scorecard that is reviewed and acted on in customer-focused councils or account teams.

- **Sustainability**: Enable sustainable business practices to enhance performance, reduce waste, generate value and optimize processes. Take a resource-based view of supply chain metabolism to develop sustainable sourcing, manufacturing and logistics. Common enablement initiatives include:
  - Use sustainable product design, including life cycle impact analysis.
  - Measure, report and benchmark sustainable performance (see "Procter & Gamble Sets the Vision and Derives Value With Sustainable Scorecards").
  - Integrate energy and sustainability with asset management.
  - Invest in emerging technologies and services to support the sustainable supply chain (see "Sustainability for Growth: A Supply Chain and IT Transformation").

- **Services**: Enhance the customer experience through value-add services. Increase life cycle value for your company and your customers. Common enablement initiatives include:
  - Define and analyze customer requirements across the extended value cycle to include usage and service phases of the customer experience.
  - Enable the cross-functional alignment of supply chain and service organizations through processes and metrics.
- Create a service life cycle management value framework and a dashboard of KPIs to monitor performance.

- Identify how the integration of new data drivers, such as contextual information (for example, social media and macroeconomics), downstream data, connected products and the digital supply chain, can lead to new service opportunities. "Case Study: Diebold Maximizes Profitability and Customer Satisfaction With M2M-Enabled Services" provides an overview of how Diebold created new revenue-generating remote services via machine-to-machine (M2M) connectivity among customers, services and supply chains.

- **Profitable Trade-Offs:** Understand how business decisions create value and consequences across the value network. Ensure that decision making is based on profitability and trade-off clarity. Common enablement initiatives include:
  - Assess and advance S&OP maturity as the key decision making forum across the business. "Sales and Operations Planning Maturity: What Does It Take to Get and Stay There?" provides key insights to this journey.
  - Implement scenario analysis — in the dialogue for decision making and supported by tools — as part of the S&OP process.
  - Improve performance management through measurement aptitude (the right end-to-end metrics) and resulting action plans (knowing what to do with the data).
  - Understand the interdependencies across the metrics dashboard, and establish joint accountability across functions for key metrics aligned to business strategy and customer value.

The 12 capabilities that make up the basic fundamental, differentiation and competitive advantage layers provide a strong foundation for today’s environment. As recent events have demonstrated, however, global networks, multichannel execution, new global competitors and new market growth have extended the supply chain and exposed more volatility across it. A new layer of capabilities is required for the next generation of supply chain leaders.

The New Requirements for Growth, Agility and Competitive Advantage

Global networks provide new demand opportunities for those that can penetrate emerging markets, but extended supply networks continue to be challenged by increasing value chain volatility. The recent crisis in Japan is a clear example of how extended supply chains have also extended exposure to risk for many companies. No one could have predicted the crisis, but could people have been better prepared for it and have the resilience to bounce back quickly?

New data and analytics tools are aiding in managing this volatility through capabilities such as risk assessment, predictive analytics, Pattern-Based Strategy, contextual analytics and the integration of unstructured data. The data available, however, has led to a data deluge, and the capture, integration and management of that data represent a huge challenge. Next-generation supply chains must have the right foundation to take advantage of the opportunities and defend against the challenges that have emerged in global commerce. To access new markets and deliver new products or services — not to mention to simply enhance current competitiveness, differentiation
and total value — companies must add a new layer to their foundations. We have identified eight advanced capabilities for companies to add to their foundations, as displayed in Figure 2.

Figure 2. Must Continue to Adapt New Capabilities for Continued Profitability and Innovation

Depending on your industry, product strategy, geography or demand profile, the criticality of these eight capabilities to your continued growth and competitiveness will vary. Consider the descriptions and enablement initiatives described below as you assess prioritization for investment in these new capabilities:

- **End-to-End Visibility**: Connect demand, supply and product information across the internal and extended value chain via technology and business process. Reduce signal latency to move from reactive to proactive planning. Common enablement initiatives include:
  - Create extended value chain collaboration and joint value creation through portals, dashboards, joint planning and integrated business processes.
  - Integrate enterprise data and create one unified source of information via MDM.
  - Invest in multtier supplier and channel partner visibility.

- **Advanced Talent Management**: Attract, develop and retain top talent. Ensure that you have a globally balanced and sustainable workforce, work environment skills and talent. Common enablement initiatives include:
Along with HR, develop supply chain career tracks for masters of disciplines and masters of orchestration, as detailed in "Help Wanted: Two Leaders to Orchestrate Value in the Modern Supply Chain."

As described in "North American Supply Chain University Programs, Part 1: Why Co-Investment in Supply Chain Talent Is a Must," partner with leading international universities to sponsor R&D projects and create an on-ramp for new supply chain talent.

Develop formal supply chain curriculum and certification programs in partnership with associations like APICS and the Supply Chain Council.

Create rotational programs across functions and geographies, and formal succession planning.

**Integrated PLM:** Focus on product and service life cycle value. Common enablement initiatives include:

- Define and implement cross-functional NPI processes, and incorporate NPI planning in S&OP.
- Formalize product portfolio management processes and metrics (see "Hype Cycle for Manufacturing Product Life Cycle Management and Production, 2010").
- Define and measure time to value for NPI, along with implementing a PLM dashboard.

**Downstream Data Management:** Use downstream data (store-level point-of-sale data, physical inventory, remote monitoring and other causal conditions) to improve demand management. Create joint value for manufacturers and channel partners to improve inventory turns, revenue uptake, supply availability and total profitability. Common enablement initiatives include:

- Foster joint-value creation (collaborative channel practices, customer value teams) with true win-win objectives (see "Case Study: Sony Electronics' Customer Focus and Channel Collaboration Result in Wal-Mart Supplier of the Year Award").
- Optimize inventory, where each decision point is evaluated to increase efficiency.
- Connect demand management with marketing, pricing and promotions through direct and indirect channels.
- Develop CPFR and vendor-managed inventory maturity.
- Implement a demand signal repository.

**Cost/Service Trade-Off Analysis:** Build from the one-to-one profitable trade-offs developed as part of the competitive advantage layer of the advanced companies' model detailed supply chain cost-service relationships, and leverage for multiple use cases (supply chain continuous improvement and governance, go to market strategy formulation, and quantitative guide for segmentation approach). Create an ability to assess profitability, and drive conscious cost/service trade-offs on multiple dimensions, including customer, product, channel and geography. Common enablement initiatives include:
Use "Understanding Trade-Offs: A Practical Supply Chain Cost-Service Analysis Framework and Maturity Model" as a guide for maturing processes.

Create a database of historical end-to-end supply chain costs and services.

Implement scorecards and dashboards to understand end-to-end costs and the impact of initiatives that suboptimize a function.

Proliferate cost-service analytics from the initial pilot to all business groups. Use capabilities to set appropriate cost-service levels for customer and product segments, and drive customer and product portfolio management decisions.

**Predictive Analytics:** Discover relationships in massive amounts of data to predict future trends. The techniques used can range from simple models (for example, arithmetic averages) to ones of intermediate complexity (for example, linear regression, clustering and decision trees), to very complicated models (for example, neural networks). Common enablement initiatives include:

- Identify how predictive analytics can shape supply chain decision making, as detailed in "Next-Generation Supply Chain Predictive Analytics: A Cornerstone to Demand-Driven Value Networks."

- Use demand modeling techniques that create predictive models that provide demand sensing/shaping capabilities that enable forward-looking forecasts to provide insights into short-term, midterm and long-term demand shifts.

- Include new forms of data (context, unstructured, connected products and M2M) to improve demand management and product development.

- Integrate forecasts with upstream business decisions.

**Supply Chain Resiliency:** Enhance supply chain business continuity and risk management capability by enabling supply chain agility and multitier visibility capabilities. Implement proactive, data-driven supply network design processes with dedicated resources. Common enablement initiatives include:

- Complete supply resilience assessments for the key products driving the majority of revenue/profit.

- Conduct quantitative modeling and assessments of the current supply network design for the ability to withstand disruptions.


**Supply Chain Segmentation:** Align the supply chain capability with customer value by creating multiple, end-to-end supply chains. Optimize the balance of efficiency and agility by eliminating bad complexity, and optimize processes to enable good complexity. Common enablement initiatives include:

- Use process modeling to identify how many supply chains you have.
Analyze unique value characteristics, such as buying behavior, regional demand, seasonality, industry-specific needs and other factors that drive the need for differentiated supply chain performance.

Gain cross-functional buy-in for this initiative from finance, sales, product and marketing organizations.

Follow the seven steps of supply chain segmentation, as outlined in "The Seven Steps of the Supply Chain Segmentation Journey."

If you are interested in further information on any of these capabilities, Gartner has detailed research on each of these eight areas beyond the reports listed.

Adaptable and Sustainable Innovation and Agility

In our introduction, we spoke of organizations encumbered by mortar that are slow or unable to adapt to change. We find that companies that can adapt to changing conditions have developed a modular foundation, in which capabilities can be updated and changed as needed. These companies all have a link in their ability to manage change, understand customer value, acquire and keep the right talent, and continually innovate. These abilities are essential in linking these new capabilities with your foundation. Building on top of your core foundation and enabling the organization to maximize the value potential of the following advanced capabilities require establishing competency, as shown in Figure 3:

- **Customer Value**: It’s not just outside-in thinking to sense demand; it’s how you respond in a way that drives total customer value. Most companies today have identified that “value” is not a one-size-fits-all attribute, and that a detailed understanding of multiple value characteristics is required to align products, services and solutions accordingly.

- **Supply Chain Talent**: What an organization can and can’t do is often determined by the talent it has. Along with the talent management attributes described above, supply chain leaders also connect talent development directly with change management and governance. These skill sets are identified across the organization, are continually developed within COEs, and are requirements for hiring and/or promotion.

- **Change Management**: Change management is a competency, not a project. It’s moving from just project management to a competency where the culture is aligned so that changes in one aspect of the organization or specific function are understood and aligned with other functions.

- **Governance**: Governance must start at the top, and we typically see this come directly from the C-level and cascade through senior leadership in supply chain or customer value functions. As described in "Customer Value Alignment Model for Supply Chain Governance," supply chain governance is best established with alignment of five critical factors tied to customer value.

- **Innovation**: Innovation is more than product development. It’s about capturing new ideas from customers, suppliers, partners or other contextual sources to exploit them into action and profit.
These five attributes cannot be isolated from one another, nor does proficiency in one balance deficiency in another. In Figure 4, note how these five factors are interconnected via the focus on customer value and, as a result, require four supporting attributes.
These five elements bind together with one another and become the "glue" that not only connects the advanced capabilities with your existing foundation and makes them stick, but also becomes ingrained in the organizational DNA. To enable this connectivity, manage the following four supporting activities:

- **Greenfield Analytics and Design**: Innovation is often predicated on the ability to design without constraints, but implementation of innovation is only enabled with the right governance. It is a balancing act. To create sustainable innovation, companies should enable network design, product innovation and change management leads to complete "ideal state" Greenfield solutions to customer problems. This design process must then be connected to cross-functional governance forums for review of value, viability and a formal integration plan.

- **Building a Pipeline**: Innovative thinkers are few and far between. Although processes and culture can shape innovation, it is often a select few people who make the biggest difference. A key to sustaining innovation is to identify the key talent, both within and outside your organization, who can be leaders of innovation. This identification should be directly tied to succession planning.

- **Continuous Improvement Skills Development**: Talent development must occur in any facets. In addition to developing supply chain expertise, companies must develop talent with problem-
solving capabilities. Integration of lean, Six Sigma, SCOR and Project Management Institute (PMI) methodologies are all good examples of fostering this development. Developing these skills most often requires a top-down initiative, in which executive support of the programs and of related initiative reviews is strongly encouraged and widely visible.

- **Organizational Design and Business Process:** Supply chain governance is not simply watching over key metrics as a means to control variability. A strong governance model must be directly connected with change management activities as a way to formalize continuous improvement. Thus, executive-sponsored reviews of broad business process changes should be established. As part of this body, decisions on the right supporting organizational structure should be integrated as part of change management implementations.

As you consider integrating this vision, recognize that organizations making the swiftest sustainable progress in DDVN maturity have change leadership and performance improvement management basics and systems in place. They have strong, top-down change leaders with a clear, compelling business vision and a call to action that guides the organization to new capabilities. Ensure that you consider the "glue" for your foundation as equally — if not more — important than the capability building blocks themselves.

**From Vision to Transformation**

We've provided the essential building blocks for the next-generation DDVN foundation and the requirements to keep those blocks together, so now what? It's time for transformation. Detailed research on supply chain transformation is available in "Stages of Value Chain Transformation, Revisited." In addition, we recommend using Gartner's four stage DDVN maturity model (see "Supply Chain Strategy for Manufacturing Leaders: The Handbook for Becoming Demand Driven" and "The 2010 Retail Handbook for Becoming Demand Driven") as a means to assess your current maturity. We also have a Toolkit available for that assessment (see "Toolkit: Assess the 12 Facets of DDVN Excellence"). Use the understanding of your current maturity from the assessment to design a road map for investment in the capabilities in this research. As part of that assessment, it is critical to identify any weaknesses that may exist in your current foundation. As we have found, it is essential to fix the basics before trying to take on advanced capabilities.

The modular design of the building blocks in our figures is quite intentional. The key to sustainable innovation and profitability is the ability to adapt. The DDVN framework provides the right framework for success, but it is by no means a stagnant design. Leaders will continually add on, snap to and reconfigure their foundations as a means to sustain growth aligned to customer value, market demands, the competitive landscape and new technology.

**Recommended Reading**

*Some documents may not be available as part of your current Gartner subscription.*

"Supply Chain Strategy for Manufacturing Leaders: The Handbook for Becoming Demand Driven"

"Toolkit: Assess the 12 Facets of DDVN Excellence"
"Supply Chain Strategy for High-Tech Manufacturers: The Handbook for Becoming Demand Driven"

"Supply Chain Strategy for Industrial Manufacturers: The Handbook for Becoming Demand Driven"

"Supply Chain Strategy for Consumer Products: The Handbook for Becoming Demand Driven"

"Supply Chain Strategy for Chemical Manufacturers: The Handbook for Becoming Demand-Driven"

"The 2010 Retail Handbook for Becoming Demand Driven"

"Toolkit: Assess Your Retail Value Chain Maturity Against the Five Demand-Driven Strategies"

This research is part of a set of related research pieces. See Building a Resilient Supply Chain for an overview.
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