

# SCOR – Supply Chain Operations Reference Model

A unified framework for understanding, managing and improving end-to-end supply chain performance.

 **ORCHESTRATE**  
Align, Govern & Enable

 **PLAN**  
Anticipate & Shape  
Demand - Forecast

 **ORDER**  
Capture & Commit

 **SOURCE**  
Procure & Collaborate

 **FULLFILL**  
Deliver & Delight

 **RETURN**  
Recover & Regenerate

## Supply Chain Consulting and Advisory

Service Offering: SCOR Capability Development and Assessment Services

STRATEGY | TRANSFORMATION | CAPABILITY | PERFORMANCE

Unleashing **people** and **business** talents

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***End2End Supply Chain Consulting and Academy respectfully requests that this proposal be treated as strictly private and confidential by all persons involved in its review.***



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## SERVICE OFFERING

### SCOR-Supply Chain Operations Reference Model Implementation



## Positioning the SCOR Model

*A concise view of the challenge, our response, and the value of the proposed journey.*



# 1 Introduction to the SCOR Model

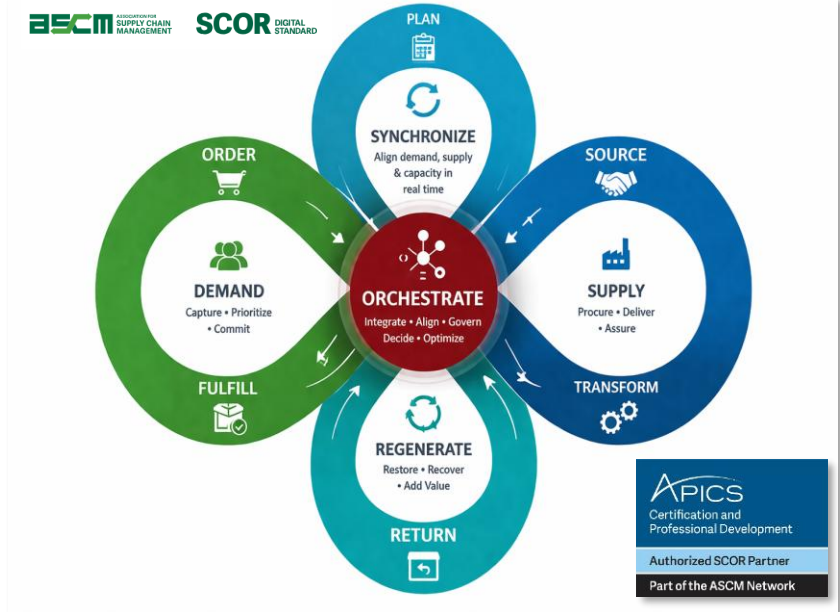
## SCOR Background and Positioning

The Supply Chain Operations Reference (SCOR) model is the world's most widely recognised end-to-end supply chain framework. Developed and maintained by ASCM, SCOR provides organisations with a common language and structured method to understand, assess, measure, benchmark, and improve supply chain performance across the full value chain.

ASCM describes SCOR as the only comprehensive, universally accepted, and open-access supply chain standard used by organisations around the world. SCOR brings together the critical dimensions of supply chain excellence into one integrated framework by linking processes, performance metrics, best practices, and people capability. Rather than treating supply chain challenges in isolation, SCOR helps organisations see how strategy, operating model design, execution discipline, and capability development fit together to create measurable business outcomes.

In its current digital form, SCOR DS reflects the realities of modern supply chains. It extends beyond a traditional linear flow model to a more connected and synchronous network view, while incorporating important enablers such as orchestration, sustainability, risk, data, technology, and governance.

The framework covers the seven core process areas of Orchestrate, Plan, Order, Source, Transform, Fulfill, and Return.



### Why SCOR Matters

- Supply chains today operate in environments defined by volatility, increasing customer expectations, growing complexity, and pressure for both resilience and sustainability. SCOR helps organisations respond to these realities by providing a structured way to create end-to-end visibility, benchmark performance against global standards, standardise processes, strengthen governance, and build improvement roadmaps grounded in fact rather than opinion.
- At its core, SCOR is not just a reference model. It is a practical transformation framework used to identify current-state gaps, prioritise high-value opportunities, and guide organisations toward a more disciplined, measurable, and scalable supply chain.
- ASCM positions SCOR as a framework that enables companies to analyse, measure, and improve their supply chains, while End2End's SCOR journey uses that same foundation to assess current performance, identify improvement opportunities, standardise processes, strengthen capability and governance, and build a roadmap for operational excellence.

SCOR is widely available — but very few know how to unlock its value

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## The SCOR Journey

*Grounded in your reality, shaped by your priorities, and aligned to your strategic intent.*

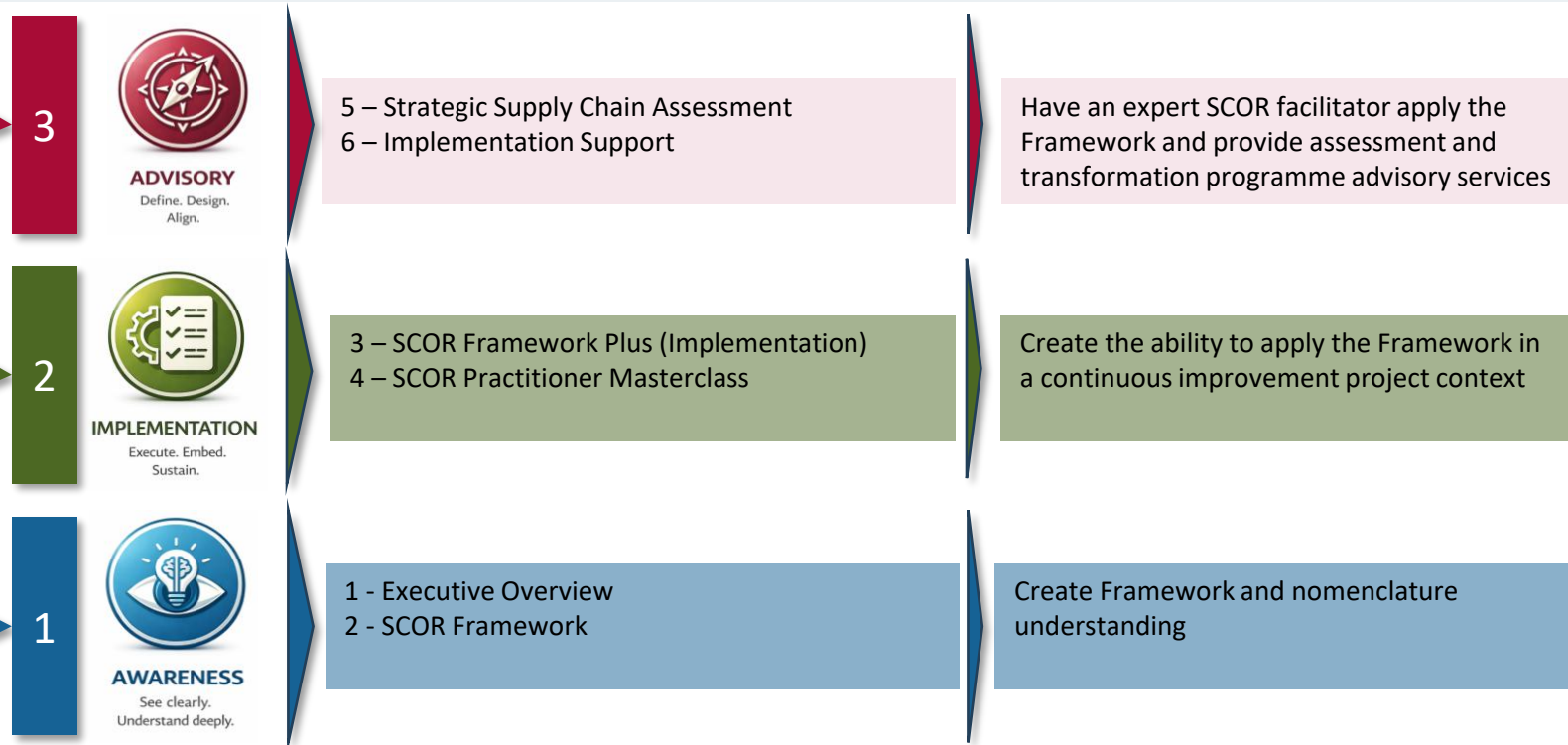


# 2 The End2end SCOR Journey



## Our SCOR Training Portfolio

This journey is not a linear path, but a deliberate progression through **complexity**, **resistance**, and **transformation**. It reflects the reality that sustainable supply chain excellence is achieved through structured phases—diagnosis, design, and disciplined execution—while continuously navigating real-world disruptions and organisational dynamics.



# 2 Stage 2: SCOR Implementation

1



**AWARENESS**  
See clearly.  
Understand deeply.

## Establishing the Foundation for a Structured SCOR Transformation Journey:

The awareness stage is the critical first step in the SCOR journey, focused on creating a clear, fact-based understanding of the current supply chain reality. It aligns leadership and key stakeholders around the true performance, challenges, and opportunities across the end-to-end value chain, while introducing SCOR as the structured framework to bring visibility, consistency, and discipline. This phase builds a common language, surfaces root causes, and establishes the baseline from which all strategic decisions and transformation efforts will flow—ensuring that the organisation moves forward with clarity, alignment, and purpose.

Course:	1 – SCOR Executive Overview	2 – SCOR Framework
Objective:	To align leadership on the supply chain transformation agenda by clearly defining the current-state realities, future-state ambition, and the structured path to achieve measurable, sustainable performance improvement across the end-to-end value chain. This establishes the foundation for translating strategy into executable outcomes.	To provide participants with a structured understanding of the SCOR model as the end-to-end reference framework for analysing, designing, measuring, and improving supply chain performance across Performance, Processes, Practices, and People. It establishes the common language and architecture required to assess the current state and shape the future state.
Audience:	Executive leadership, senior functional heads (Supply Chain, Procurement, Operations, Finance), and key transformation stakeholders responsible for decision-making, governance, and driving cross-functional alignment and accountability.	Supply chain leaders, managers, practitioners, process owners, analysts, and cross-functional stakeholders involved in planning, sourcing, operations, logistics, customer fulfilment, and transformation initiatives.
Outcomes:	<ul style="list-style-type: none"> <li>Shared understanding of current maturity, challenges, and performance gaps</li> <li>Clear definition of strategic priorities and target operating model direction</li> <li>Alignment on transformation roadmap, governance, and value realisation approach</li> <li>Executive commitment to a structured, SCOR-aligned transformation journey</li> <li>Defined linkage between strategy, execution, and sustained performance outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Clear understanding of SCOR structure, terminology, and process hierarchy</li> <li>Ability to interpret the four core dimensions: Performance, Processes, Practices, and People</li> <li>Improved visibility of the end-to-end supply chain from Orchestrate, Plan, Order, Source, Transform, Fulfill, and Return</li> <li>Understanding of how SCOR supports benchmarking, process improvement, organisational design, and capability development</li> <li>Foundation for applying SCOR in diagnostics, maturity assessment, and transformation planning</li> </ul>
Duration:	2 – 4 Hours	Typically delivered over 1–2 days, depending on the level of detail, participant profile, and whether exercises and practical application sessions are included.

Establish the backbone — a common language and structure for end-to-end supply chain excellence.



# 2 Stage 2: SCOR Implementation



## *Translating SCOR Design into Disciplined Execution and Measurable Results.*

The implementation stage is where the SCOR framework is operationalised, converting strategy and design into tangible, organisation-wide execution. It focuses on embedding end-to-end processes, governance structures, performance management, and capability development into daily operations. This phase ensures that prioritised initiatives are delivered with discipline, change is actively adopted, and new ways of working become standard practice. Through structured programme management, continuous improvement, and performance tracking, implementation drives real, measurable improvements in cost, service, flow, and productivity—ensuring that transformation is not only delivered, but sustained.

Course:	3 – SCOR Framework Plus (Implementation)	4 – SCOR Practitioner Masterclass
Objective:	To translate the SCOR framework from theory into a practical, organisation-specific operating model, enabling the business to define how processes, performance, governance, and capabilities will be applied to deliver measurable results.	To develop deep, practitioner-level capability to diagnose, design, and lead supply chain transformation using SCOR, enabling participants to move beyond understanding into structured application and decision-making.
Audience:	Supply chain managers, transformation teams, process owners, SMEs, and cross-functional leaders responsible for designing and operationalising supply chain improvements.	Senior supply chain professionals, transformation leads, process owners, analysts, and high-potential leaders responsible for driving performance improvement and operating model design.
Outcomes:	<ul style="list-style-type: none"> <li>Contextualised SCOR application aligned to business strategy and operating realities</li> <li>Defined Target Operating Model (processes, organisation, governance, technology)</li> <li>Identified maturity gaps and prioritised improvement initiatives</li> <li>Linked KPIs to processes and value drivers</li> <li>Initial implementation roadmap and business case for transformation</li> <li>Clear alignment between strategy, execution, and performance management</li> </ul>	<ul style="list-style-type: none"> <li>Advanced ability to apply SCOR in diagnostics, design, and transformation</li> <li>Capability to conduct maturity assessments and gap analysis</li> <li>Skills to design end-to-end processes and operating models</li> <li>Strong understanding of KPI frameworks and performance drivers</li> <li>Ability to translate business challenges into structured SCOR-based solutions</li> <li>Development of internal SCOR champions and transformation leaders</li> </ul>
Duration:	Typically delivered over 2–3 days (workshop-based), with optional follow-on refinement sessions depending on organisational complexity.	Typically delivered over 3–5 days, modular or intensive, including case-based application and practical exercises.

Build internal experts — lead transformation with confidence and precision.



# 2 Stage 3: SCOR Advisory

3



## Shaping the Future State and Defining the Right Path to Value

The advisory stage focuses on translating insight into direction by using the SCOR framework to diagnose what matters, define the future state, and structure the most effective path forward. It bridges awareness and implementation by converting supply chain realities into a clear strategy, target operating model, prioritised initiatives, and value-based roadmap. This phase ensures that decisions are not made in isolation, but are grounded in end-to-end process thinking, performance priorities, governance requirements, and business objectives. In essence, advisory provides the design logic, strategic clarity, and confidence in execution needed to move from understanding the supply chain to transforming it with purpose.

Course:

5 – Strategic Supply Chain Assessment

6 – SCOR Implementation Support

Objective:

To conduct a structured, SCOR-aligned diagnostic of the end-to-end supply chain to establish current maturity, identify root causes, and define high-value transformation priorities.

To translate strategy and design into disciplined execution, ensuring that initiatives are implemented effectively, adopted by the organisation, and deliver measurable, sustained performance improvement.

Audience:

Executive leadership, supply chain and operations leaders, transformation teams, and key stakeholders responsible for performance, strategy, and improvement initiatives.

Project teams, functional leaders, transformation offices, change networks, and operational teams responsible for executing and embedding supply chain improvements.

Outcomes:

- Comprehensive maturity assessment across process, performance, technology, organisation, and culture
- Identification of root causes and not just surface-level issues
- Clear gap-to-best-practice analysis (SCOR-aligned) Prioritised opportunity pipeline and initiative portfolio
- High-level business case and value potential
- Defined transformation roadmap and strategic direction

- Execution of prioritised transformation initiatives aligned to the roadmap
- Established governance structures, programme management, and accountability
- Embedded end-to-end processes and operating model
- Implementation of performance management systems and KPI frameworks
- Enabled change adoption, capability development, and behavioural alignment
- Realised and tracked benefits (cost, service, productivity, working capital)
- Foundation for continuous improvement and sustained performance

Duration:

Typically delivered over 2–3 days (workshop-based), and full analysis delivered over 1–2 weeks (rapid diagnostic), depending on scope, data availability, and organisational complexity.

Typically delivered over 3–12 months, depending on scope, complexity, and phased rollout approach.

Execute with discipline — embed change, realise value, and sustain performance.



## SERVICE OFFERING

### SCOR-Supply Chain Operations Reference Model Implementation



## Why End2End Supply Chain Academy and Consulting

*Deep expertise, practical execution, and transformation that delivers measurable results.*



## 3.1 Integrated Transformation – Not Fragmented Interventions

Most organisations fail not because they lack solutions, but because their initiatives are fragmented—strategy sits disconnected from execution, and change is not embedded.

E2E's differentiator is a fully integrated transformation system anchored in a mathematically structured model:

$$\text{Excellence}^2 = \text{Consulting} \times (\text{Change Management} + \text{Skills Development} + \text{Continuous Improvement}) \times \text{Culture}$$



————— **INTEGRATED. PEOPLE-LED. SYSTEMS-ENABLED. BUILT TO LAST.** —————

This is not conceptual positioning—it is an **operating equation** that governs how results are achieved and sustained:

- Consulting ensures the right **design**
- Change + Skills + CI ensure execution and **adoption**
- Culture determines whether results **sustain** or decay

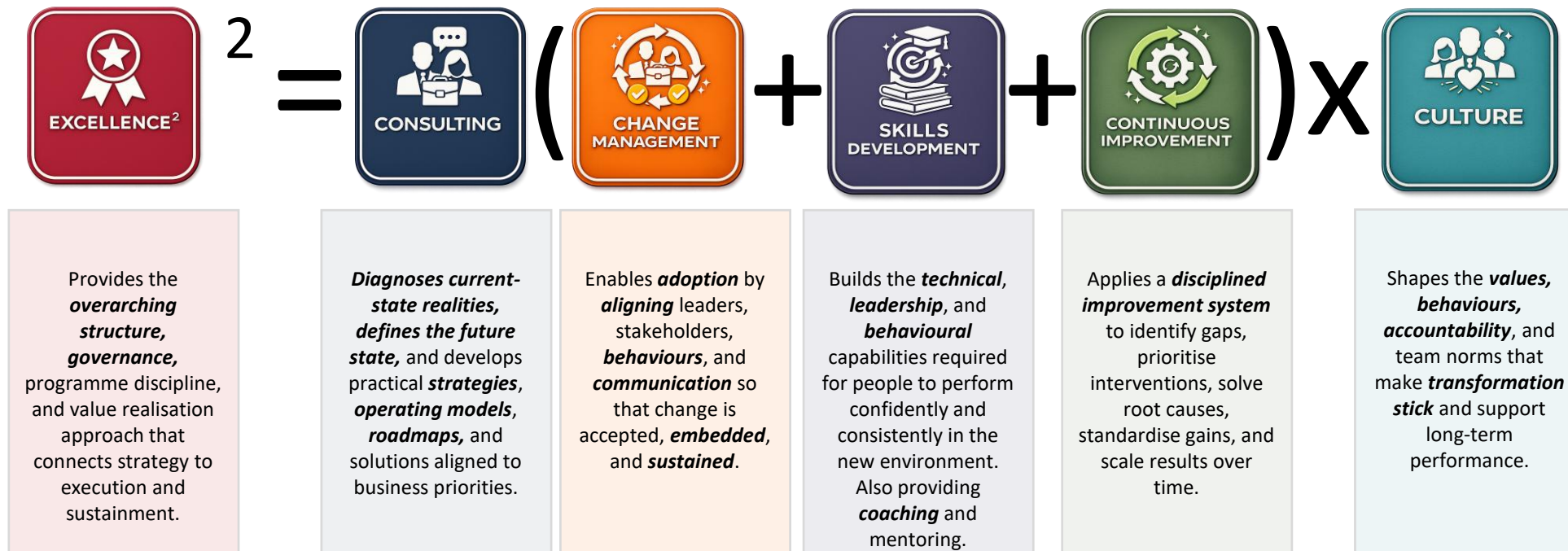
Unlike traditional consulting approaches, E2E does not treat these as parallel workstreams—they are engineered as an interdependent system.



## 3.1 Integrated Transformation – Not Fragmented Interventions

### **SUSTAINABLE TRANSFORMATION.** **OUR FORMULA FOR LASTING IMPACT**

*Excellence<sup>2</sup> = Consulting × (Change Management + Skills Development + Continuous Improvement) × Culture*



Together, these pillars create an integrated transformation system that delivers results through design, adoption, capability, discipline, and culture.

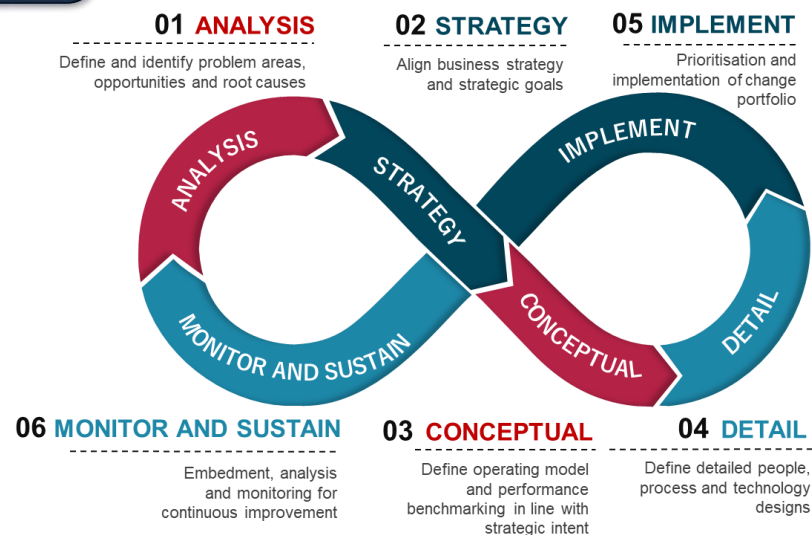


## 3.2 Proven End-to-End Methodology (Strategy → Execution → Sustainment)

E2E applies a structured consulting methodology and transformation lifecycle that ensures completeness and eliminates execution gaps:



### Our Consulting Methodology:



### This ensures:

- No disconnect between strategy and execution
- Full alignment across process, people, technology, and governance
- Continuous visibility of value realisation and performance

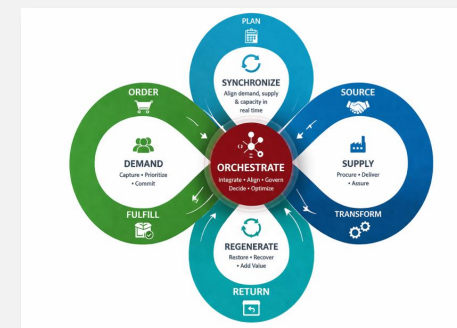
### The methodology is reinforced through:

- SCOR-aligned design and benchmarking
- Maturity-driven diagnostics and roadmap development
- Programme governance and benefit tracking discipline

This creates a closed-loop system, not a once-off intervention.

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- SCOR-aligned design and benchmarking



- Maturity-driven diagnostics and roadmap development
- Programme governance and benefit tracking discipline

This creates a closed-loop system, not a once-off intervention.



## 3.3 Deep Functional and Execution Capability (Not Just Advisory)

E2E combines strategic advisory with hands-on execution capability, ensuring that solutions are not only designed—but successfully delivered, embedded, and sustained. A key differentiator is the depth of SCOR expertise at leadership level, which directly strengthens the quality, credibility, and practical application of the approach.

**Jolanda Pretorius (our lead SCOR Consultant) is a Recognised SCOR Authority and Global Contribution with ASCM**

- Active contributor to the **ASCM SCOR-DS Version 14 development task team**, selected by ASCM as part of a global group of SMEs based on deep expertise in supply chain and SCOR application
- **Certified SCOR Instructor**, delivering structured SCOR training aligned to international standards

This ensures that E2E does not merely apply the SCOR model conceptually but leverages it as a practical transformation architecture.



### Execution Depth and Practical Application

E2E's capability extends beyond framework knowledge into real-world delivery:

- Extensive application of SCOR across more than **65 transformation projects**
- Proven ability to translate SCOR into operating models, governance structures, KPI frameworks, and execution roadmaps
- Strong programme management discipline, ensuring alignment between strategy and implementation
- Experience spans **multiple industries**, including FMCG, manufacturing, mining, logistics, retail, public health, and complex donor-funded environments.
- Experience working within client environments, enabling **practical execution** rather than external advisory only
- **Integration** of process, performance, technology, and people dimensions into a single coherent transformation

### The methodology is reinforced Capability Building and SCOR Training:

E2E provides structured SCOR-based training and capability development, ensuring that organisations:

- Understand and apply end-to-end process thinking
- Strengthen decision-making and performance management capability
- Build internal expertise to sustain improvements independently

This creates a multiplier effect where capability continues to grow beyond the programme lifecycle.

### Recognition and Industry Credibility:

- Understand and apply end-to-end process thinking recognised as an influential woman in supply chain, reflecting leadership and impact in the field
- Multiple projects have achieved industry recognition, accolades, and awards, demonstrating measurable success and value delivery.
- International speaker at industry events regarding scor application and Case studies, APICS, SAPICS



## 3.3 Deep Functional and Execution Capability (Not Just Advisory)


### What This Means for Manser Saxon:

- Access to globally recognised SCOR expertise at the highest level
- Confidence that solutions are aligned to international best practice and proven in execution
- Assurance that transformation will be practical, structured, and outcome-driven
- Capability uplift that ensures long-term sustainability beyond the engagement

### 3 WHY END2END (E2E) | CREDENTIALS. CAPABILITY. IMPACT.

#### TRUE SCOR AUTHORITY. PROVEN TRANSFORMATION. SUSTAINED RESULTS.


E2E combines global SCOR leadership, deep transformation expertise, and an integrated methodology to deliver measurable, lasting impact.



**JOLANDA PRETORIUS**  
SCOR DEVELOPMENT SPECIALIST  
SCOR SME | SCOR INSTRUCTOR  
ASCM MASTER INSTRUCTOR


B.Sc | CSCP | CLTD | SCOR-P | SCOR-DS  
CPIM | PPIM | PROSCI

- 30+ YEARS**  
SUPPLY CHAIN LEADERSHIP  
ACROSS MULTIPLE INDUSTRIES
- FOUNDER & CEO**  
END2END SUPPLY CHAIN ACADEMY  
AND CONSULTING
- SCOR GLOBAL CONTRIBUTOR**  
PART OF THE ASCM SCOR V14  
DEVELOPMENT TASK TEAM OF SMEs  
selected for deep expertise in SC & SCOR
- SCOR INSTRUCTOR**  
ACCREDITED TO DELIVER OFFICIAL  
SCOR TRAINING ALIGNED TO ASCM  
STANDARDS
- RECOGNISED LEADER**  
TOP 100 MOST INFLUENTIAL WOMEN  
IN SUPPLY CHAIN 2023 & 2024  
Projects have earned industry accolades  
and awards for measurable impact.




**SCOR V14 DEVELOPMENT  
TASK TEAM CONTRIBUTOR**

Selected by ASCM as part of a global group of SMEs to shape the future of the SCOR model.




**SCOR INSTRUCTOR  
& TRAINER**

Accredited to deliver official SCOR training that builds capability and drives real-world application.




**65+ SCOR-BASED  
TRANSFORMATION PROJECTS**

Successfully executed across multiple industries and complex supply chains.



**MULTIPLE INDUSTRIES.  
REAL-WORLD IMPACT.**

FMCG, Manufacturing, Mining, Logistics, Retail, Public Health, Infrastructure, Energy & more.



**ACCLAIMED TRANSFORMATION  
LEADER**

Projects have earned industry recognition, awards, and measurable results.


NOT JUST SCOR KNOWLEDGE — SCOR AUTHORSHIP, APPLICATION, AND EXECUTION AT SCALE.

**GLOBAL SCOR AUTHORITY**




- Contributed to ASCM SCOR V14 development task team
- Deep expertise in supply chain and SCOR application
- Trusted voice in the global SCOR community

**PROVEN EXECUTION**



- 65+ SCOR-based transformation projects delivered
- Translates SCOR into operating models, KPIs & roadmaps
- Hands-on execution that delivers results

**CAPABILITY & IMPACT**




- SCOR training that builds real-world capability
- Strengthens internal teams for long-term success
- Recognised leader with award-winning project outcomes


MEASURABLE RESULTS THAT MATTER




**10-23%**  
COST REDUCTION  
through sourcing and operational optimisation




**15-25%**  
PRODUCTIVITY IMPROVEMENT  
across operations



**~15%**  
INVENTORY REDUCTION  
with improved flow



**25%+**  
SERVICE LEVEL IMPROVEMENT  
and customer satisfaction



**STRONGER TEAMS**  
Higher capability, morale, and accountability

THE RIGHT DESIGN. THE RIGHT EXECUTION. THE RIGHT RESULTS—SUSTAINED.

E2E brings not only SCOR knowledge—but SCOR authorship, application, and execution at scale.



## 3.4 Embedded Change and Adoption as a Core Capability

A fundamental failure point in transformation is lack of adoption.



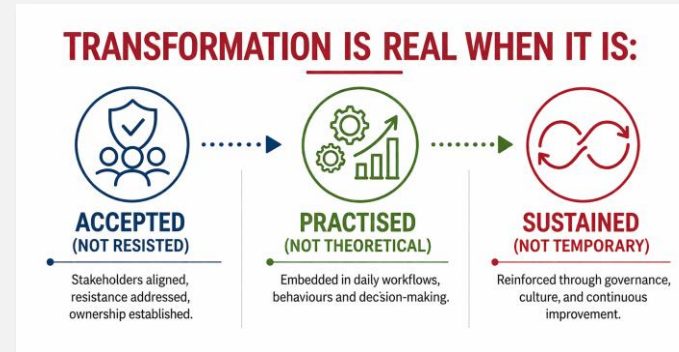
Our Change Management and Culture Methodology:



E2E treats change not as a support function, but as a core design principle:

- Structured change networks and sponsorship models
- Real-time adoption tracking and resistance management
- Integration of behavioural, leadership, and cultural alignment

This ensures that transformation is real when:



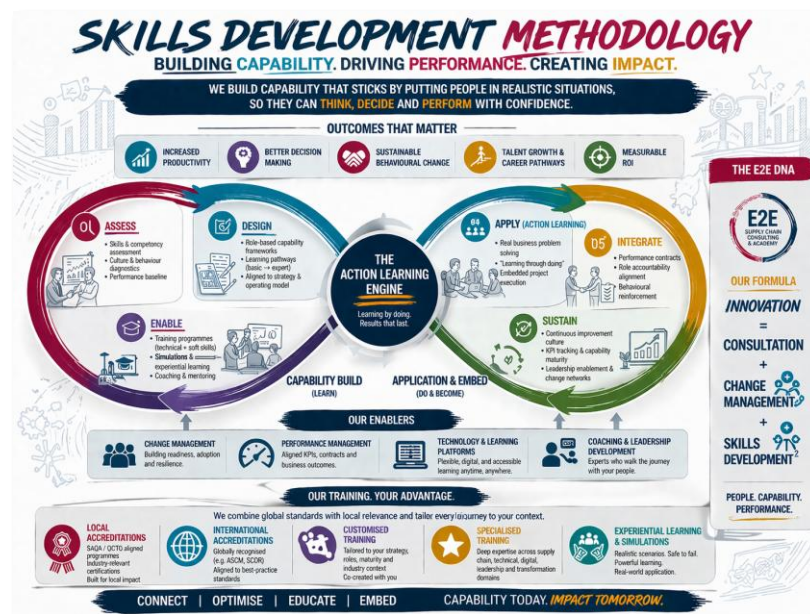
This creates a closed-loop system, not a once-off intervention.



## 3.5 Capability Building and Skills Transfer as a Value Multiplier

Developing practical capability that enables better decisions, long-term self-sufficiency, and sustained business performance.

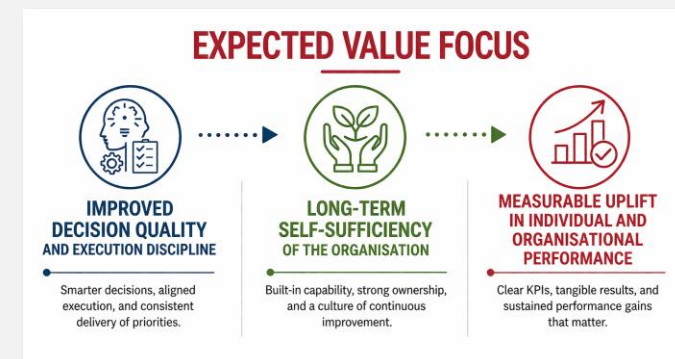
Our Skills Development Management Methodology:



E2E embeds capability development into every phase of the transformation:

- Role-based learning pathways and competency frameworks
- Simulations and action learning linked to real business problems
- Coaching and mentoring for leadership and operational teams

This ensures that the transformation is done with the expected focus:



Building capability that strengthens decision quality, embeds execution discipline, and enables sustainable performance improvement.



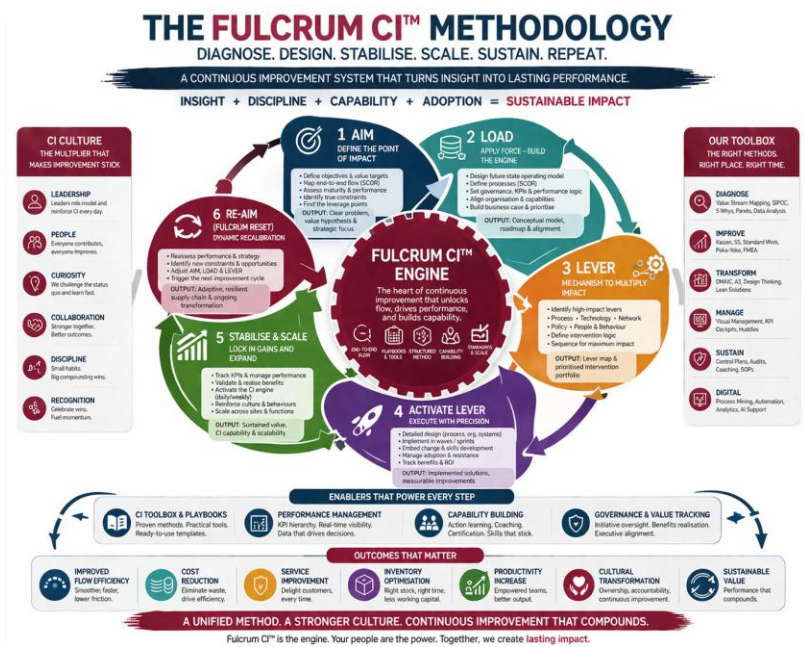
# Why End2end Supply Chain Consulting and Academy

## 3.6 Continuous Improvement as an Operating System (FulcrumSC™)

E2E deploys a codified Continuous Improvement system



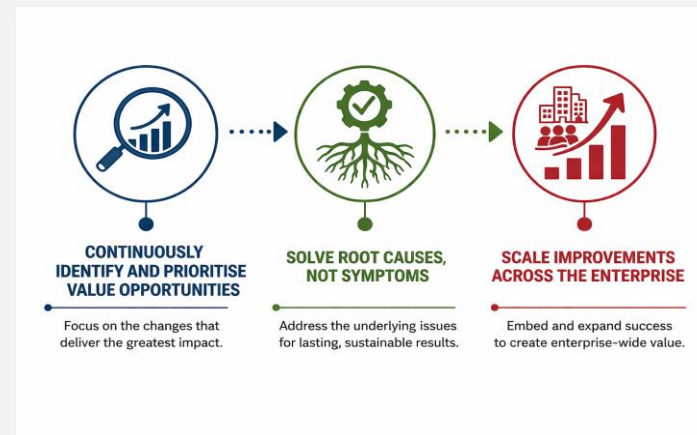
Our Continuous Improvement:



Rather than isolated improvement initiatives:

- Structured Aim → Load → Lever → Activate → Stabilise & Scale cycle
- Extensive toolsets, playbooks, and governance routines
- Integration with performance management and KPI tracking

This enables Manser Saxon to:



Building capability that strengthens decision quality, embeds execution discipline, and enables sustainable performance improvement.



## 3.7 Measurable and proven impact

E2E's approach consistently delivers quantifiable business outcomes across the 65 SCOR-based projects which includes typical improvements of:

### PROVEN IMPACT. MEASURABLE RESULTS.



**COST REDUCTIONS  
THROUGH SOURCING  
AND OPTIMISATION**

**10-23%**

Lower total costs through smarter sourcing, negotiation, and process optimisation.



**PRODUCTIVITY  
IMPROVEMENTS**

**15-25%**

Higher output with the same resources through better processes and ways of working.



**INVENTORY  
REDUCTIONS**

**~15%**

Less working capital tied up in inventory, without compromising service.



**SERVICE LEVEL  
IMPROVEMENTS**

**25%+**

Better customer experience through improved reliability, speed, and performance.



**SIGNIFICANT GAINS  
IN STAFF CAPABILITY,  
MORALE, AND  
ACCOUNTABILITY**

**Icon representing staff gains**

Stronger teams, higher engagement, and a culture of ownership that drives sustained performance.

**STRONGER FINANCIALS. BETTER SERVICE. EMPOWERED PEOPLE. SUSTAINED RESULTS.**

Critically, these results are not short-term—they are embedded and sustained through governance, capability, and culture



# Why End2end Supply Chain Consulting and Academy

*E2E is not a consulting provider — it is a transformation system.*

## Why End2End Delivers Lasting Impact

WE DON'T JUST ADVISE. WE PARTNER TO **TRANSFORM, BUILD CAPABILITY, AND SUSTAIN RESULTS.**



WE COMBINE STRATEGY, PEOPLE, AND DISCIPLINE TO DELIVER EXCELLENCE THAT LASTS.



RIGHT DESIGN • EFFECTIVE ADOPTION • SUSTAINED DISCIPLINE • ENABLING CULTURE = **EXCELLENCE<sup>2</sup>**

We integrate design, execution, capability, and culture into a single, disciplined approach that ensures:

- The right solutions are defined
- The organisation is enabled to execute them
- The results are sustained and scaled over time

From diagnosis to adoption to lasting business value.

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## End2End Transformation Philosophy

*We transform supply chains by aligning strategy, capability, execution, and sustainable adoption.*



## 4.1 Integrated Innovation and Sustainable Excellence

End2End's transformation philosophy is built on a simple belief: sustainable business improvement does not come from isolated interventions. It comes from an integrated system that aligns strategy, process, people, governance, capability, execution discipline, and culture. Our philosophy is therefore not to treat consulting, change, skills, improvement, and culture as separate workstreams, but as mutually reinforcing levers within one transformation architecture. This is how we convert diagnosis into execution, and execution into sustained performance.

### Philosophy Foundation:

Our approach to transformation is founded on *Integrated Innovation and Sustainable Excellence*.

This means:

- We do not pursue improvement as a one-off exercise or a disconnected project portfolio.
- We build an overarching structure that links business intent to operational reality, embeds governance and programme discipline, and ensures that value is realised and sustained over time.

In this model, innovation is not only about new ideas;

- it is about intelligently integrating the right design,
- the right adoption mechanisms,
- the right capability, and the right improvement disciplines so that results endure.

Integrated Innovation and Sustainable Excellence therefore reflects an end-to-end philosophy with four defining characteristics:



This philosophy underpins every End2End engagement, regardless of sector, because transformation only succeeds when the whole operating environment moves together.



## 4.2 The Excellence<sup>2</sup> Formula

At the centre of the End2End philosophy is our formula:

$$\text{Excellence}^2 = \text{Consulting} \times (\text{Change Management} + \text{Skills Development} + \text{Continuous Improvement}) \times \text{Culture}$$



— INTEGRATED. PEOPLE-LED. SYSTEMS-ENABLED. **BUILT TO LAST.** —

This formula expresses how sustainable performance is created.

**Consulting** provides the strategic and operational architecture. It diagnoses current-state realities, defines the future state, and develops practical strategies, operating models, roadmaps, and solutions aligned to business priorities. Without the right design, improvement effort is often fragmented or misdirected.

**Change Management, Skills Development, and Continuous Improvement** form the execution engine. These disciplines ensure that the organisation does not merely understand the solution, but is able to adopt it, perform in it, improve it, and sustain it. End2End treats them as additive and interdependent. Change builds readiness and adoption. Skills build confidence and competence. Continuous Improvement builds discipline and repeatability.

**Culture** is the multiplier. It determines whether change is accepted or resisted, whether new behaviours are practised or bypassed, and whether gains are sustained or eroded over time. Even the strongest design and implementation effort will underperform in a weak culture. Conversely, aligned culture accelerates ownership, accountability, collaboration, and long-term performance.

The formula is deliberately multiplicative. It signals that weakness in one dimension constrains the total outcome.

. End2End therefore designs transformation as an integrated system, not as a sequence of disconnected interventions.



# 4 End2end's Transformation Philosophy

## 4.3 The Six E2E Transformation Pillars

The End2End transformation philosophy is activated through six pillars, each with a distinct role but all designed to work as one integrated model. Together, these pillars create a transformation system that delivers results through design, adoption, capability, discipline, and culture.



**Excellence** is the overarching integrating pillar. It provides the structure, governance, programme discipline, prioritisation logic, and value realisation approach that connects strategy to execution and sustainment. It ensures the transformation remains coordinated, measurable, and aligned to business outcomes.



**Consulting** diagnoses the current state, defines the future state, and develops practical strategies, operating models, roadmaps, and solutions aligned to business priorities. It ensures the organisation is solving the right problems and moving toward the right design.



**Change Management** enables adoption by aligning leaders, stakeholders, behaviours, communication, and sponsorship so that change is accepted, embedded, and sustained. It reduces resistance, builds resilience, and strengthens the organisation's readiness to execute the new way of working.



**Skills Development** builds the technical, leadership, and behavioural capability required for people to perform confidently and consistently in the new environment. It includes learning pathways, coaching, mentoring, simulations, and workplace application to ensure knowledge becomes performance.



**Continuous Improvement** applies a disciplined operating system to identify gaps, prioritise opportunities, solve root causes, standardise gains, and scale results. It creates a repeatable method for turning insight into measurable, sustained performance improvement.



**Culture** shapes the values, behaviours, accountability, leadership norms, and team disciplines that make transformation stick. It reinforces the new way of working and ensures improvements are not temporary, but become part of the organisation's operating DNA.

End2End therefore designs transformation as an integrated system, not as a sequence of disconnected interventions.



# 4 End2end's Transformation Philosophy

## 4.4 How the Pillars Work Together

The power of the End2End philosophy lies not in any single pillar, but in how the pillars work together as a closed-loop transformation system.



**This creates a practical transformation sequence:**

- diagnose and define
- align and enable
- implement and adopt
- improve and standardise
- sustain and scale.

In practice, this means End2End does not hand over recommendations and step away. We connect strategic design to real execution, and execution to embedded ownership. The result is transformation that is not only implemented, but accepted, practised, and sustained.

End2End's philosophy is to build transformation as an integrated system — where the right design, the right capability, the right discipline, and the right culture combine to deliver excellence that lasts.



## SERVICE OFFERING

### SCOR-Supply Chain Operations Reference Model Implementation



## SCOR-Led Diagnostic and Design Framework

*Using SCOR to diagnose what matters, design what works, and enable what lasts.*

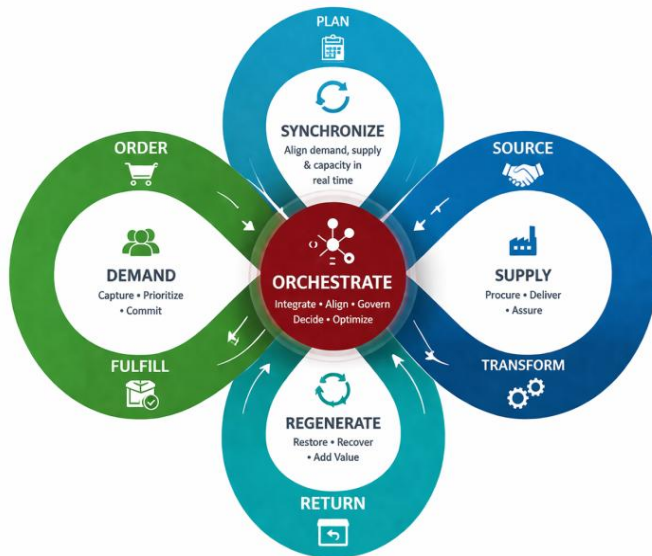


# SCOR-Led Diagnostic and Design Framework

## 7.1 Why SCOR is the Backbone of Our Approach

End2End's diagnostic and design framework is built on SCOR because it provides a structured, end-to-end method for understanding how the supply chain performs, how it is configured, which practices drive stronger outcomes, and what skills are required to sustain performance. In practical terms, SCOR allows us to connect business strategy to supply chain strategy, quantify current performance, assess process maturity, identify best-practice gaps, and translate findings into a future-state design and prioritised transformation path.

The SCOR Framework of seven process areas:



Analysis → Strategy → Conceptual:

SCOR is the backbone of our approach because it gives the **engagement a common reference architecture for diagnosis, alignment, and design**. Rather than assessing warehousing, inventory, transport, governance, and data as disconnected issues, SCOR enables us to evaluate them as part of **one integrated supply chain system**. It standardises how performance is measured, how processes are mapped, how best practices are selected, and how people and capability requirements are understood.

SCOR is particularly valuable in this engagement because the client requires a rapid but rigorous diagnostic that can move from current-state assessment to conceptual target-state design.

SCOR is explicitly designed to support that journey by helping organisations document the as-is state, quantify performance, identify gaps, benchmark relative position, and design the to-be state. This is strongly aligned to End2End's own methodology of **Analyse → Strategise → Conceptualise → Detail → Implement → Monitor & Sustain**.

SCOR gives structure to complexity — turning end-to-end supply chain ambition into measurable, executable design.



# SCOR-Led Diagnostic and Design Framework

## 7.2 Performance, Process, Practices, and People

Our SCOR-led framework assesses the business through four integrated lenses:



**PERFORMANCE**  
MEASURED TO DRIVE  
BETTER OUTCOMES

OTIF 95% COST -8% SERVICE 98% SPEED +15%

- Clear KPIs & Measurable Outcomes
- Data-Driven Decision Making
- Continuous Performance Tracking
- Focused on What Matters Most

We measure what matters.  
We deliver results.

### Performance:

We assess the supply chain through standard performance attributes and metrics to understand current results, trends, and gap areas. SCOR positions metrics as diagnostic tools that help identify whether the supply chain is meeting its strategic objectives and which processes are most likely causing performance gaps.



**PROCESSES**  
DESIGNED TO DELIVER  
SEAMLESS VALUE

- End-to-End & Integrated
- Standardized & Scalable
- Efficient & Value-Adding
- Agile & Continuously Improved

We design flow.  
We remove friction.

### Process:

We map and normalise current operations against SCOR process definitions to create a common view of how work is actually performed. This allows us to move beyond local terminology and isolated functional perspectives into an end-to-end process architecture that can be assessed consistently.



**PRACTICES**  
PROVEN TO BUILD  
LASTING ADVANTAGE

- Industry Best Practices
- Governance & Risk Management
- Sustainability & Resilience
- Innovation & Future-Ready

We adopt what works.  
We stay ahead.

### Practices:

We assess the current environment against relevant best practices to identify where current ways of working are constraining performance and where fit-for-purpose leading practices can close the maturity gap. SCOR explicitly positions practices as the mechanisms that produce materially better performance when applied in the right context.



**PEOPLE**  
EMPOWERED TO  
MAKE AN IMPACT

- Right People, Right Roles
- Capabilities & Continuous Learning
- Collaboration & Accountability
- Empowered to Drive Change

We build capability.  
We build leaders.

### People:

We assess the roles, capability requirements, competency gaps, and ownership implications associated with the target state. SCOR's people dimension complements process and practice analysis by ensuring that the organisation has the skills and role alignment required to operate the future model effectively..

These four lenses turn strategy into execution — measuring what matters, defining how work flows, embedding what works, and enabling people to deliver it.

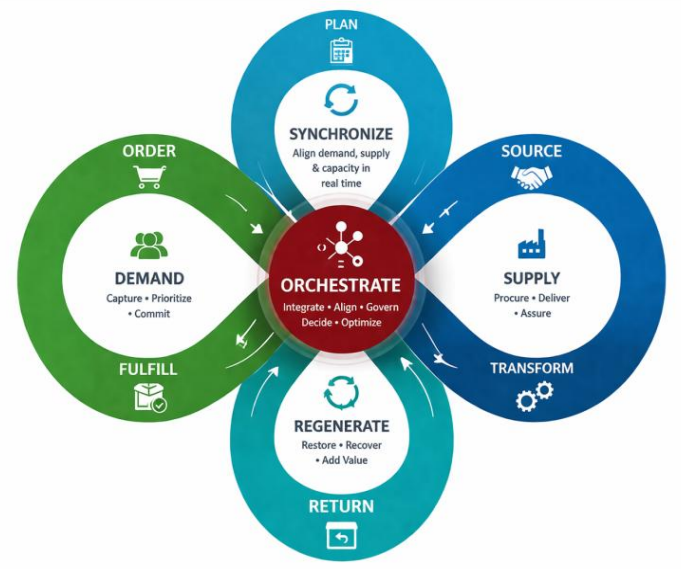


# SCOR-Led Diagnostic and Design Framework

## 7.3 End-to-End Scope: Orchestrate, Plan, Order, Source, Transform, Fulfill, Return

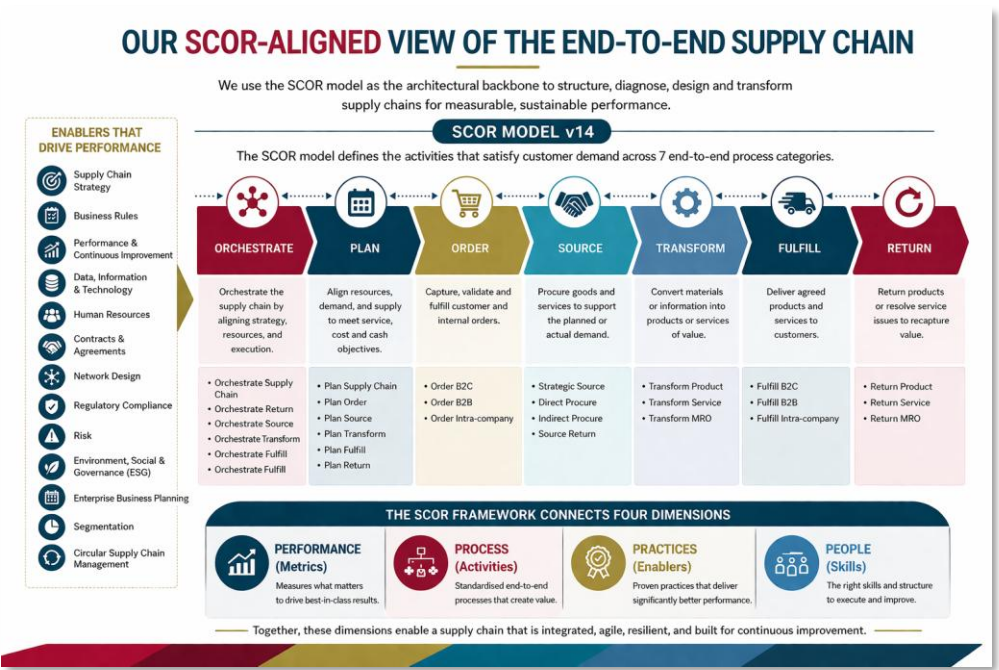
SCOR defines the end-to-end supply chain through the processes Orchestrate, Plan, Order, Source, Transform, Fulfill, and Return. This full scope is important because operational issues in one part of the supply chain are often caused or amplified by weaknesses elsewhere. For example, warehouse performance may be affected by poor planning discipline, weak business rules, inadequate data, fragmented procurement practices, or unclear accountability in orchestration processes.

The SCOR Framework of seven process areas:

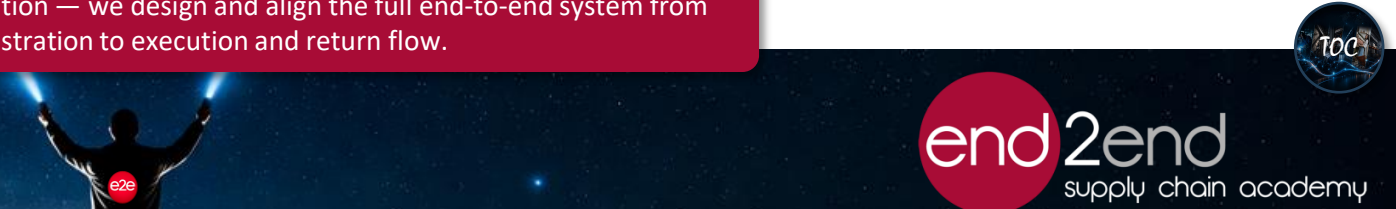


In this engagement, not every SCOR process area will receive the same depth of focus. The RFP is centred on warehousing, inventory, logistics, transport, governance, and data enablement, but these areas will still be assessed within the wider end-to-end SCOR logic so that the resulting design is coherent and not siloed. This means we will assess the relevant current-state linkages across all process areas.

The SCOR Framework overview of process areas scope:



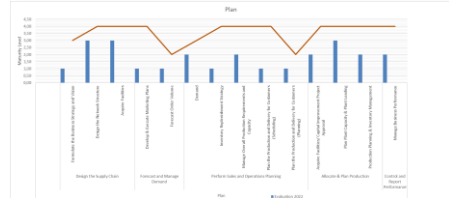
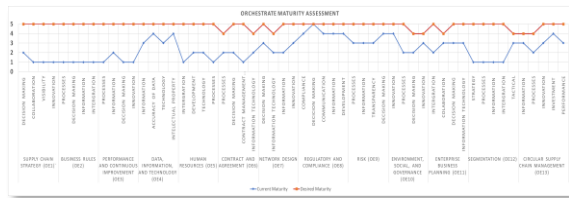
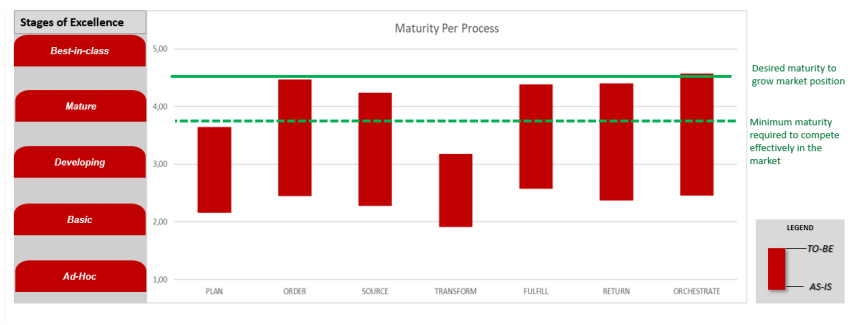
We do not improve functions in isolation — we design and align the full end-to-end system from strategic orchestration to execution and return flow.



## 7.4 End2end's bespoke SCOR-Based Maturity Assessment

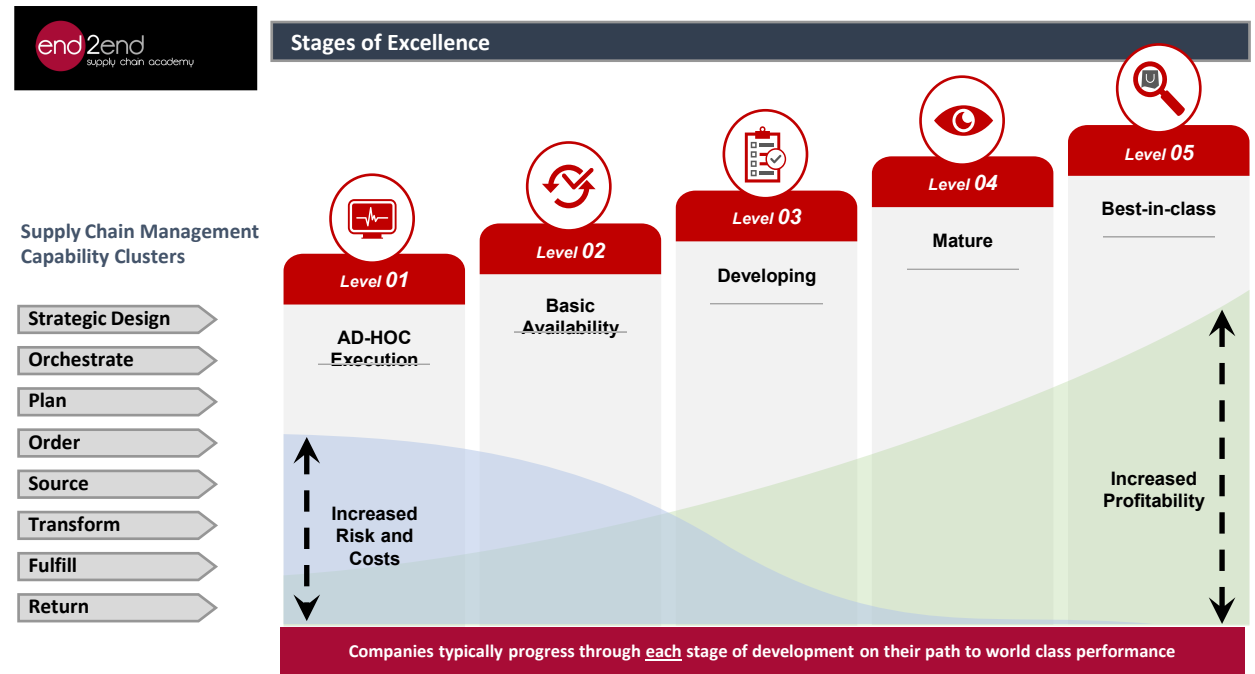
The first role of the SCOR-led framework is to establish the current-state maturity of the supply chain environment. End2End uses its bespoke maturity assessment, based on the SCOR framework, to determine how well current processes, controls, governance, performance routines, enabling technology, and people capability support the business requirements and the desired future state. This includes both operational maturity and strategic maturity.

### Typical maturity assessment results - illustrative:



The images above are an extract of some of the maturity assessment results

### Stages of excellence assessed in maturity assessment:



End2end's bespoke SCOR-based assessment enables us to quantify maturity gaps, align leadership on priorities, and build a transformation roadmap grounded in evidence.



## 7.5 End2end's bespoke ChainDNA™ Method - Supply Chain Driver and Definition Method

Defining the right supply chains before designing the operating model - E2E ChainDNA™ is our bespoke strategy method for identifying the distinct supply chains within the business, defining what each one must compete on, and translating that into clear operating model, KPI, governance, and design requirements.

### What this method entails:

The End2end's bespoke ChainDNA™ method distinguishes the supply chains that truly exist in the business, defines what each must be optimised for, and converts that strategic intent into differentiated design logic.

### How it works:

- Map products, materials, channels, customers, projects, and flow types into a Supply Chain Definition Matrix
- Isolate distinct supply chains where demand patterns, service expectations, risk, and economics differ materially
- Define the dominant strategic driver and required performance profile for each chain
- Translate this into design implications for process, inventory, sourcing, fulfilment, governance, and KPIs
- Strategic driver profile per supply chain
- Differentiated performance priorities
- Direct input to TOM, KPI framework, and roadmap

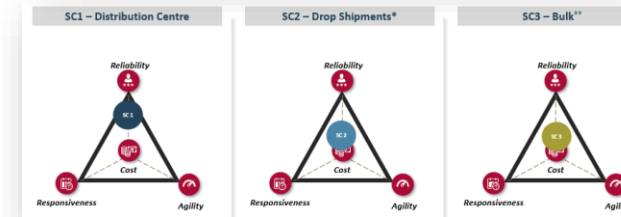
### Why it matters

Most businesses underperform because they operate multiple supply chains through one design logic. ChainDNA™ makes those differences explicit, so the future state is shaped by strategic need, not organisational habit.

### Typical ChainDNA™ Method Outputs



Products	Channels										
	Export	Emerg mkt	STU	CD	DC	ICC	SADAT	Direct	SOP	Drop	Cost
Groceries	x	x		x	x	x	x			x	
Health & Beauty	x	x	x	x	x	x	x				
SAB								x			
Liquor	x				x	x	x			x	
Cigarettes					x						
Hazardous					x					x	
Coke										x	
Magazines										x	
Bakery	x			x	x					x	
Butchery	x			x	x					x	
Perishable: Produce	x			x	x					x	
HMR	x			x	x					x	
Frozen	x			x	x					x	
Chilli	x			x	x					x	
Returns:					x						
SC3 Bulk: Oil										x	
Sugar										x	
Rice										x	
Flower									x		



The images above are an extract of some of the maturity assessment results

Different supply chains need different design logic — ChainDNA™ makes that visible, explicit, and actionable.



## 7.6 End2end's Gap Closure Approach - Best-Practice Selection and Roadmap Logic

Most organisations do not fail because they lack ideas. They fail because they adopt the wrong practices, at the wrong time, in the wrong sequence. This is where End2End adds distinctive value. We do not treat best practices as a generic checklist. We apply judgment, experience, and structured analysis to determine which practices will create the greatest shift in performance in this specific environment. That means testing each option against business reality, maturity level, strategic intent, operating constraints, leadership readiness, and the organisation's ability to absorb change. Our value lies in separating what is theoretically attractive from what is practically transformative.

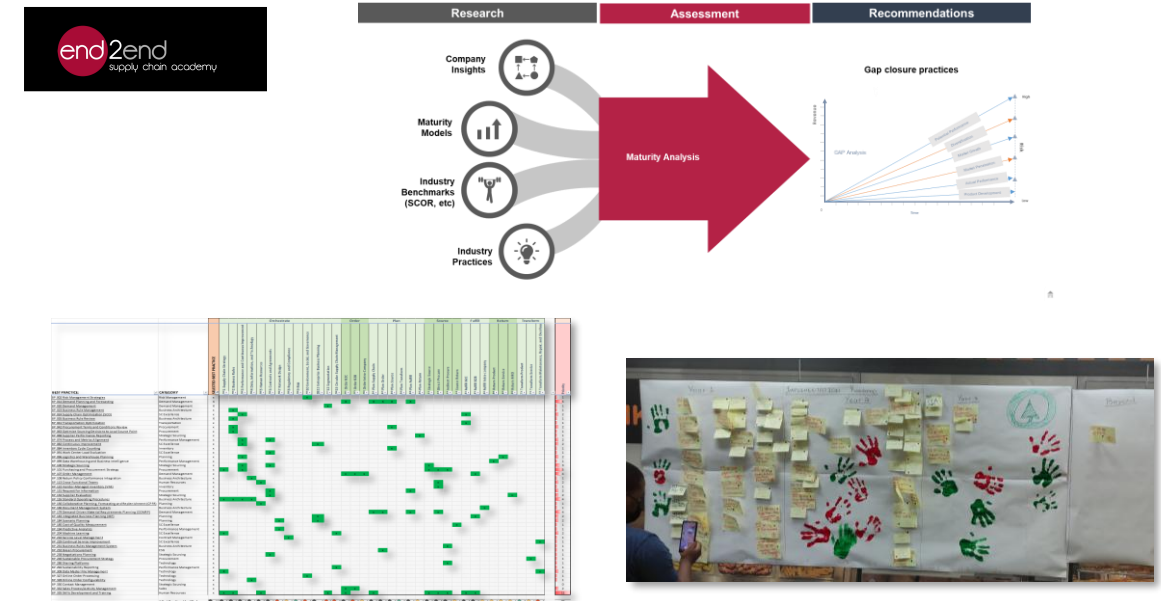
### What this method entails:

- We identify which practices will close the most important gaps, which ones are foundational enablers, which ones will unlock wider performance improvement, and which ones should wait until the business is ready. This prevents wasted effort, fragmented initiatives, and roadmaps that look impressive but fail in execution.
- We then translate those selected practices into a prioritised roadmap of gap-closure strategies and projects, sequenced to deliver early traction, build operational stability, and create the platform for more structural improvement over time.
- The result is not just a list of recommendations. It is a high-confidence path forward:
  - the right practices
  - in the right order
  - with the right timing
  - under the right ownership

### Why it matters

The real expertise is not in knowing what best practice looks like. It is in knowing which best practice will work here, which will create the most value, and when the organisation is truly ready to implement it.

### Gap Closure Approach Outputs



The images above are an extract of some of the gap closure exercises conducted

From maturity insight to prioritised action: the right practices, the right projects, in the right sequence, with the right ownership.



## SERVICE OFFERING

### SCOR-Supply Chain Operations Reference Model Implementation



## Expert Consultant

*The right expertise, governance, and leadership capacity to deliver with confidence.*



## 9.2 Team Profile



### Executive Supply Chain Transformation Leader | SCOR SME | Strategy, Change & Capability

*CSCP, SCOR-P, CPIM, PROSCI Change Management, Change Cycle Facilitator, Lean Six Sigma Black Belt, and Accredited Mediator status (AAArb), Accredited SCOR Trainer / ASCM Facilitator*

LinkedIn Profile: <https://www.linkedin.com/in/jolandapretorius/>

- Executive leader and supply chain transformation specialist with 30+ years of cross-sector experience
- Founder and CEO of End2End Supply Chain Academy and Consulting
- Extensive leadership experience across Sasol, De Beers, Telkom, Transnet, End2End Supply Chain and ARC
- Deep expertise in supply chain strategy, transformation, operating model design, change leadership, and large-scale programme execution
- Industry experience spans mining, energy, telecommunications, logistics, public sector, public health, consulting, training, manufacturing, retail, pharmaceutical, and infrastructure-adjacent environments
- SCOR Development Specialist with ASCM SCOR-DS task team, SCOR SME, and ASCM Master Instructor
- Experienced in governance, stakeholder alignment, capability building, and multi-country programme delivery across Africa
- Proven track record in translating strategy into executable programmes and measurable results
- **Qualifications** include BSc (Computer Science, Psychology, Physics and Chemistry) and a Business Management Post Graduate Diploma
- Recognised among the Top 100 Most Influential Women in Supply Chain 2023 and 2024



## SERVICE OFFERING

### SCOR-Supply Chain Operations Reference Model Implementation



## Relevant Experience and Case Studies

*Proven experience drawn from complex environments where transformation had to deliver real results.*





# Relevant Experience and Case Studies

## 11.1 Relevant Transformation Experience

End2End brings deep experience in supply chain diagnostics, operating model design, performance framework development, governance strengthening, and transformation roadmap design across complex environments. The End2end team has completed more than 65 SCOR-Based projects to date, resulting in significant positive ROI and business excellence impact.

This includes work in project-based, manufacturing, MRO, public health, retail, mining, logistics, and donor-funded systems, with a strong track record in translating fragmented operational realities into structured, executable improvement programmes.

The proposed team combines senior transformation leadership, SCOR expertise, practical supply chain management capability, and structured analytical support. Together, the team brings more than 50 years experience in national and provincial supply chain improvement, operational stabilisation, logistics optimisation, governance alignment, supplier performance management, programme coordination, and structured execution support.

	RELEVANT EXPERIENCE	SOME OF OUR CLIENT NAMES
1	Supply Chain Transformation	Sandock Austral Shipyards, Mascom, Spar, ARC, Khoemacau Copper Mining, Aveng, Rio Tinto, Anglo Gold Ashanti, Sasol Mining, Anglo American, Acacia Mining, Kumba Iron Ore (Anglo American), GEW, Sasol, Pick'n Pay, Consol, Anglo American, ABB, Imperial, DSV, DHL, Telkom, Holcim, Anglo American, Kumba, Lonmin, Metorex, Shanduka, Xstrata, Optimum Coal, BHP Billiton / BECSA, Harmony Gold, Gold Fields, Northam Platinum, Amari, Mawson West, Uranium One, Massmart, RTT, De Beers, Transnet
2	SCOR-Based Projects	Mascom, Sandock Austral Shipyards, Spar, Diageo, ARC, Gencore Copper Mining, Anglo Gold Ashanti, Sasol Mining, Anglo American, GEW, Sasol, Pick'n Pay, Consol, Imperial, DSV, Telkom, Holcim, Anglo American, Eskom, Multotec, Weir Minerals, Pick 'n Pay, Heineken, Sasol Technology, MDoH, USAID, BMGF, Transnet
3	Project-Based SC Optimisation (Infrastructure and Manufacturing)	Sandock Austral Shipyards, ARC, Gencore Copper Mining, GEW, Sasol, Eskom, Multotec, Weir Minerals, De Beers, Transnet

A lean, senior team ensures depth of expertise, speed of delivery, and strong integration across the engagement.





# Relevant Experience and Case Studies



## 11.2 Case Study: Sandock Austral Shipyards | Project-Based and MRO-Intensive Supply Chain Transformation

End2End brings deep experience in End2End supported Sandock Austral, a complex marine and defence environment with activities spanning shipbuilding, ship repair, naval maintenance services, and associated materials and engineering flows. The operating context included project-driven work, maintenance and overhaul requirements, and a high-dependency supply chain environment where flow, availability, accountability, and coordination were critical to performance.

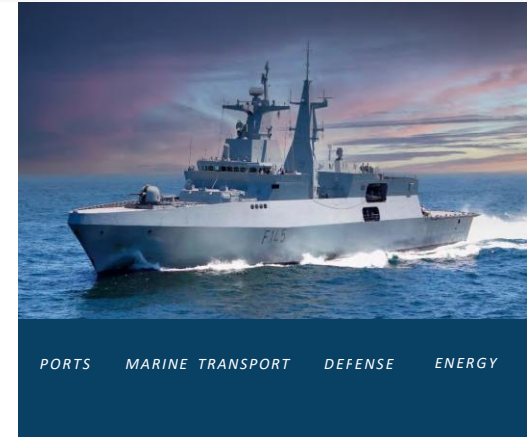
The transformation journey began with strategic planning, followed by supply chain simulation and introduction to SCOR, operating model definition, organisational alignment to process design, and focused work to address resistance and strengthen ownership and accountability. End2End then supported the identification of gap-closure initiatives and the translation of these into a practical transformation path.

### Reported audited results from the programme included:

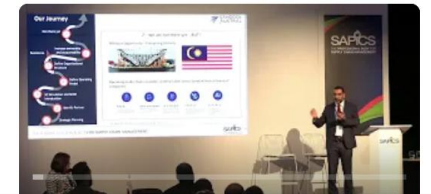
- contract re-negotiation savings of 23%
- procurement process efficiency improvement of 25%
- inventory reduction of 15%
- improved warehouse layout and material flow
- waiting time to issue reduced by 67%
- optimised MRO / spares availability improvement of 32%
- overall productivity improvement of 17%
- capability development and improved staff morale during reorganisation.
- SCOR Transformation project ROI 239% in 18 months

### Why this is relevant:

This case is particularly relevant because it reflects a project-based, MRO-intensive operating environment with similar realities to this engagement: project-driven material requirements, maintenance and spare parts complexity, operational coordination requirements, inventory ownership issues, and the need for stronger end-to-end governance, planning discipline, and material flow control. The current engagement likewise includes a mix of project-based materials and maintenance / spare parts, with requirements generated primarily by projects.



Building the African marine legacy | [www.sas.co.za](http://www.sas.co.za)



Watch this Case Study Video of Sandock Austral CEO case study presentation at SAPICS conference: [Click the here to open the video.](#)

This case is particularly relevant because it reflects a **project-based, MRO-intensive operating environment** with similar realities to this engagement: project-driven material requirements, maintenance and spare parts complexity, operational coordination requirements, inventory ownership issues, and the need for stronger end-to-end governance, planning discipline, and material flow control. The current engagement likewise includes a mix of **project-based materials and maintenance / spare parts**, with requirements generated primarily by projects.





# Relevant Experience and Case Studies



## 11.3 Case Study: SPAR | Supply Chain Transformation

End2End supported a large-scale retail supply chain transformation programme for SPAR, focused on redesigning the end-to-end supply chain to improve service, flow, governance, capability, and operational performance across a complex national environment. The programme was triggered by declining profitability, late deliveries, fragmented execution, weak alignment across regions, and the absence of clear supply chain segmentation and strategic driver discipline.

The engagement applied a SCOR-led transformation approach, beginning with strategic planning, supply chain simulation, introduction to SCOR, rationalisation of distinct supply chains, definition of supply chain strategies and goals, and maturity gap analysis. This was followed by operating model definition, identification of gap-closure best practices and initiatives, development of a transformation plan with accountability, and alignment of the organisational structure to the new process design.

A critical part of the programme involved addressing organisational resistance, strengthening ownership and accountability, and building readiness for sustained adoption in a multi-region, high-complexity operating environment. The work also highlighted the importance of group-wide standards, aligned KPIs, improved S&OP discipline, stronger cross-functional coordination, and targeted continuous improvement initiatives.

### Reported audited results from the programme included:

- On-time delivery improvement of 27% nationally
- Stockout reduction of 27% nationally
- Black Friday readiness and increased profitability of 34% year on year
- Contract re-negotiation savings of 23%
- Procurement process efficiency improvement of 25%
- Inventory reduction of 15%
- Waiting time to issue reduced by 67%
- Stock availability increase of 32%
- Overall productivity improvement of 17% across 27,000 employees
- Capability development of staff and full clean-up, recovery, and return of damaged stock.

**TRANSFORMING SUPPLY CHAINS. DELIVERING EVERY DAY.**

A multi-year supply chain transformation that delivered measurable improvements in service, cost, inventory, and operational performance across Southern Africa.

ON-TIME DELIVERY <b>+27%</b>	STOCKOUTS <b>-27%</b>	INVENTORY <b>-15%</b>	CONTRACT SAVINGS <b>23%</b>	PROCUREMENT EFFICIENCY <b>+25%</b>	WAIT TIME TO ISSUE <b>-67%</b>	STOCK AVAILABILITY <b>+32%</b>
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**THE CHALLENGE**  
SPAR's supply chain was facing high inventory, service gaps, inefficient processes, and fragmented operations across a complex retail and distribution environment.

- Inconsistent delivery performance
- High stockouts and excess inventory
- Long waiting times and manual processes
- Suboptimal warehouse layouts
- Fragmented operating model and governance

**OUR APPROACH**  
End2End partnered with SPAR to design and implement a future-ready supply chain operating model, underpinned by the SCOR framework.

- End-to-end diagnostic across Plan-Source-Make-Deliver-Return-Enable
- Operating model redesign and network optimisation
- Process standardisation and KPI framework
- Warehouse layout redesign and flow optimisation
- Capability building and change enablement

**THE OUTCOME**  
A step-change in performance, cost, and customer value—positioning SPAR for sustainable growth.

- Stronger customer service and availability
- Lower inventory with improved product flow
- Faster, leaner, and more reliable operations
- Stronger governance and accountability
- A future-ready supply chain organisation

**KEY INITIATIVES**

- Network & Distribution Optimisation
- Process Standardisation & Automation
- Warehouse Redesign & Flow
- KPI & Performance Management
- Organisation & Capability Development
- Change Management

“ End2End helped us move from complexity and inconsistency to clarity, performance, and control. The results speak for themselves. ”  
- SPAR Leadership

Better together | [www.spar-international.com](http://www.spar-international.com)

### Why this is relevant:

- This case is highly relevant because it reflects the same core disciplines required in this engagement: supply chain segmentation, strategic driver definition, maturity assessment, operating model design, best-practice prioritisation, governance strengthening, KPI alignment, change enablement, and roadmap-driven transformation in a complex operational environment.

From fragmented regional execution to strategically aligned, measurable national supply chain performance.





## **Fees and Commercial Aspects**

*A transparent and value-based commercial structure aligned to scope, effort, and impact.*



## Commercial Structure and Fees

Our fee structure is designed to provide flexibility, transparency, and alignment with the scope and complexity of the engagement. Given the nature of supply chain transformation, where requirements evolve as deeper insights are gained, our commercial approach allows for scalable deployment across the Awareness, Advisory, and Implementation phases. Fees are therefore structured to reflect the level of effort, expertise required, and value delivered, while ensuring that the client retains the ability to refine scope, prioritise initiatives, and optimise investment as the programme progresses.

	PHASE	COURSE	# ATTENDEES PER SESSION	RATE PER SESSION (EXCLUDING VAT)
1	AWARENESS	01 – Executive Overview	Up to 25	R 8,000
2		02 – SCOR Framework	1	R 16,000
3	IMPLEMENTATION	03 – SCOR Framework Plus (Implementation)	1	R 28,000
4		04 – SCOR Practitioner Masterclass	1	R 54,000
5	ADVISORY	05 – Strategic Supply Chain Assessment	Up to 25	R 89,000
6		06- Implementation Support	* To be scoped	* Based on scope

**Note:**

- Team discounts can be negotiated
- With team sessions, customisation is possible based on the particular industry and environment

**COMMERCIAL FLEXIBILITY NOTE:** End2End remains open to discussing resource allocation, level of effort, and delivery intensity with the client to align the engagement with budgetary constraints and priority requirements. Where needed, the commercial structure and deployment approach can be refined by mutual agreement to achieve an appropriate balance between scope, depth, speed, and investment.



## Assumptions Underlying Pricing

The following terms and assumptions outline the conditions applicable to participation in End2End Supply Chain Academy's public training programmes. These are designed to ensure a structured, high-quality learning experience while maintaining fairness, consistency, and operational efficiency across all sessions. They define the requirements relating to registration, payment, attendance, and course delivery, and provide clarity on participant responsibilities and Academy policies.

### Assumptions for In-House (Customised) Sessions – Client-Specific Delivery:

- Discounted fees may be negotiated for in-house engagements depending on group size, scope, duration, and long-term partnership potential.
- The scope and pricing are based on the current understanding of the client's requirements and may be refined as further detail becomes available.
- Certain sessions may be delivered via virtual platforms (e.g., Microsoft Teams); however, key workshops are generally more effective when conducted in person. The delivery approach will be agreed with the client.
- Client stakeholders will be available for workshops, interviews, and decision-making as scheduled to ensure project continuity.
- The client will provide access to relevant data, systems, documentation, and personnel required for effective delivery.
- All travel, accommodation, and related expenses for onsite delivery are excluded and will be billed separately where applicable.
- The client will provide suitable venue, facilities, refreshments, and meals for all onsite workshops and sessions.
- Fees assume a collaborative working model, including timely feedback, approvals, and participation from client stakeholders.
- Any changes to scope, timelines, or level of effort may result in a revision of fees.
- Work outside normal business hours or accelerated delivery requirements may require additional commercial consideration.
- Any third-party tools, licences, or specialist services are excluded unless explicitly included. Implementation success is dependent on client engagement, leadership alignment, and change adoption support.
- Customisation of content, case studies, and delivery approach can be accommodated to align with the client's specific industry context, operating environment, and strategic priorities.

### Assumptions for Public Training sessions:

- Seats on public classes are limited, and End2End Supply Chain Academy reserves the right to decline registrations once maximum class capacity has been reached.
- Public classes are subject to cancellation should the minimum required number of participants not be secured. Full payment is required upfront to confirm registration and secure a seat in the class.
- Course fees must be paid at least five (5) working days prior to the commencement of the training.
- All cancellations must be submitted in writing to End2End Supply Chain Academy.
- Cancellations received eight (8) days or more prior to the scheduled course date will qualify for a 50% refund of the course fee.
- Cancellations received seven (7) days or less prior to the scheduled course date will not qualify for a refund.
- No refunds will be granted to participants who fail to attend classes, fail to participate in the programme, or fail to complete required assignments or activities.
- No postponements or transfers to other participants or alternative courses will be permitted.
- Non-payment of fees due may result in the participant being refused entry to classes or course-related work not being assessed.
- End2End Supply Chain Academy reserves the right to withhold certificates or results where the participant's account is in arrears. Any legal costs incurred by End2End Supply Chain Academy due to non-payment will be for the account of the participant or company responsible for payment.
- A late payment interest fee of 10% of the outstanding amount will be levied on all overdue monies.
- Prices are subject to change without prior notice.
- Discounts may be applicable where five (5) or more participants are registered for the same public course.
- Public course content is delivered according to the standard published course structure and learning outcomes.
- Limited contextual discussion may be accommodated during delivery; however, full customisation is generally reserved for in-house sessions tailored to a client's specific industry, business model, and operational needs.

**COMMERCIAL FLEXIBILITY NOTE:** End2End remains open to discussing resource allocation, level of effort, and delivery intensity with the client to align the engagement with budgetary constraints and priority requirements. Where needed, the commercial structure and deployment approach can be refined by mutual agreement to achieve an appropriate balance between scope, depth, speed, and investment.



## SERVICE OFFERING

### SCOR-Supply Chain Operations Reference Model Implementation



## Why this proposal wins

*The strongest combination of insight, methodology, experience, and delivery credibility.*





# Why End2end Supply Chain Consulting and Academy Wins

## 13.1 The winning solution



# WHY END2END WINS

A proposal built on real business understanding, practical design logic, and **delivery confidence**.

**SCOR-LED. BUSINESS-GROUNDED. EXECUTION-FOCUSED.**

A practical path from diagnosis to decision-ready transformation.



### 1. BUSINESS UNDERSTANDING

We understand that this is an operating model and control challenge—not just a functional review.



We see the system, not just the symptoms.



### 2. PRACTICAL & INTEGRATED METHOD

Our approach connects analysis, strategy, conceptual design, and roadmap logic into one coherent transformation path.



From fact base to future state in one practical journey.



### 3. SCOR EXPERTISE WITH IMPLEMENTATION DEPTH

We apply SCOR with implementation judgement—selecting what is right for this environment, not what is generic. Framework expertise strengthened by real-world transformation experience.



Proven expertise. Practical application. Priorities that create real value.



### 4. SUSTAINABILITY THROUGH PEOPLE, CAPABILITY & CULTURE

We build capability, accountability, and adoption into the future state from the outset—so the change is owned, embraced, and sustained.



Adoption, capability, and accountability are designed in from the start.



### 5. CONFIDENCE IN DELIVERY

A lean, senior-led team with strong sector relevance and a focused, responsive, decision-oriented delivery model.



Senior-led, focused, responsive, and built for speed and quality.



**NOT JUST A DIAGNOSIS.**  
A CREDIBLE, STRUCTURED, AND DECISION-READY PATH FORWARD.



#### DIAGNOSE

See the system clearly



#### DESIGN

Build the right future state



#### EXECUTE

Deliver with discipline



#### TRACK

Measure what matters



#### SUSTAIN

Embed and keep improving





# THANK YOU

**FROM DIAGNOSIS TO DECISION-READY TRANSFORMATION.**

Thank you for the opportunity to submit this proposal.  
We look forward to partnering with you to shape a practical,  
integrated, and sustainable supply chain improvement journey.

**SERVICE OFFERING**  
**SCOR-Supply Chain Operations Reference Model Implementation**



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