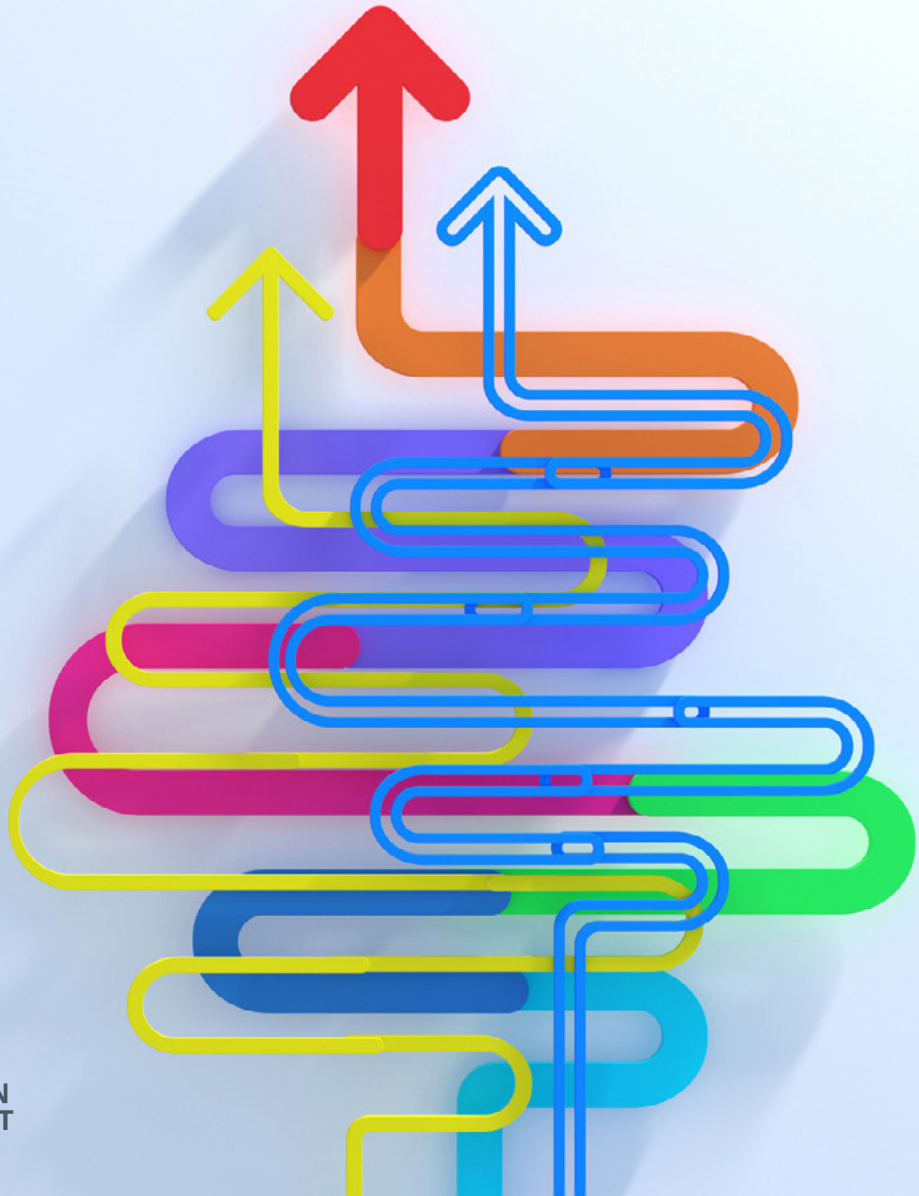
From Reactive to Orchestrated: Your Ascent to Supply Chain Maturity

2026 ASCM Supply Chain Maturity Report



ASCM ASSOCIATION FOR SUPPLY CHAIN MANAGEMENT

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Executive Summary

The 2026 ASCM Supply Chain Maturity Report highlights a critical transition in global logistics: moving from reactive, fragmented cost centers to orchestrated value engines. Research across 53 organizations reveals that most firms are currently stalled between Level 2 (Reactive Efficient) and Level 3 (Integrated Enterprise), with a significant maturity gap in strategic planning. By prioritizing five foundational pillars — S&OP, forecasting, inventory management, strategy and continuous improvement — organizations can trigger a "halo effect" that elevates end-to-end performance, driving measurable gains in capital efficiency and operational precision.

Key Takeaways

The 70% mandate

Supply chains account for up to 70% of operating costs, making maturity a primary driver of enterprise value and bottom-line protection.

The planning gap

Planning emerged as the area of greatest need; organizations without mature planning remain trapped in cycles of reaction rather than anticipation.

The halo effect

Excelling in the five core planning pillars typically boosts overall maturity by more than one full level.

Nonlinear scaling

Growth is not a straight line; as companies cross the $10 billion revenue milestone, legacy systems often create growing pains that temporarily dip maturity in areas including business-to-business ordering and service performance.

Measured ROI

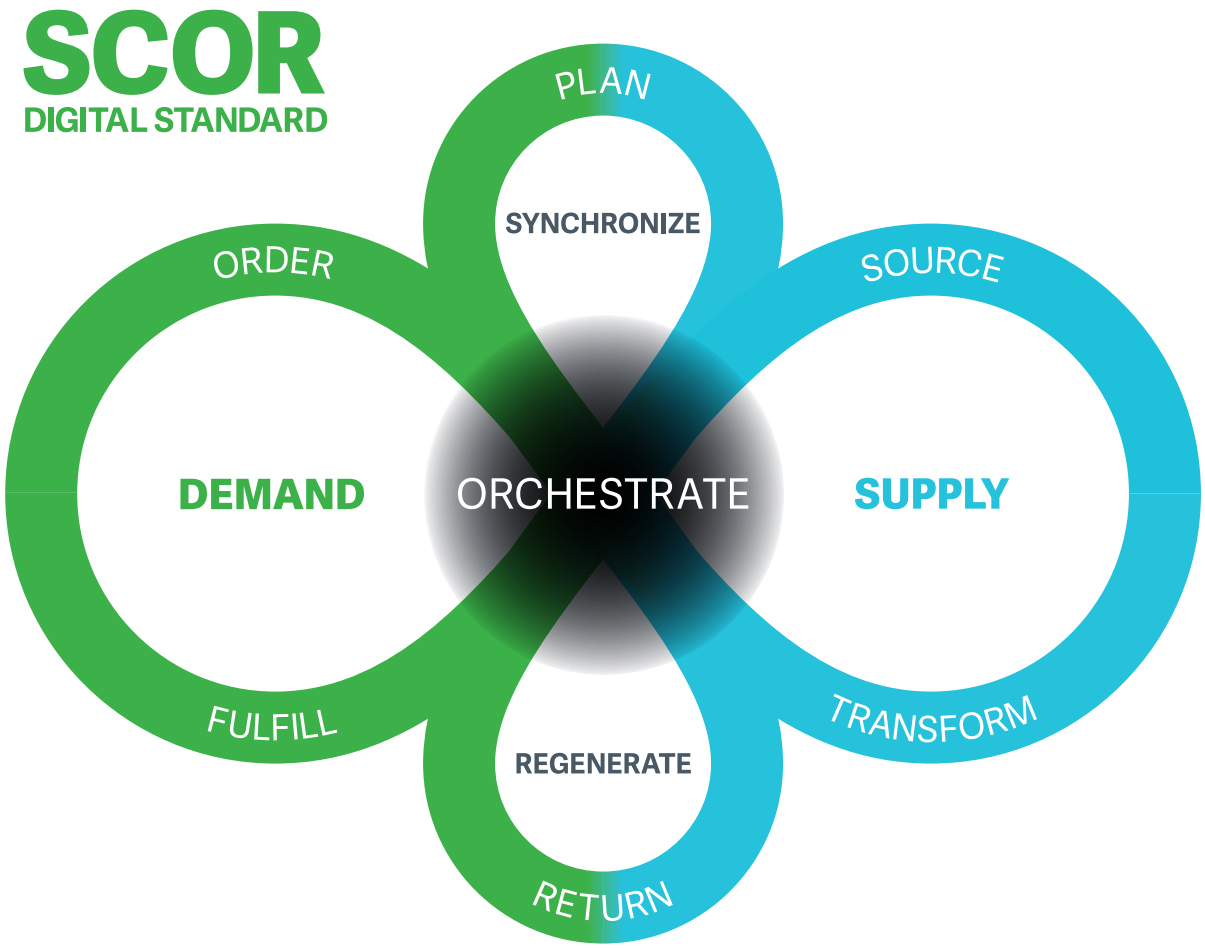
High-maturity leaders consistently achieve inventory accuracy above 99% and perfect order fulfillment above 95%, significantly outperforming less integrated peers.

Introduction

Advancing supply chain maturity is essential for sustainable business growth. Given the persistent challenges of unpredictable markets, extreme weather, tariff volatility and more, companies must move beyond simple cost-cutting to strategic supply chain management. This focus is crucial, as research finds that supply chains can account for a massive 70% of operating costs — a financial footprint that demands attention.

To address these challenges, it's essential to gain a clear understanding of current capabilities through a strategic assessment. With that goal in mind, ASCM's Innovation and Sensing Committee, in partnership with ASCM's research team, explored where today's supply chains stand, pinpointed their greatest process gaps, and identified a clear path to greater maturity.

The ASCM Supply Chain Maturity Assessment, supported by the Supply Chain Operations Reference Digital Standard (SCOR), offers critical analysis and targeted investments for resilience and profitability. By using the SCOR framework, organizations leverage a standardized language and set of cross-industry metrics to benchmark performance and pinpoint specific process gaps. This foundation ensures that maturity is measured against a rigorous, globally recognized blueprint for operational excellence. Read on for key findings and strategies to help your organization achieve the highest levels of supply chain maturity.



The ROI of Supply Chain Maturity

Time and again, research confirms that supply chain maturity is a primary driver of enterprise value. Organizations that treat their supply chain as a strategic asset, rather than a mere cost center, unlock invaluable competitive advantages. Further, by advancing through the levels of maturity, companies transition from fragmented reaction to a state of orchestrated excellence, where every process is optimized to protect the bottom line and fuel top-line growth.

Data from SCORmark — a metrics-based assessment leveraging PwC data from more than 1,500 organizations — confirms that this transition yields measurable financial and operational gains. When compared to their less mature peers, organizations with high-performing, integrated networks consistently outperform the market across three critical dimensions:

Operational precision

The most mature supply chains operate with a level of accuracy that minimizes waste and maximizes reliability. Benchmarking reveals these leaders achieve:

- Inventory accuracy typically above 99%
- Stockouts and backorders frequently below 1%
- Perfect order fulfillment above 95%

Capital efficiency

Maturity directly affects financial velocity. By streamlining the flow of goods and information, advanced organizations realize:

- Accelerated cash-to-cash cycles that free up working capital for reinvestment
- Significantly reduced inventory days of supply, lowering carrying costs without sacrificing service levels

Strategic alignment

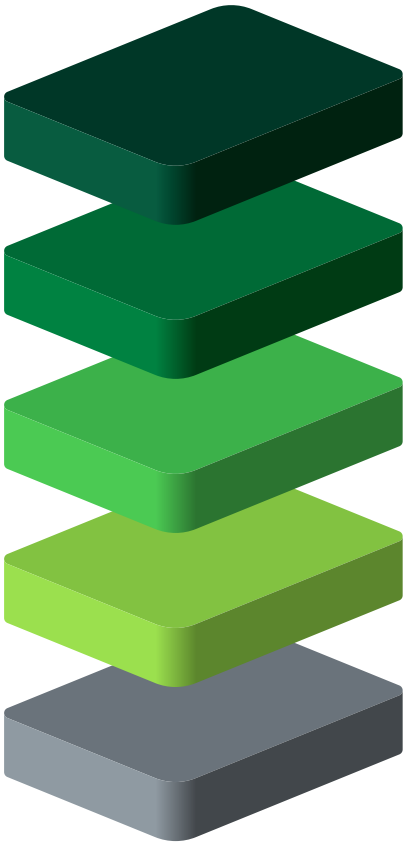
High-maturity organizations benefit from a single version of truth, ensuring that daily execution is tethered to long-term business objectives. Key indicators of this health include:

- Robust, cross-functional sales and operations planning (S&OP)
- Strategically aligned functional goals that eliminate departmental silos
- Regularly reviewed, executive-sponsored supply strategies that adapt to global shifts

These performance benchmarks offer a snapshot of the competitive advantages gained through maturity; a comprehensive analysis of these metrics and their financial impacts appears later in this report.

The Maturity Stages

Supply chain maturity is the progression of an organization's supply chain capabilities — from reactive and fragmented to integrated, predictive and agile — enabling strategic resilience and value creation. ASCM's Supply Chain Maturity Assessment identifies five distinct levels, each with specific characteristics.*



Level 5: Orchestrated supply chain

- Fully governed, industry-standard process mapping
- Benchmarked metrics with effective root-cause correction
- Actively managed and developed skills
- Wide use of prescriptive analytics
- Embedded SCOR practices and improvement culture
- Internal orchestration with full external integration
- High-level integration with supply chain partners
- Proactive, partner-integrated governance, risk and compliance efforts
- Demonstrated end-to-end digital readiness

Level 4: Extended enterprise supply chain

- Fully governed key processes
- Increasingly predictive industry-standard metrics
- Actively managed and developed skills
- Wide SCOR application and continuous improvement
- Internal orchestration with external integration
- Formal partner integration for efficiency and quality

Level 3: Integrated enterprise supply chain

- Processes defined and monitored with governance
- Use of industry-standard performance metrics
- Actively managed and developed skills
- Wide application of SCOR best practices
- Internal orchestration with some external linkages
- Informal customer and supplier integration
- End-to-end ERP as single data source

Level 2: Reactive efficient supply chain

- Processes defined but not checked with metrics
- Skills defined but not effectively developed
- Some use of SCOR best practices
- Incomplete orchestration with missing linkages
- Limited customer and supplier integration
- Underused ERP and poorly managed data

Level 1: Reactive supply chain

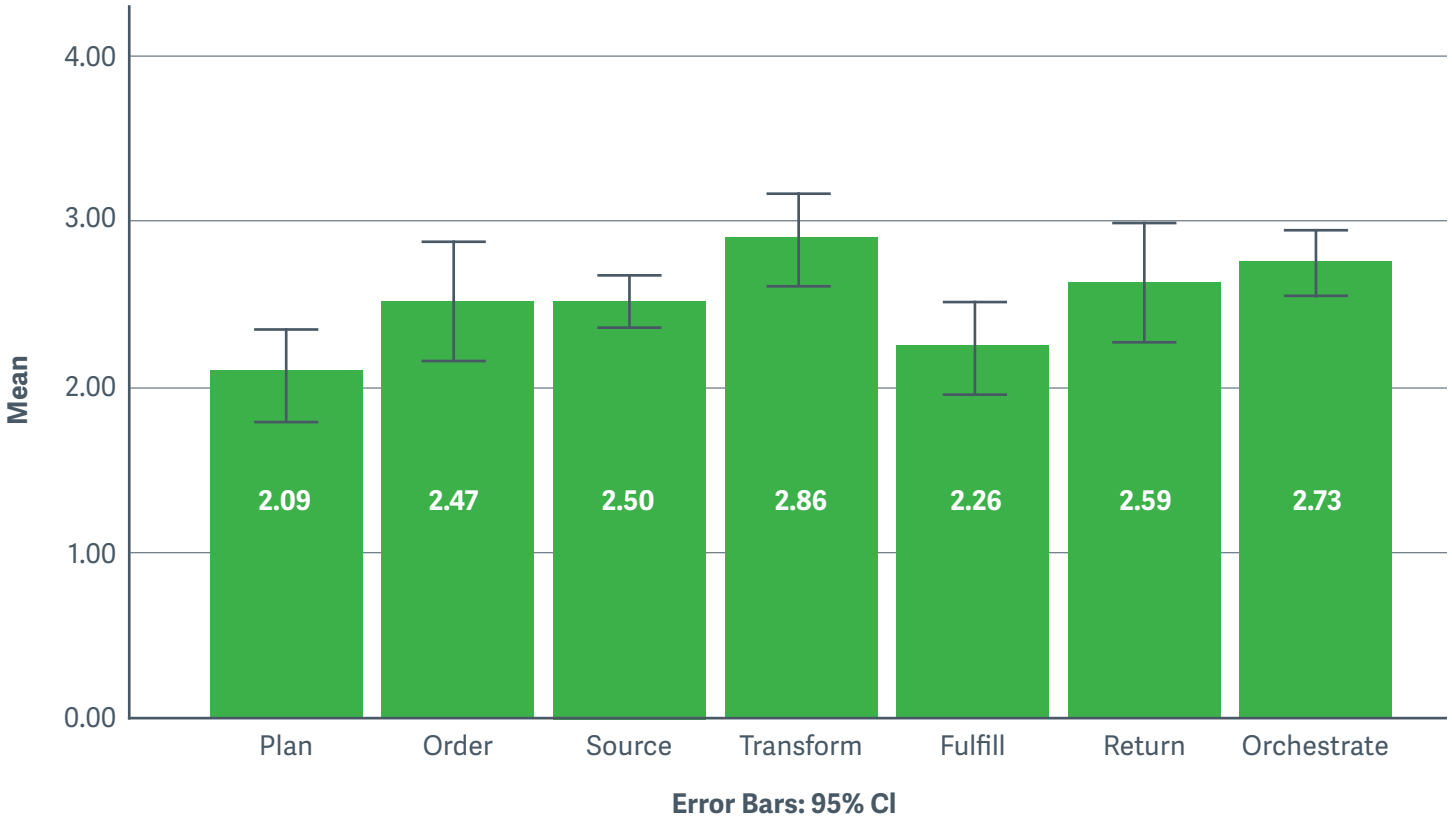
- Undefined processes, skills and performance metrics
- Minimal use of SCOR best practices
- Poorly orchestrated supply chain operations
- Little-to-no customer and supplier integration
- Often ad-hoc internal activities
- Incomplete end-to-end enterprise resource planning (ERP) coverage

Research Reveals a Critical Gap

Data from the ASCM Supply Chain Maturity Assessment reveals a significant hurdle for global networks. Across 53 surveyed organizations, most currently exist between Level 2 (Reactive Efficient) and Level 3 (Integrated Enterprise). While teams are improving, they still struggle to achieve the cross-functional integration and collaborative planning, forecasting and replenishment (CPFR) needed for a truly resilient enterprise.

Of the core SCOR processes, Plan emerged as the area of greatest need (see bar graph). This is a critical discovery because planning is the strategic foundation for every supply chain. Without a mature planning process, organizations are caught in a cycle of reacting to, rather than anticipating, disruptions. Specifically, execution-level processes such as inventory and forecasting were shown to be lagging, impeding overall maturity

Mean Maturity Scores



Error Bars: 95% CI

The Five Pillars of Supply Chain Excellence

Advancing planning functions, and therefore overall supply chain maturity, requires focusing on five key supply chain areas. Companies excelling in these areas achieve significantly higher overall supply chain maturity — often a difference greater than one full level. This advanced maturity directly correlates with more organizational revenue, proving a substantial return on investment.

Sales and operations planning

By integrating financial and operational decision-making, S&OP balances demand and supply while ensuring day-to-day execution is aligned with high-level strategic goals.

Forecasting

This process uses both quantitative and qualitative methods to predict future demand by analyzing cyclical, random, seasonal and trend-based components.

Inventory management

The formal management of timing and quantities ensures customer demand is met reliably without incurring unnecessary or excess expenditures.

Supply chain strategy

Success in this area requires managing the network of businesses and processes necessary to deliver products, increasingly incorporating environmental, social and governance (ESG) goals to ensure long-term sustainability.

Performance and continuous improvement

This discipline focuses on defining and monitoring performance targets that directly support and advance the organization's overarching business strategy.

The data compares organizations that have achieved a maturity score of at least 3.0 to those still performing at lower levels (see table). There is a significant gap of more than one full maturity level across these five core pillars. Furthermore, organizations that excel in these fundamentals demonstrate a clear "halo effect," achieving significantly higher maturity across all other related supply chain activities (see sidebar). This suggests that a rigorous focus on the five planning essentials effectively elevates the maturity of the entire end-to-end supply chain.

The Planning "Halo Effect"

Reaching Level 3 maturity in the five planning pillars creates a "halo effect" that elevates the entire supply chain. This foundational stability streamlines downstream activities — such as production scheduling, B2B ordering and return management — by providing the visibility needed for orchestrated excellence. Prioritizing these fundamentals enables leaders to move the entire end-to-end network away from reactive responses and toward higher performance levels.

Why this matters for your supply chain strategy:

- Integrated success: High maturity in S&OP and strategy acts as "a tide that lifts all boats," particularly in complex areas including risk management and circularity.
- Resource efficiency: Instead of trying to fix 28 process areas simultaneously, organizations can prioritize the five planning pillars to achieve broad-spectrum results.
- Reduced friction: A mature planning foundation removes the growth pains often associated with scaling toward the $10 billion revenue milestone.

Top-Tier Performers Versus Emerging Organizations

	Maturity level by activity	Higher maturity		Lower maturity		
		Sample size	Mean	Sample size	Mean	Difference
Plan	**S&OP**	**10**	**3.5**	**26**	**1.54**	**1.96**
Plan	**Forecasting**	**10**	**3.4**	**26**	**1.46**	**1.94**
Plan	CPFR	10	3.2	26	1.5	1.7
Order	B2C ordering	1	3	14	1.64	1.36
Order	B2B ordering	10	2.8	24	1.67	1.13
Source	Strategic sourcing	10	3.1	26	2.08	1.02
Source	Source product fulfillment and/or return performance	10	3	26	2.15	0.85
Transform	Production scheduling	9	3.44	20	2.1	1.34
Transform	Manufacturing performance	9	3.11	20	2.4	0.71
Transform	Service performance	6	3.67	13	2.62	1.05
Fulfill	**Inventory management**	**10**	**3.3**	**26**	**1.58**	**1.72**
Fulfill	Transportation management	10	2.8	23	1.87	0.93
Return	Return management	9	3.56	21	1.67	1.89
Return	Repair management	3	2.33	13	1.92	0.41
Orchestrate	**Supply Chain Strategy**	**10**	**3.9**	**26**	**2.08**	**1.82**
Orchestrate	Business rules	10	3.9	25	2.52	1.38
Orchestrate	**Performance and Continuous Improvement**	**10**	**3.5**	**26**	**2.15**	**1.35**
Orchestrate	Data, information and technology management	10	3	25	2.08	0.92
Orchestrate	Human resource management	10	3.2	26	2.04	1.16
Orchestrate	Contracts and agreements	10	3	25	2.04	0.96
Orchestrate	Network design	10	3.4	26	2.31	1.09
Orchestrate	Regulatory compliance	10	4.3	26	2.92	1.38
Orchestrate	Risk management	10	3.5	26	1.81	1.69
Orchestrate	ESG management	10	3.2	26	1.69	1.51
Orchestrate	Enterprise business planning	10	4.1	26	2.08	2.02
Orchestrate	Supply chain segmentation	10	3.7	26	2.19	1.51
Orchestrate	Circularity	10	3.2	25	2	1.2
	Overall average	**3.3**		**2.0**		**1.3**

SCORmark Benchmarking Confirms Correlations

Data from SCORmark reveals a definitive relationship between maturity and performance. Rather than viewing benchmarking as a simple diagnostic exercise, leading organizations use it as the foundation for a prioritized roadmap. This measured approach aligns supply chain targets with overarching business goals, enabling leaders to identify performance gaps, conduct root-cause analyses and execute targeted improvement efforts that prevent operational complacency.

Moving toward the unified SCOR model enables participants to consistently realize superior financial and operational gains. Moreover, aligning high-level strategy with granular continuous improvement activities successfully transforms theoretical efficiencies into measurable bottom-line growth. This is particularly evident in the optimization of working capital and total cost-to-serve (see table).

Company type and year evaluated	Supply chain strategy and performance and continuous improvement activities	Quantitative outcomes
Automotive parts and services, 2022	▪ Metrics aligned with business strategy ▪ Automated KPI reporting ▪ External benchmarking ▪ Six sigma ▪ Standard process control ▪ Benchmarking	Perfect order fulfillment: 96.25% Inventory record accuracy: 93.97%
Health care and beauty, 2022	▪ Strategy used for internal alignment ▪ KPIs aligned with business strategy ▪ Regular reviews ▪ Cross-functional process improvement	Perfect order fulfillment: 99.4% Inventory record accuracy: 99.1%
Telecommunications, 2023	▪ Supply chain strategy built from business strategy ▪ Automated performance management ▪ KPIs fully implemented ▪ Regular benchmarking	Perfect order fulfillment: 99.97% Inventory record accuracy: 99.3%
Health care and pharmaceutical, 2023	▪ C-suite-led strategy ▪ S&OP prioritized as a business process ▪ Automated reporting	Perfect order fulfillment: 99.61% Inventory record accuracy: 99.65%
Semiconductor Manufacturer, 2024	▪ Strategy for end-to-end supply chain alignment ▪ Metrics aligned with key partners ▪ Global process architecture ▪ Integrated scenario analysis ▪ Real-time data	Perfect order fulfillment: 99.18% Inventory record accuracy: 99.2%
Semiconductor Manufacturer, 2025	▪ Defined supply chain strategy ▪ Comprehensive risk plan ▪ External benchmarking ▪ Collaborative scenario analysis ▪ Digital tools for improvement	Perfect order fulfillment: 99.7% Inventory record accuracy: 99.7%

Practical Steps to Mature Supply Chain Fundamentals

Every supply chain relies on the five pillars to support its essential functions. By prioritizing these focus areas, organizations can implement targeted improvements to elevate their maturity across each discipline.

1

Pillar 1: S&OP

Organizations should begin by developing a governed S&OP process that uses industry-standard performance metrics to drive cross-functional decision-making. It's essential to formalize common goals around demand planning to balance supply and demand end-to-end while implementing best practices such as regular meetings and executive sponsorship. Finally, leadership should define and actively manage the specific demand and operations planning skills required to sustain the process.

2

Pillar 2: Forecasting

To mature this discipline, ensure forecasting processes are defined and monitored under formal governance while using historical sales data and statistical models, such as moving averages, to predict demand. Teams should monitor industry-standard metrics to track performance and gradually incorporate higher-level analytics into their methodologies. Success depends on managing forecasting skills and outputs to effectively monitor errors and adjust based on data-driven insights.

3

Pillar 3: Inventory management

This pillar requires full integration with planning and forecasting efforts to ensure processes are well understood cross-functionally. Organizations should configure their ERP systems to support the business without significant manual effort and apply industry-standard metrics and best practices. As the discipline matures, leaders can actively manage inventory skills, begin automating management at the warehouse level and ensure data is largely accurate at the stock-keeping-unit level.

4

Pillar 4: Supply chain strategy

Maturing a strategy involves incorporating the voice of the customer into development and governing the plan through relevant projects and initiatives. Execution must involve key stakeholders in measuring the strategic plan's success to ensure ongoing alignment. Furthermore, integrate supply chain segments and operating models seamlessly with both upstream and downstream processes.

5

Pillar 5: Performance and continuous improvement

Organizations must ensure that root cause and corrective action processes are part of an instituted program rather than ad-hoc responses. Using effective analysis enables teams to shift from a reactive to a proactive mode — provided there is cross-functional alignment and participation in improvement efforts. Ultimately, all improvement activities must align with overarching business goals while successfully integrating both customers and suppliers.

Case Study: Hamilton Beach

The impact of these fundamentals is clearly demonstrated by Hamilton Beach, which teamed up with ASCM to fortify its financial health. The appliance manufacturer had faced several supply chain challenges:

- Rising product and transportation costs, leading to price increases and lost shelf space
- Record-high inventory levels, plus upstream interruptions causing delivery slowdowns
- Post-improvement data issues after implementing new ERP and warehousing systems, highlighting the need for better data and root-cause analysis
- Financial strain due to high debt and increased interest expenses

Hamilton Beach partnered with ASCM and used the SCOR model and SCORmark benchmarking to solve its challenges. ASCM also conducted a supply chain excellence workshop for Hamilton Beach executives and cross-functional leaders. And the company was benchmarked against 24 similar supply chains to close gaps and select key goals.

Hamilton Beach Achieves Transformation Success with SCOR and ASCM:

Pillar 1: S&OP
Benchmarked and set priorities, aligning planning with business objectives

Pillar 2: Forecasting
Refined demand signals and statistical modeling to increase accuracy and reduce safety stock requirements

Pillar 3: Inventory management
Benchmarked and set priorities, aligning planning with business objectives

Pillar 4: Supply chain strategy
Integrated high-level business objectives with operational execution to ensure end-to-end network alignment

Pillar 5: Performance and continuous improvement
Tracked KPIs, compared industry peers and focused on continuous improvement

Within one year of launching its supply chain excellence journey, Hamilton Beach met or exceeded many of its primary goals. By optimizing inventory mix and increasing turns, the manufacturer generated enough cash to pay down significant debt and even earned additional income by subletting an unneeded warehouse. These efforts stabilized finances, with the company generating $88.6 million from operating activities — the highest level in its history — and seeing its stock price climb from a low of $9.21 to a high of $25.24.

The liquidity enabled Hamilton Beach to fund an acquisition and return capital to shareholders. Furthermore, the organization successfully reduced prices to regain market share, resulting in a gross profit margin expansion of 290 basis points and a 22% increase in operating profit. Hamilton Beach plans to use these improvements as a basis for continued advancement, repeating the process and pursuing even higher levels of supply chain maturity.

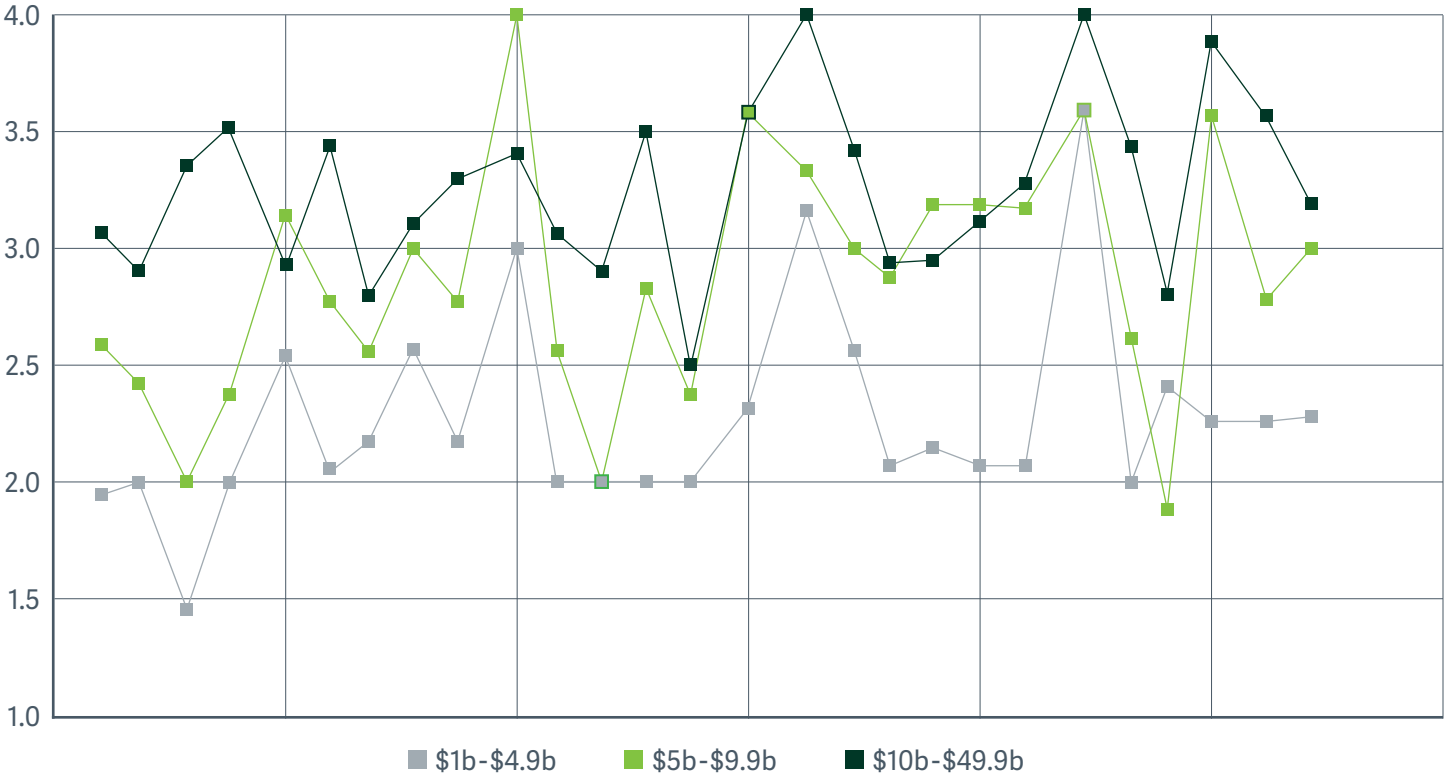
Navigating Growing Pains

While the data generally shows that higher revenue leads to higher maturity, growth is rarely a linear path. ASCM research identifies instances in which certain activities may actually decrease maturity as a company scales (see line graph). For example, as organizations move past $10 billion, complex processes such as B2B ordering and service performance often experience a temporary dip in maturity as legacy systems struggle to keep pace with new global demands (see table).

One cause for the inevitable growing pains of an expanding enterprise is the competition for executive visibility. As organizations grow, supply chain leaders often must make the difficult choice to prioritize certain activities over others. Improvements frequently remain stagnant until a disruption — such as a series of late orders — forces C-suite members to realize that processes must evolve. At this stage, full business alignment becomes crucial, measurements are implemented to assess effectiveness, and adjustments are made in real-time to remove redundancies and improve flow.

Still, these friction points should not discourage investment. Any growth in process maturity, even if localized, brings the overall supply chain closer to a state of orchestration.

SCOR DS Activities and Revenue Growth



Maturity Score Fluctuations During Organizational Scaling

		$10b-$49.9b	$5b-$9.9b	$1b-$4.9b
Plan	**S&OP**	**3.1**	**2.6**	**1.9**
	Forecasting	**2.9**	**2.4**	**2.0**
	CPFR	3.3	2.0	1.5
Order	B2C ordering	3.5	2.3	2.0
	B2B ordering	2.9	3.2	2.6
Source	Strategic sourcing	3.4	2.8	2.0
	Source product fulfillment and/or return performance	2.8	2.6	2.3
Transform	Production scheduling	3.1	3.0	2.6
	Manufacturing performance	3.3	2.8	2.3
	Service performance	3.3	4.0	**3.0**
Fulfill	**Inventory management**	**3.1**	**2.6**	**2.0**
	Transportation management	2.9	2.0	2.0
	Returns management	3.5	2.8	2.0
Orchestrate	Repair management	2.5	2.3	2.0
	Supply chain strategy	**3.6**	**3.6**	**2.3**
	Business rules	4.0	3.4	3.2
	Performance and continuous improvement	**3.3**	**3.0**	**2.5**
	Data, information and technology management	2.9	2.8	2.1
	Human resources management	2.9	3.2	2.2
	Contracts and agreements	3.1	3.2	2.1
	Network design	3.3	3.2	2.1
	Regulatory compliance	4.0	3.6	3.6
	Risk management	3.4	2.6	2.0
	ESG management	2.9	1.8	2.4
	Enterprise business planning	3.9	3.6	2.3
	Supply chain segmentation	3.6	2.8	2.3
	Circularity	3.2	3.0	2.3

Scaling to the Next Level

Transitioning from a $1 billion enterprise to a $10 billion global leader requires a shift from functional competence to advanced orchestration. Therefore, the 2026 ASCM Supply Chain Maturity Assessment also identifies activities that organizations should prioritize once their five core planning pillars have reached maturity (see table). Beyond basic planning, this evolution focuses on deepening partner collaboration, automating complex contract life cycles and embedding sustainability into the network design. These advanced processes help ensure that organization maintains the agility needed to navigate regulatory shifts and heightened customer expectations, even as it scales.

Advancing Maturity Toward the $10 Billion Milestone

Supply chain area	Next-level considerations	People	Processes	Key technologies
Enterprise resource planning	Align tactical plans to long-term financial goals and enable decisions with cross-functional business intelligence (BI).	Data analysts and change leaders	Integrated planning and data governance	Advanced ERP and BI platforms
Network design	Use simulation models to optimize geographic footprints while weighing risk and sustainability impacts.	Modelers, risk analysts and sustainability experts	Scenario modeling and risk assessment	Simulation and analytics tools
Contracts and agreements	Automate contract management and integrate agreement impacts across all product lines.	Contract and product line managers	Automated workflows and impact analysis	Life cycle management systems
Service performance	Execute well-governed processes and continuous improvement efforts to drive customer loyalty.	Customer experience and improvement specialists	Service monitoring and feedback cycles	Customer relationship management and automation tools
B2C ordering	Implement high levels of automation and unified customer data for complete channel integration.	E-commerce managers and data stewards	Automated fulfillment and omnichannel integration	Master data management and application programming interfaces
CPFR	Establish strategic partner agreements covering IT compatibility, data-sharing frequency and security.	Relationship managers and IT specialists	CPFR protocols Technology	CPFR platforms and partner portals
ESG management	Embed supply chain leadership into ESG committees and implement Scope 3 emission reporting.	Sustainability leaders and managers	Materiality assessment and compliance tracking	ESG platforms and integration tools

Strategic Investments Power the Path to Orchestration

Strategic investment in the five key supply chain areas — S&OP, forecasting, inventory management, supply chain strategy, and performance and continuous improvement — is a proven catalyst for revenue growth. Elevating maturity in these foundational pillars creates a stabilizing effect that helps every other organizational activity thrive. Of course, because supply chains are inherently dynamic, a one-time fix is insufficient; staying competitive requires a commitment to constant evolution.

The SCOR framework provides a structured lens to assess current capabilities and navigate future shifts with precision. By leveraging SCORmark to identify critical process gaps, organizations can transform their operations from fragmented, reactive cost centers into integrated, orchestrated engines of value. Don't wait for the next disruption to expose hidden vulnerabilities. Start your SCORmark assessment today to prioritize your investments, strengthen your end-to-end network, and secure your organization's long-term financial success.

This report features critical insights driven by the ASCM Innovation and Sensing Committee, whose strategic analysis of global process gaps established the framework for the 2026 ASCM Supply Chain Maturity Report.

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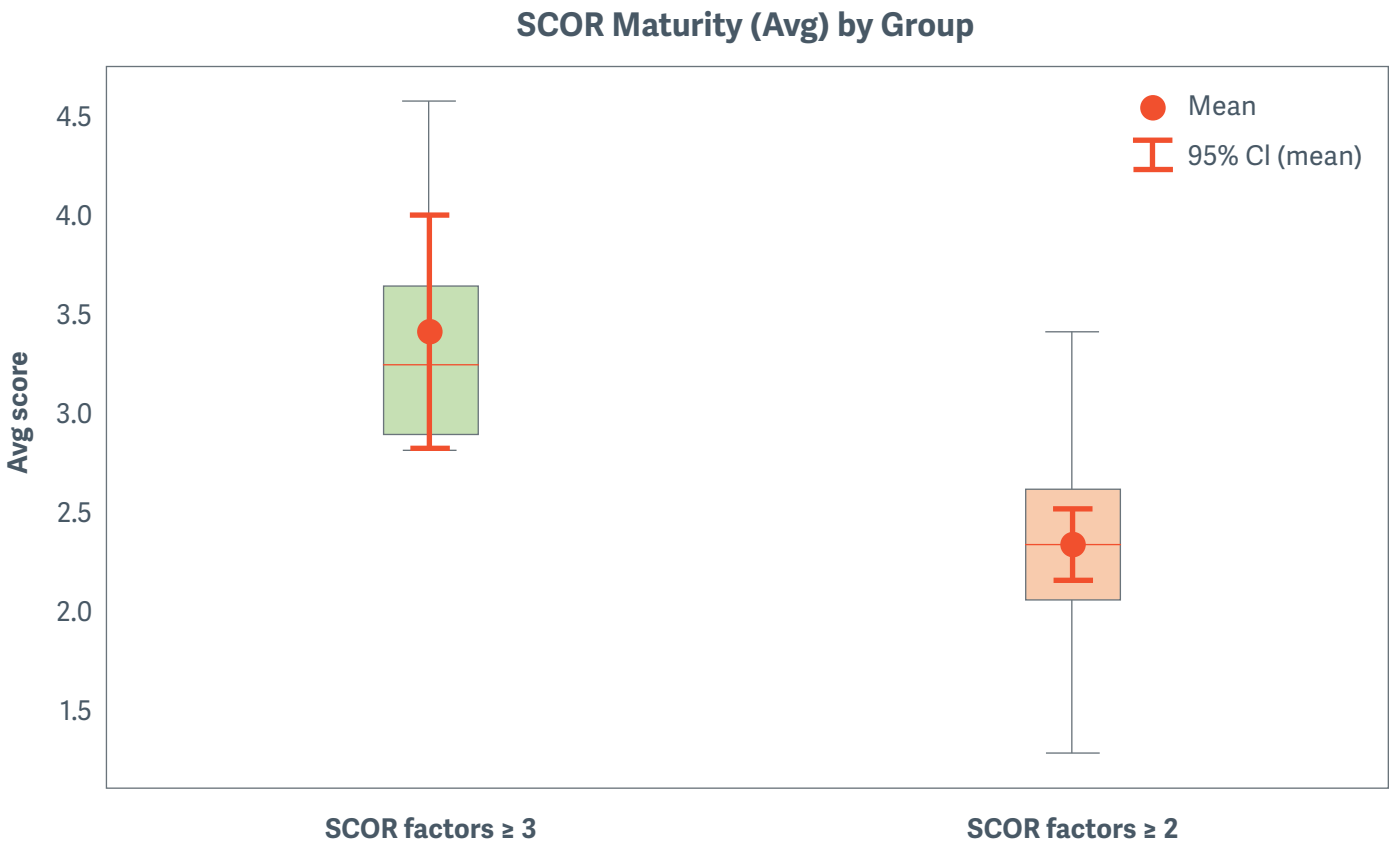
Appendix

Effects of Mature S&OP and Forecasting on Inventory Management

Company, year	Inventory days of supply (finished goods)	Inventory record accuracy (%)	Stockouts and backorders (%)	Perfect order fulfillment (%)	Cash-to-cash cycle (days)
Automotive parts and services, 2022	41	93.97	3	96.25	91
Telecommunications, 2023	3.94	99.3	2	99.97	39.9
Health care and beauty, 2022	9.8	99.1	1	99.4	201
Health care and pharmaceutical, 2023	18.69	99.65	0.04	99.61	48.4
Semiconductor manufacturer, 2024	12.0	99.2	0.8	99.18	58.2
Semiconductor manufacturer, 2025	16.5	99.7	1.6	99.7	43.3

A two-sample t-test (unequal variances) shows this difference is statistically significant ($p = 0.0008$, $p < 0.05$), supporting the relationship between the five planning pillars and overall maturity.



	SCOR focus area	Company size by revenue				
		$10+b companies	Maturity difference from $5b-$10b to $10b-$50b	$5b-$9.99b companies	Maturity difference from $1b-$5b to $5b-$10b	$1b-$4.99b companies
Plan	S&OP	3.1	0.5	2.6	0.7	1.9
Plan	Forecasting	2.9	0.5	2.4	0.4	2.0
Plan	CPFR	3.3	1.3	2.0	0.5	1.5
Order	B2C ordering	3.5	1.2	2.3	0.3	2.0
Order	B2B ordering	2.9	-0.3	3.2	0.6	2.6
Source	Strategic sourcing	3.4	0.6	2.8	0.7	2.0
Source	Source product fulfillment and/or return performance	2.8	0.2	2.6	0.3	2.3
Transform	Production scheduling	3.1	0.1	3.0	0.4	2.6
Transform	Manufacturing performance	3.3	0.5	2.8	0.5	2.3
Transform	Service performance	3.3	-0.7	4.0	1.0	3.0
Fulfill	Inventory management	3.1	0.5	2.6	0.6	2.0
Fulfill	Transportation management	2.9	0.9	2.0	0.0	2.0
Orchestrate	Returns management	3.5	0.7	2.8	0.8	2.0
Orchestrate	Repair management	2.5	0.2	2.3	0.3	2.0
Orchestrate	Supply chain strategy	3.6	0.0	3.6	1.3	2.3
Orchestrate	Business rules	4.0	0.6	3.4	0.2	3.2
Orchestrate	Performance and continuous improvement	3.3	0.3	3.0	0.5	2.5
Orchestrate	Data, information and technology management	2.9	0.1	2.8	0.7	2.1
Orchestrate	Human resources management	2.9	-0.3	3.2	1.0	2.2
Orchestrate	Contracts and agreements	3.1	-0.1	3.2	1.1	2.1
Orchestrate	Network design	3.3	0.1	3.2	1.1	2.1
Orchestrate	Regulatory compliance	4.0	0.4	3.6	0.0	3.6
Orchestrate	Risk management	3.4	0.8	2.6	0.6	2.0
Orchestrate	ESG management	2.9	1.0	1.8	-0.6	2.4
Orchestrate	Enterprise business planning	3.9	0.3	3.6	1.3	2.3
Orchestrate	Supply chain segmentation	3.6	0.8	2.8	0.5	2.3
Orchestrate	Circularity	3.2	0.2	3.0	0.7	2.3

About ASCM

The Association for Supply Chain Management (ASCM) is the global pacesetter of organizational transformation, talent development and supply chain innovation. As the largest association for supply chain, ASCM members and worldwide alliances fuel innovation and inspire accountability for resilient, dynamic and sustainable operations.

ASCM is built on a foundation of world-class APICS education, certification and career resources, which encompass award-winning workforce development, relevant content, groundbreaking industry standards and a diverse community of professionals to create a better world through supply chain.

To learn more, visit **ascm.org**

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