



# How to move your company from operational tasks to development

It is the perfect set up: 15 minutes four to five times a year give you the ballast to go from operational tasks to developing your supply chain.

By participating in the panel you are not only participating in very important analyses of Danish companies' supply chains, but you are also given the exclusive opportunity to get insights into how your company is ranked compared to average. It gives you the opportunity to critically review your work, practices and processes.

The main purpose of the panel, says Professor Jan Stentoft, is *"to get an insight into what is going on in the industry. What are companies struggling with? What kind of practices is out there? What kind of gaps exists? What are the barriers for different areas?"* The panel sets focus on important aspects of doing business in terms of supply chain issues. And if you are not one of the 10 % big sized companies in Denmark, and you do not have a supply chain development organization within your company, it can be a rather big job to drive supply chain management from daily operational tasks to actual development. This is where the panel will come in handy.

## Still not convinced?

First of all, answering different questions on different topics forces you to reflect about your own practices, to stop and think about practices and processes. How well are you really doing? One thing is how you assume you are placed compared with your competitors, but to have actual data on these assumptions can give you a tool to drive development and foster new perspectives. Comparing your answers to the results of the panel provides you with answers that you can nourish, drive and develop into leading your company to improved performance. *"It is not the specific result of the analysis as such that is important, it is more the process and the dialog with other people in the company I think is good."* Professor Jan Stentoft is very clear about what he thinks the panel does best: giving

food for thought. So secondly it is not just the actual data that is important. It is the effect the data has, that can drive companies from daily operational tasks to development. By using the results of the panel, you can use the knowledge to highlight, motivate or promote that something needs to be done in your own company. *"If we are doing a survey about total cost of ownership and the overall result shows that it is an important topic but it is underutilized in Danish industries. A person from a company can actually take that article and share it with the top management in the company. Ask: Do we also need to do something here?"*



*"It has been a pleasure to be a part of The Danish Supply Chain Panel because we have dealt with some very relevant topics and cases in relation to my work at Kvadrat. This knowledge has been very useful in my daily work and it keeps me updated on which challenges there are in different companies today."*  
Flemming Christensen, Kvadrat

## Development is always needed

When asked about the most curious findings the panel has provided, Jan Stentoft did not need much time. His conclusion was clear: Development is always needed and everybody is occupied with daily operational tasks. *"This is actually almost always the case no matter the topic,"* says Jan Stentoft. Several times we have asked how

they preserve the importance of different aspects. After they have ranked the importance, the question is how well they are doing in their own company. Every time, the response is actually that the importance is ranked higher than the actual performance. The barriers for this are another well-known response to the surveys no matter the topic. The dilemma between operation and development pops up. Supply chain managers are filled up with daily operations and have not got the time necessary to anchor it in the organization and thereby drive development. *"For me this is the most interesting observation because it moves across the different companies. We find this pattern each time,"* Jan Stentoft adds.

The Danish Supply Chain Panel gives a kind of overview of the entire industry and every company's own place when it comes to development. But the main purpose of the panel is discussion. The panel stimulates discussions about the different topics and themes within the companies. It stimulates development and gives the supply chain manager ballast to anchor arguments to the top management about the importance of development of the supply chain. *"And that, I think, is the best part of the panel,"* Jan Stentoft concludes.



*"I am part of The Danish Supply Chain Panel because it gives me concrete analyses on the challenges other Danish companies have concerning the supply chain. I can use the benchmarking in my own work with supply chain management and it gives me great insight and knowledge that are very valuable as a supply chain manager."*  
Rikke Bjerre Eberhard, Alfa Laval

## Missing out?

Are you still not a part of The Danish Supply Chain Panel? And is your company not one of the more than 100 Danish companies participating in the panel and gaining valuable insight into these important surveys and analysis? Don't worry. It is not too late. Jan Stentoft and DILF are ready with a lot of great surveys giving your company food for thought, data for benchmarking and great arguments for driving supply management from daily operational tasks to development and into the new era of supply chain management. Join the panel today, before all the other companies get way ahead of you.

