

A complex network diagram on the left side of the slide. It features numerous nodes, represented by small blue and red dots, connected by thin lines. The lines are color-coded, with blue lines connecting to blue nodes and red lines connecting to red nodes. The overall structure is dense and branching, resembling a digital or organizational network. The background of the slide is white with faint, wavy blue lines on the right side.

Building digital Supply chain workforce of future

(Talent Acquisition & Reskilling insights for Digital Supply chain roles)

A concept document by Draup

Conceptualized and Developed: May -2021

The objective of this study is to provide a brief overview of how disruptions has exposed vulnerabilities in Supply Chain and how organization should act proactively to be future ready for next set of disruption. This document also provides Talent Acquisition insights for 'Data scientist' role in Supply Chain and Reskilling framework for a key in-demand 'Digital Supply Chain Manager' job role

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- **Disruption in Supply chain**

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- Digital Tools & New-Age Workflow of Supply Chain

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- Location Intelligence for 'Data Scientist' role

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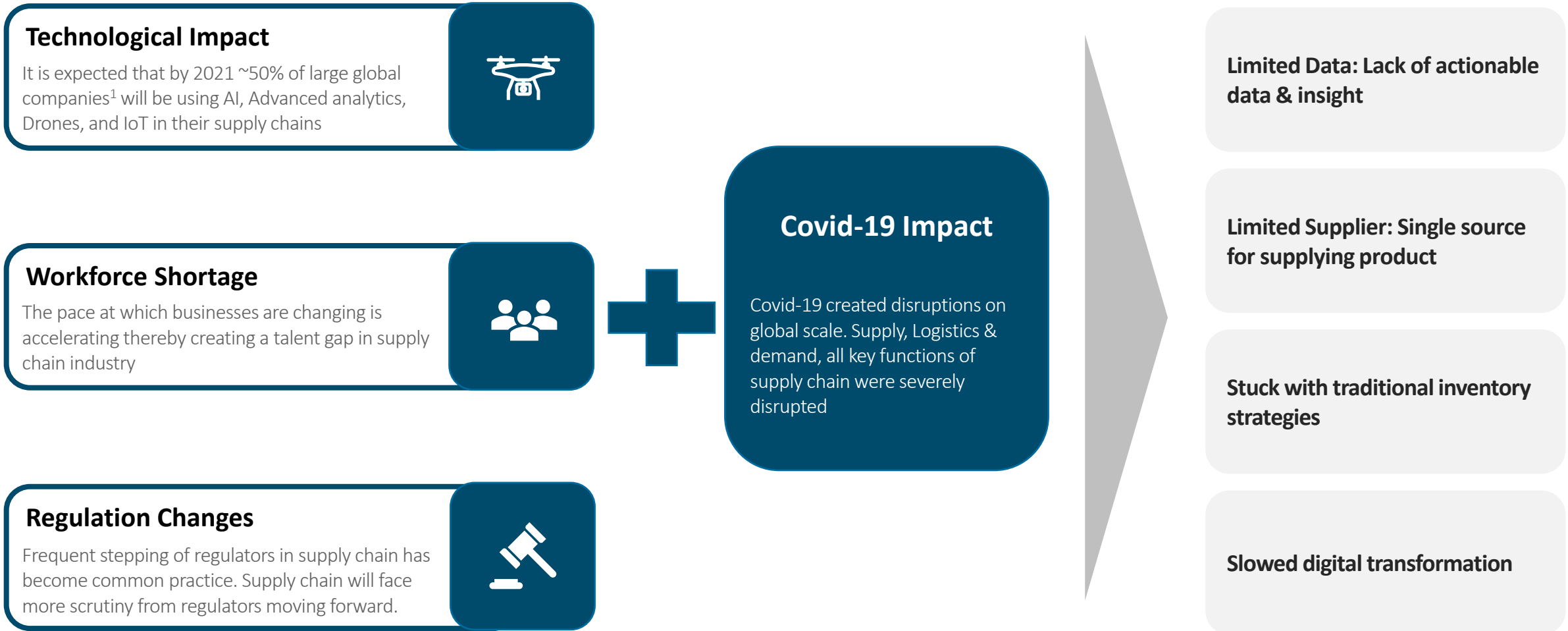
- Upskilling case study for 'Digital Supply Chain Manager' role

This section covers:

- How disruptions in Supply Chain has exposed vulnerabilities of Supply Chain
- How Organizations are responding to these disruptions
- Future trends of Supply Chain Evolution, Technology & Workforce synergy

Key reasons why companies across Industries faced disruptions in their supply chain

Flaws exposed in existing supply Chain

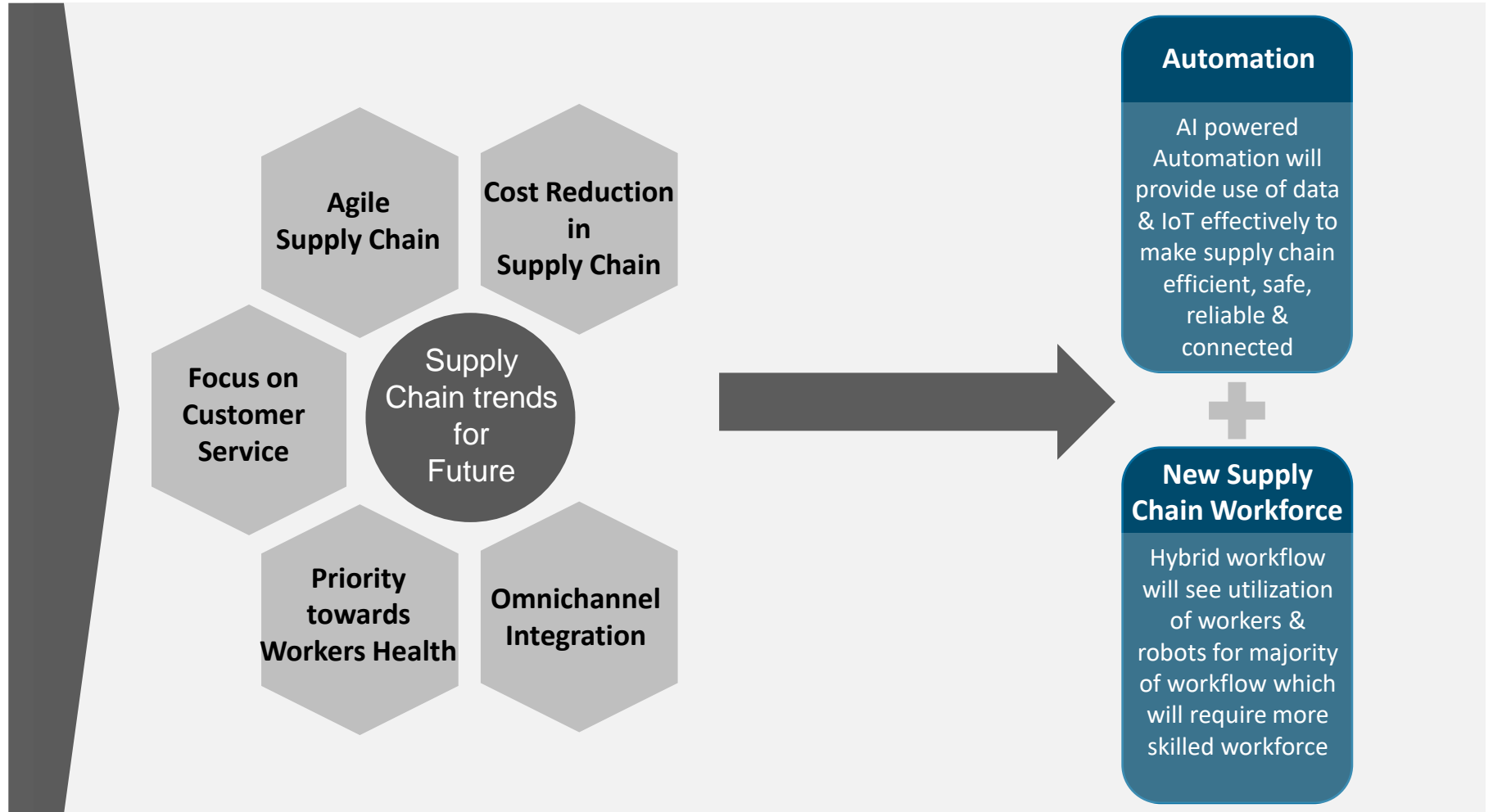


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Emergency steps adapted by organization to overcome disruption

- 1 Expanding Supply chain sources
- 2 Deep understanding of Supply Chain
- 3 Training & Education Program for employees
- 4 Adapting New Age Technologies
- 5 Satisfying customer expectations
- 6 Improving Supply chain visibility

But organizations should be prepared for the future transition of supply chain which will focus on Hybrid workflow i.e. combination of Technology & Workforce



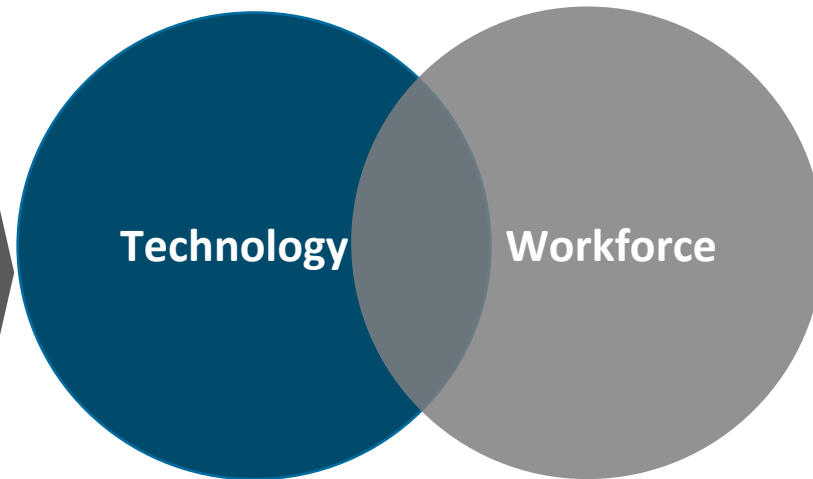
Sources: 1. Qafila, other analysis is based on internal research, and industry blogs, and whitepapers

Future workforce of Supply chain will rely heavily on New Age technologies and would require advanced digital skills to efficiently manage supply chain processes

New-Age technology in supply chain

- Blockchain
- Digital Supply chain twins
- Supply Chain As A Service
- 5g Networking
- Cloud Adoption
- AI & IoT Usage
- Robotics & Automation

Digital and human co-existence



Workforce will complement technology and play key role in supply chain management

Skilled workforce will use technology to automate repeatable tasks and focus on key decision making

Certain sub-functions of supply chain like manufacturing, transportation & delivery will be more people dependent

Unexpected change in consumptions will make statistical models useless and would rely on human judgement

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- **Digital Tools & New-Age Workflow of Supply Chain**

This section covers:

- Overview of tools used by organizations to support Supply Chain functions
- New-Age workflow of Supply Chain
- Job Taxonomy of Supply Chain, emerging job roles identification

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- Location Intelligence for 'Data Scientist' role

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- Upskilling case study for 'Digital Supply Chain Manager' role

Companies across Industries have already started deploying advanced New Age solutions to digitalize their traditional supply chain

Enterprise solutions along with Start-ups working in supply chain management

Supply Chain Planning	SAP IBM ORACLE Kinaxis Anaplan o9
Procurement & Vendor management	SAP Ariba JAGGAER LogicSource coupa XEEVA
Material management	NETSUITE Orderhive lightspeed InFlow vend
Fleet management	connecteam verizon connect GEOTAB samsara Automile
Manufacturing & Warehousing	DELMIAWORKS Fishbowl ORACLE afs DEPOSICO APTEAN 3PL Central
Order management	salesforce veeqo PEPPERI intuit quickbooks odoo
Supply chain Analysis	voxware KPMG Spectrum Alloy CART SURGERE
Transportation	FedEx UPS AMERICOLD Lineage XPOLogistics

Key functionalities of tools/software in different sub-function of Supply Chain

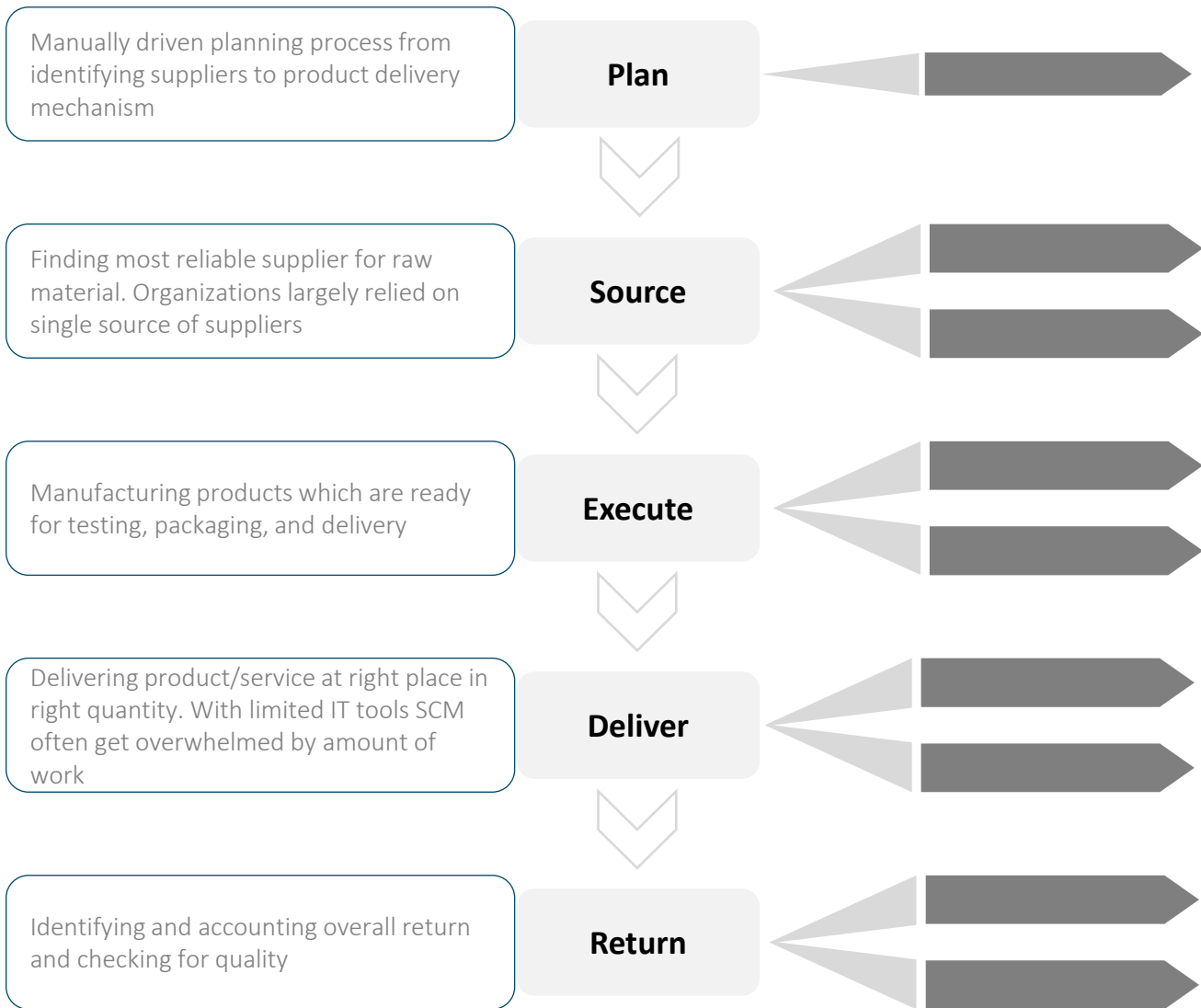
- What-if scenario Analysis
- Real-time demand analysis
- Supplier selection analysis
- Monitoring & predicting risk
- Streamlining procurement operations
- Purchasing compliance management

- Asset- Motors, materials, etc. tracking
- Field service management
- Real time actionable data to reduce waste & decrease production cost
- Inventory accuracy, reduce write-offs, fines, fees, errors
- warehouse compliance

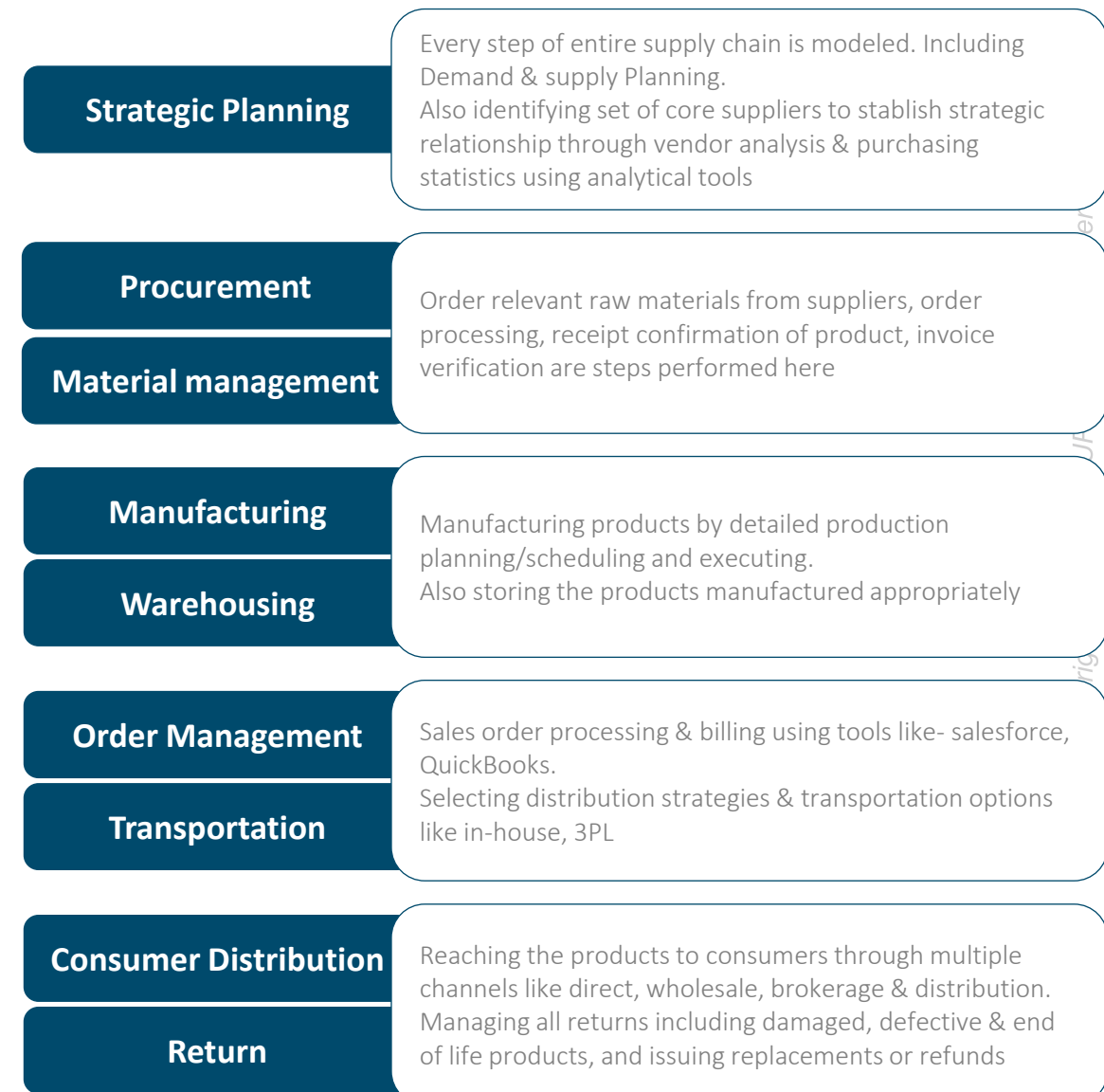
- Realtime multi-channel order management
- predictive analysis, priority areas identification, demand projection
- Data based decision making
- Logistics service- Road, Air, cold chain, etc.

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Traditional Workflow



New-Age Workflow



Note: The evolution analysis provides cross-industry view and is not limited to any specific industry.

Thus, Companies are seeking advanced Supply chain workforce which has resulted in a huge demand spike for specific job roles across different sub domains



Draup has analysed Supply chain teams of 100+ leading organizations to provide sample Supply Chain job taxonomy

Supply Chain					
Sub-family	Warehouse & Inventory Management	Procurement and Vendor Management	Fleet/Operations Management	Supply Chain Diagnostics & Process Improvement	Supply Chain, Data & Logistics Analysis
Job Roles Across Sub-Categories	VP Product Supply	VP, Global Supply Chain & Procurement	Group VP Supply Chain Operations	Chief Maintenance & Engineering Officer	Director, Global Sourcing Analytics
	VP, Inventory Planning and Replenishment	Director Supply Chain Global Sourcing	VP of Transport Operations	Leader, Continuous Improvement / Lean, Global Supply Chain	Data Analyst - Supply Chain and Analytics
	Lead - Quality, Assurance, Project Material Supply Warehouse	Manager, Strategic Sourcing	Digital Supply Chain Logistics Manager	Global Supply Chain Improvement Manager	Digital Supply Chain Manager
	Warehouse Automation Engineer	Operation Procurement Manager	Fleet Manager	Manager – Process Improvement	Data Scientist-Supply Chain
	Inventory Analyst(Supply Chain)	Manager, Responsible Sourcing	Fleet Analyst	Program Manager - Facilities Maintenance	Supply Chain Manager
	Warehouse manager	Sourcing Analyst	Logistics Operations Analyst	Analyst, Insource, Facilities Maintenance	Supply Chain Analyst
	Warehouse Specialist	Operational Procurement Specialist	Distribution Logistics Associate	Global Supply Chain Process Consultant	Supply Chain Specialist
	Inventory Coordinator	Sourcing Coordinator	Supply Chain Operations Associate	Analyst – Process Improvement	Digital Supply Chain Product Owner

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Note: Job roles listed in the taxonomy are indicative and not exhaustive. Allied and corporate roles related to areas such as Curriculum Design & Development, Business Continuity, Training have not been included to focus only on core Supply Chain roles



Traditional Roles



Emerging roles

Source: Draup

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- **Location Intelligence for 'Data Scientist' role**

This section covers:

- Hiring & Reskilling for Supply chain job roles
- Location intelligence of talent & cost for 'Data Scientist' role with Supply chain skills

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- Upskilling case study for 'Digital Supply Chain Manager' role

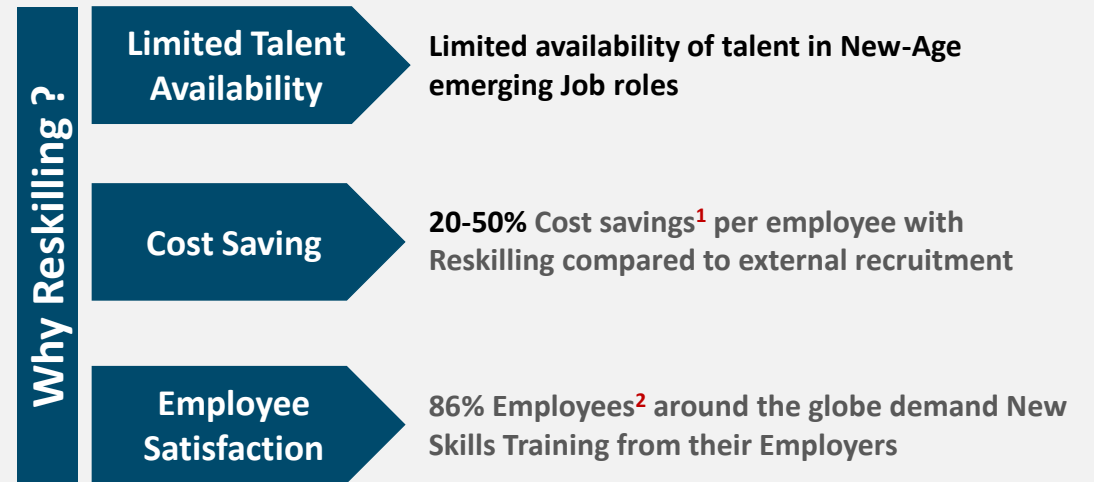
To meet the high demand of advanced digital Supply chain job roles, organizations need to hire digital talent or reskill existing supply chain talent



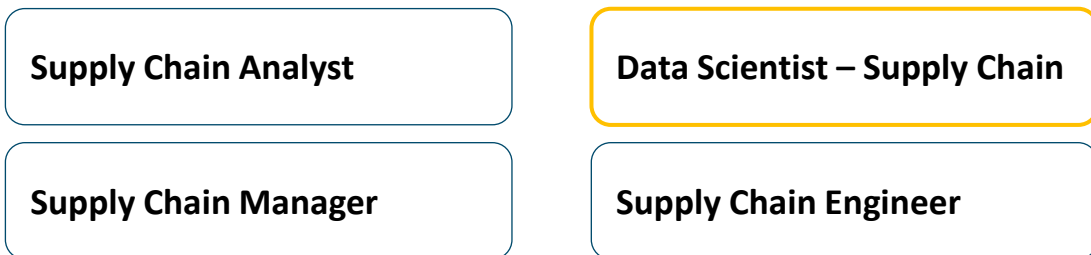
In-Demand job roles with specific skills can be hired from the outside supply chain ecosystem



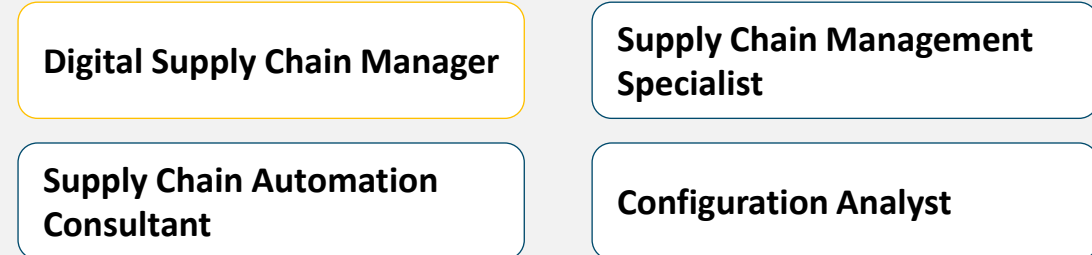
Reskilling to meet the unmet demand of emerging job roles that are hard to acquire due to limited talent pool



Sample In-demand Job roles with talent availability which can be hired directly



Sample In-demand Job roles for reskilling with high demand and limited talent availability

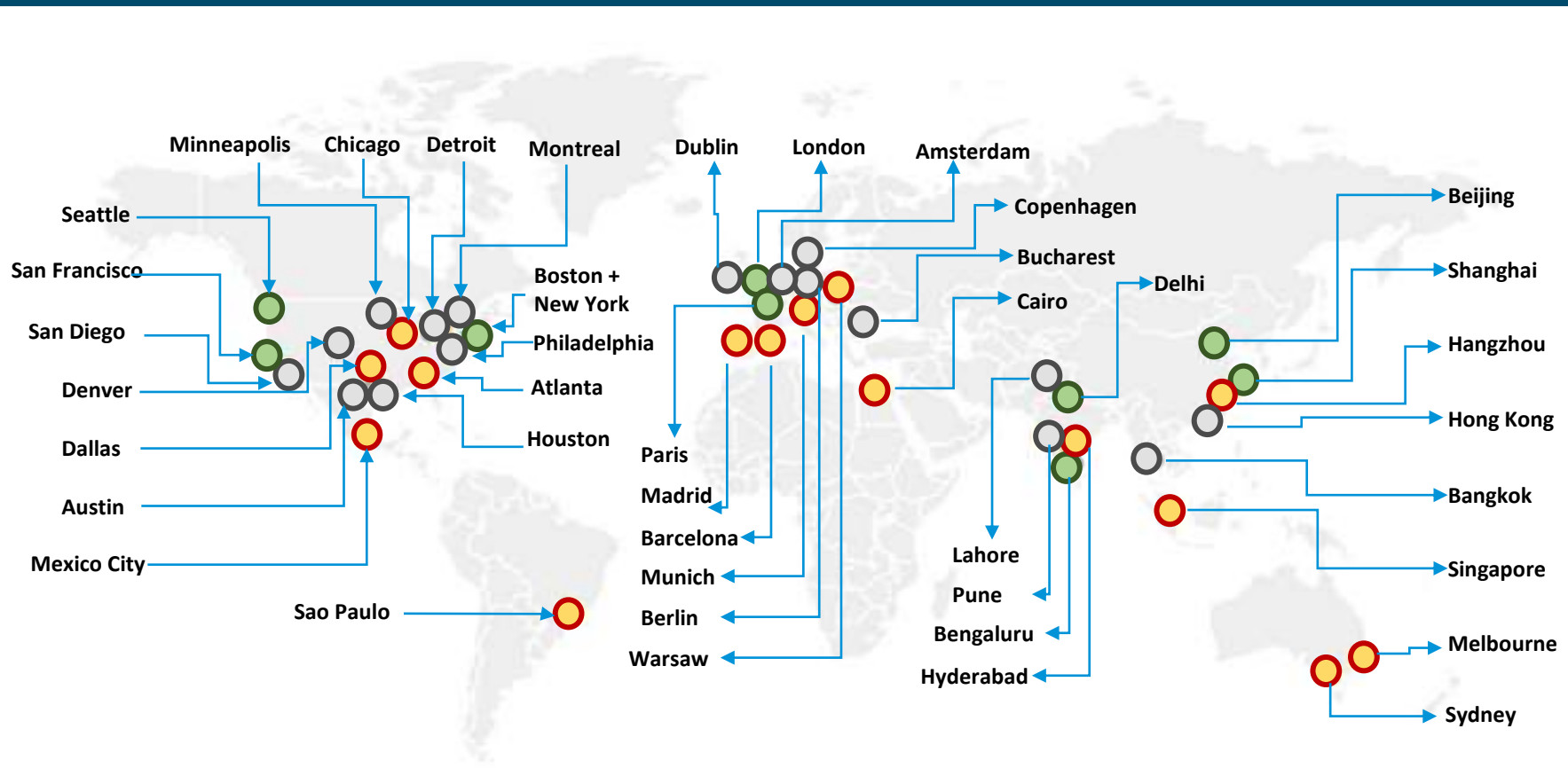


Sources: 1. hrexecutive.com 2. Uiopath

Note: other analysis is based on internal research, and industry blogs, and whitepapers

Job Roles have been analyzed further for Hiring and Reskilling strategies

'Data Scientist' Talent Hotspots – Global



Talent size globally across Industries

~660,000

Talent Cost Globally

Average Wage/
Salary Globally

~\$80K

Median Salary in
US:

\$125K

Top Employers with highest 'Data Scientist' talent in Supply Chain



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Global Cost analysis for 'Data Scientist' talent : Tier-1 location like San Francisco, Copenhagen, and Sydney have high talent cost whereas location like Mexico city, Cairo, and Hyderabad are cost effective

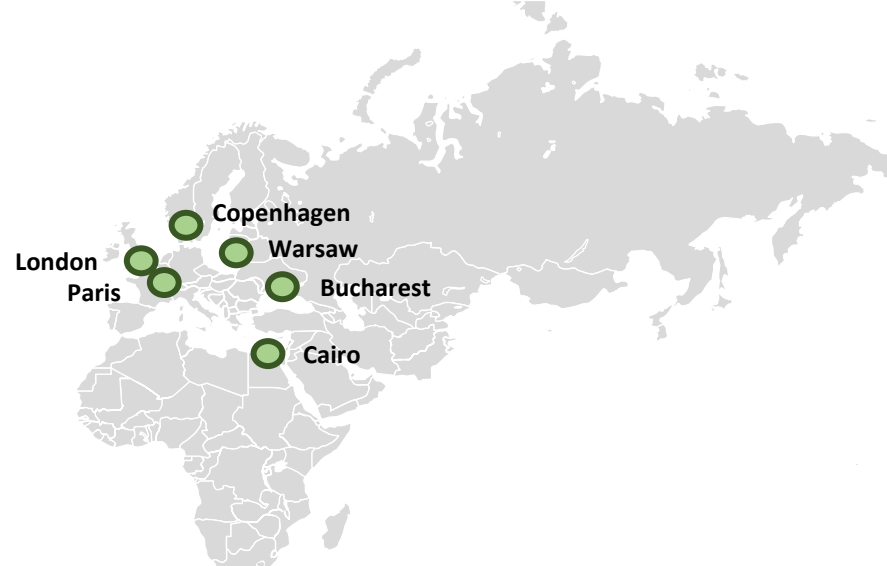


Draup analysed locations across Americas, EMEA & Asia pacific and identified cost associated with 'Data Scientist' talent

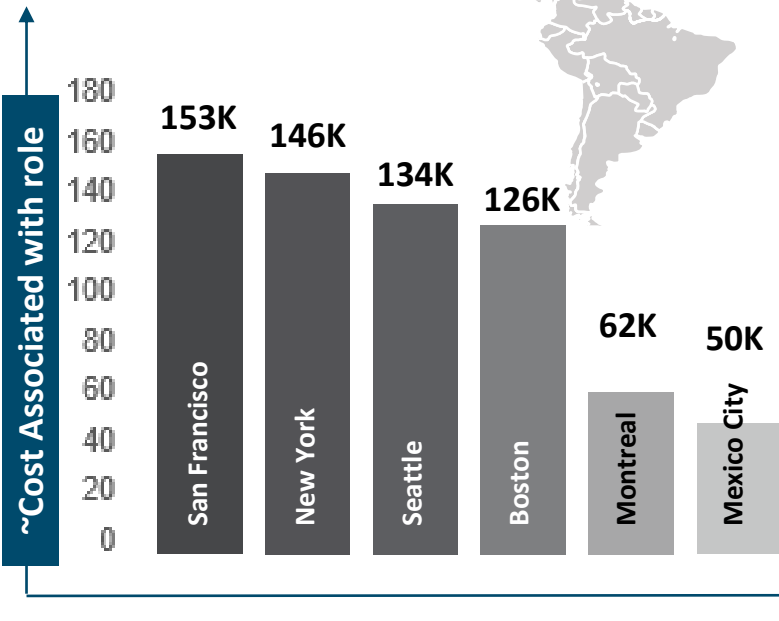
Americas- Key Hotspots



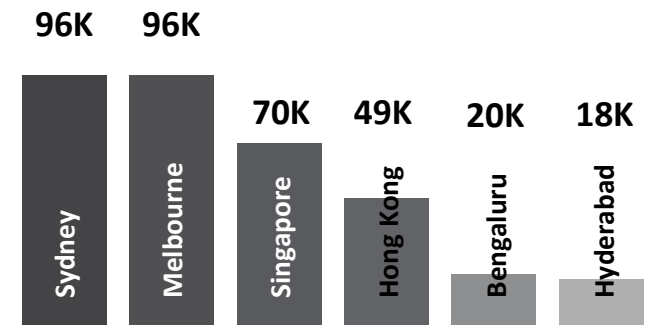
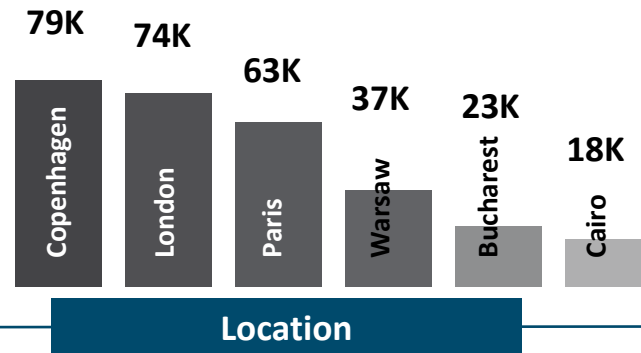
Europe, the Middle East and Africa - Key Hotspots



Asia Pacific - Key Hotspots



Salary/cost for each location are in USD, K = 1,000



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- **Upskilling case study for 'Digital Supply Chain Manager' role**

This section covers:

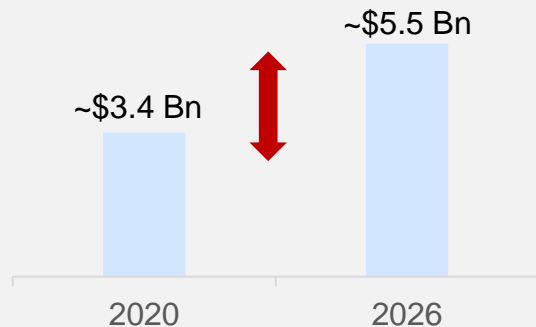
- How digital supply chain is disrupting the current job roles
- Digital supply chain management job role analysis
- Upskilling case study of transformation from 'Supply Chain Analyst' to 'Digital Supply Chain manager'

Digitalization of Supply chain processes is also severely disrupting many traditional job roles and making their existing skills redundant

Digital Supply Chain

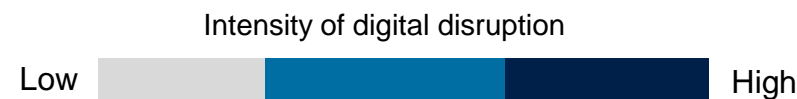
The Digital Supply Chain is the result of the application of New-Age technologies to every aspect of the end-to-end Supply Chain.

With Digital supply chain growing at CAGR of ~12.7% for next 5 years. Traditional jobs will be impacted, and New-Age roles will emerge.



Estimated growth of Digital supply chain market

Sample job roles impacted by disruption due to digital supply chain



Key In-demand New Age job roles



Digital Supply Chain Manager has been analyzed further

Job role overview of ‘Digital Supply Chain Manager’



Digital Supply Chain Manager

Workload

- Change Management strategies towards digital transformation
- Critical decision making on type of tools/technology used in supply chain process
- Supply chain optimization strategy formulation
- Data Analysis and reporting on key matrices like Inventory, Demand, Supply etc.

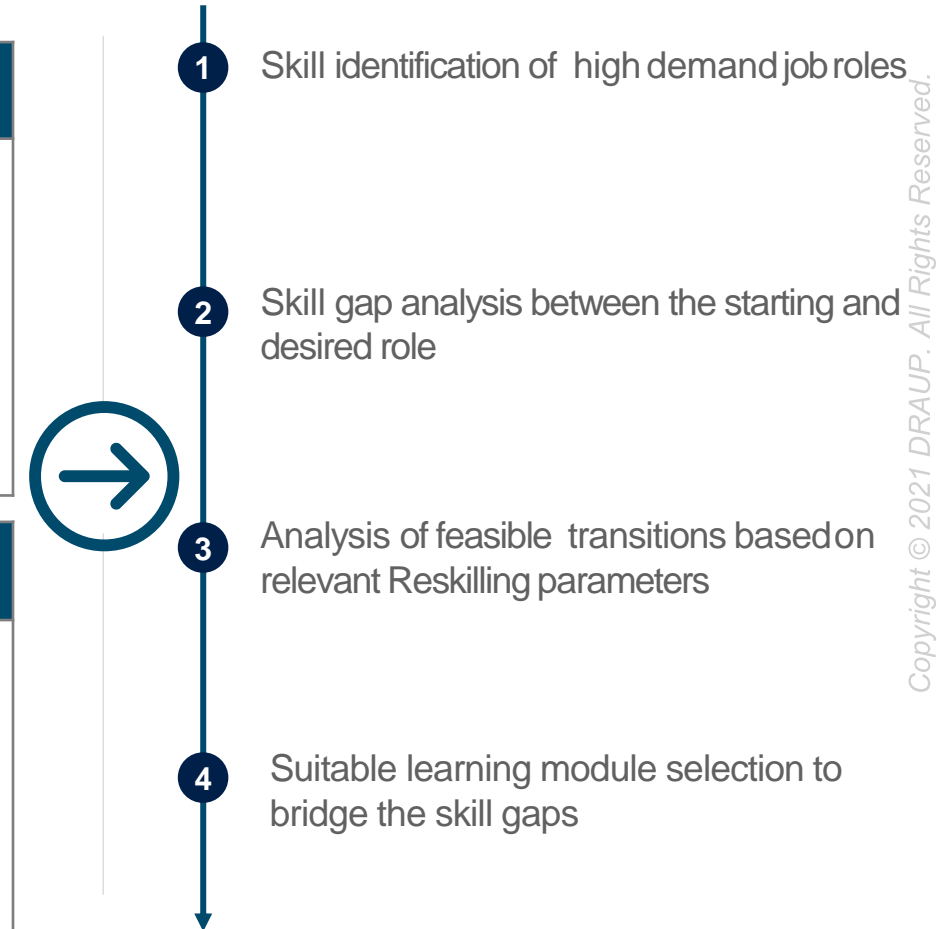
Technical Skills

- Data & trend analytics tools
- Data visualization tools knowledge
- Strong New-Age technology knowledge
- Enterprise planning, procurement, warehousing, etc tools expertise

Functional Skills

- Excellent communication skills
- Cross Functional working ability
- Process driven
- Team management skills
- Project Management

Draup’s Reskilling Methodology



Traditional job role such as 'Supply Chain Analyst' can be Upskilled into 'Digital Supply Chain Manager' role with Data Analytics, visualization and Project Management skillsets

Upskilling can provide a viable career path to the disrupted supply chain job roles by training them with required in-demand digital skills

Sample Reskilling case study: A traditional 'Supply Chain Analyst' transitioning into a high demand 'Digital Supply Chain Manager' role

Existing role¹



Reskilling duration: 4-6 months

Desired role²

Supply Chain Analyst

Existing skills

- Demand, Distribution, Inventory planning process
- Compliance Management
- Business process documentation
- PLM Systems knowledge
- Excel; ERP, MRP, WMS Systems

Course undertaken:
Digital Supply Chain management
(by ISB)

Professional Certification undertaken:
Project management by google
(by Coursera)

Skills acquired with Courses/Certification

Trend Analytics

Project Management

Supply chain Analytics
Transport Management
Forecasting

Project Planning
Change management
Project management

Digital Supply Chain Manager

Required skills

- Data and Trend Analytics
- Data Visualization
- Project Management
- Strong IT exposure
- Forecasting
- Demand, Distribution, Inventory planning process
- ERP, MRP, WMS Systems
- Compliance Management

Existing skills | Missing skills

1. Supply Chain Analyst here should have 4+ years experience with high overlapping skill sets of Digital Supply Chain manager

2. During transition time (4-6 months), Reskilled Supply chain analyst can be utilised to cater basic level Digital Supply Chain manager workloads and can be trained simultaneously inhouse to gain advanced expertise

Note: Draup performs complex assessment around various other critical Reskilling parameters between existing and desired roles to understand skill gap and match it with relevant learning modules

About Draup

About Draup: Draup uses Machine learning models to perform analysis provided in the report, Global HR leaders of leading firms are leveraging Draup for taking Data-driven Talent decisions



Draup Capabilities & Data Assets



EMPOWERS DECISION MAKING IN

- Recruitment**
- Strategic Workforce Planning**
- Reskilling**
- Diversity & Inclusion**
- Peer Intelligence**
- Compensation & Benefits**
- University Relations**
- Mergers and Acquisitions**

and diverse other use cases...

Draup highlights: Draup tracks insights of 4,500+ job roles across 2,500+ locations and analyses 50 Million+ digital & digitally influenced professionals to help HR leaders in their Talent Acquisition, Workforce planning, and Reskilling initiatives



50M+

DIGITAL AND DIGITALLY
INFLUENCED
PROFESSIONALS

4.5K+

JOB ROLES

300K+

PEER GROUP
COMPANIES

33

INDUSTRIES

65M+

JOB
DESCRIPTIONS

100K+

COURSES

2.5K+

LOCATIONS

7K+

UNIVERSITIES

4M+

CAREER PATHS
ANALYZED

30K

SKILLS

7K+

DIGITAL TOOLS &
PLATFORMS

30K+

UNIVERSITY PROFESSORS

52

MACHINE LEARNING
MODELS DEVELOPED

10M+

DAILY DATA POINTS
ANALYZED

100+

LABOR STATISTICS
DATABASES

1000+

CUSTOM TALENT
REPORTS



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