



# ESTABLISHING A SUPPLY CHAIN COUNCIL CHAPTER IN GEORGIA

FINDINGS, OPPORTUNITIES, AND RECOMMENDED ACTION PLAN  
FINAL

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# **ESTABLISHING A SUPPLY CHAIN COUNCIL CHAPTER IN GEORGIA**

FINDINGS, OPPORTUNITIES, AND RECOMMENDED ACTION  
PLAN

FINAL

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# ABSTRACT

The EPI Transport and Logistics (T&L) Sector analysis of the logistics infrastructure and trade within Georgia and the Caucasus region determined that building logistics and supply chain capability and applying commercial best practices will be vital to improving the overall competitiveness of Georgian companies, the Georgian transport and logistics sector, and the Caucasus Transit Corridor (CTC). The Supply Chain Council and its Supply Chain Operations Reference-Model (SCOR) was identified as a potential enabler of improved supply chain competitiveness in the Region, and an initial “Pilot” training class was conducted to introduce SCOR, build awareness and solicit feedback, and form the basis for an action plan to develop a SCC Chapter in Georgia. This report outlines the background and approach for training, as well as the findings, recommended actions, and target outcomes for SCC Chapter formation.

# ACRONYMS

SCC	Supply Chain Council
SCOR	Supply Chain Operations Reference Model
SCM	Supply Chain Management
CTC	Caucasus Transit Corridor
GLA	Georgia Logistics Association
GAU	Georgian American University
AMCHAM	American Chamber of Commerce in Georgia
3PL	3 <sup>rd</sup> Party Logistics
T&L	Transport and Logistics

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# I. EXECUTIVE SUMMARY

EPI has identified the Transport and Logistics (T&L) sector to be pivotal and catalytic to a broad segment of Georgia's economy. The initial T&L Sector Assessment also identified various opportunities for growth by local industry providers. The assessment culminated in the development of the T&L Action Plan that identifies the establishment of the continuous process improvement initiatives aimed to implement commercial best practices across the T&L industry in Georgia. The adoption of commercial best practices by the Georgian T&L sector as well as Georgian companies that utilize this sector is fundamental to doing business with international partners, expanding potential customers looking to use the Caucasus Transit Corridor (CTC), and enhancing opportunities to more effectively and efficiently serve growing markets for Georgian companies. While the identified infrastructure and backlog issues on the CTC are slowly getting addressed over the next years by enhancing the port, ferry service and railway infrastructure along the corridor, increasing the capacity of the T&L sector can already in the short term enhance the competitiveness of the CTC, lower the logistics costs and contribute to the growth of other economic sectors.

The Supply Chain Council (SCC) was identified as an organization with high potential for helping to enhance the adoption of commercial best practices in logistics and supply chain management. SCC is a global non-profit organization; its methodology, diagnostic and benchmarking tools can help member organizations make dramatic and rapid improvements in supply chain processes. SCC has established one of the most widely accepted frameworks for evaluating and comparing supply chain activities and their performance. This framework, the Supply Chain Operations Reference-model (SCOR®), lets companies quickly determine and compare the performance of supply chain and related operations, practices, and skills within their company and against other organizations. SCC's membership consists of companies representing a broad cross-section of industries including manufacturers, distributors, retailers and services as well as technology solution providers, business consultants, academic institutions and government organizations. SCC has chapters in Australia/New Zealand, China, Europe, Japan, Latin America, North America, South Africa and South East Asia. Founded in 1996, the organization now serves over 1,000 organizations worldwide.

There is a unique opportunity for the SCC to provide a catalyst for the Georgia logistics industry. As a key recommendation coming from the EPI T&L Sector *Competitive Analysis of Trans Caucasus Corridor* (August 23, 2012), two specific recommendations were established:

- Encourage the Supply Chain Council in establishing a chapter in Georgia
- Support local logistics companies to establish partnerships with international companies and to implement modern management practices

EPI addressed these recommendations by introducing the SCC's Supply Chain Operations Reference (SCOR) model to Georgian companies. Specifically, EPI targeted the facilitation of SCOR® Training and SCOR-P (Professional) certification for logistics providers and other companies with significant supply chains in Georgia, as well the development of an action plan for establishment of a SCC Chapter in Georgia. EPI determined that the best approach for this effort would be to provide SCOR® training to a pilot group of Georgian companies,

transport and logistics providers, as well as the Georgian Logistics Association (GLA). This pilot training class provided a “laboratory” environment to give participants an opportunity to be introduced to leading supply chain management practices, but also allow EPI to use the interactive training environment to gain participant input on the critical priorities that a SCC chapter should focus on in Georgia. The Statement of Work was delivered over 15 days in the EPI office in Tbilisi, Georgia by a SCOR-P certified instructor with the assistance of the EPI program staff. findings and recommended actions

Key findings and recommendations were identified and documented. These findings came as a result of integrating insights from background research and interviews with feedback and discussion with SCOR® class participants. These findings will help guide the “working priorities” for a Chapter of the SCC, as well as can support the focused near-term actions for SCC Chapter members in Georgia. Key findings and recommendations are summarized below.

FINDINGS	SUMMARY SCC CHAPTER RECOMMENDED ACTIONS
<p>There is a need to enhance supply chain skillsets within Georgian companies</p>	<ul style="list-style-type: none"> <li>• Evaluate opportunity to conduct a second SCOR® “pilot” training class to broaden participant base and assess skill development requirements</li> <li>• Develop a SCOR® training capability in Georgia, with SCOR-P certified trainer(s) and associated facilities</li> <li>• Develop a local SCOR-P certification testing capability in Georgia or the region</li> <li>• Conduct a gap analysis of foundational and functional skillset requirements, and evaluate potential training solutions to address gaps</li> <li>• Identify potential “in company” training for SCOR® with Georgian (or Regional) companies and sponsor / support development and delivery</li> <li>• Develop (or tailor) SCC materials to develop an “Executive Training Program” (less than one day) targeting business leadership</li> </ul>
<p>There is an opportunity to strengthen supply chain partnerships</p>	<ul style="list-style-type: none"> <li>• Host Chapter networking events targeting at bringing together to a cross section of supply chain professionals and companies</li> <li>• Identify and host featured speakers or company representative from logistics providers</li> <li>• Host cross-industry workshops or seminars to better communicate the logistical and infrastructural needs of local Georgian companies</li> <li>• Develop / identify and share case studies demonstrating benefits in improved supply chain collaboration</li> <li>• Target SCC Chapter involvement from all sector of industry, and also include academics, associations, solution providers, and consultants</li> </ul>
<p>There is a need to enhance supply chain analytic capabilities</p>	<ul style="list-style-type: none"> <li>• Target and grow SCC membership in Georgia (and region) to provide access to SCOR® and other SCC resources and materials</li> <li>• Develop materials to be used to generate interest in membership in</li> </ul>

and resources	SCC, and that will support SCOR® adoption <ul style="list-style-type: none"> <li>• Identify opportunities to showcase SCM tools, frameworks, and other materials within university and academic environment</li> </ul>
Showcasing supply chain success stories will provide a catalyst for broader adoption of leading practices to enhance performance	<ul style="list-style-type: none"> <li>• Identify and target one or more “Pilot Projects” with local companies to demonstrate potential for SCOR® application and more broadly the application of supply chain leading practices. Focus on quick wins. Showcase pilot project results to build enthusiasm for broader involvement</li> <li>• Identify (potentially from pilot projects) opportunities to participate in SCC events, such as annual conferences and executive forums, to showcase quick wins</li> <li>• Evaluate development of a Georgian (or Caucasus region) supply chain awards program, recognizing noteworthy supply chain and logistics achievements and successes at the individual and/or company level</li> </ul>

These recommendations were developed from a perspective of feasibility, practicality, and a focus on near-term impact. They target outcomes that SCOR® and the SCC can help enable, and can form the basis of an initial charter or “agenda” for an SCC Chapter. Execution will involve the dedicated support of Georgian Companies, T&L Sector logistics providers, academic institutions, the SCC, the GLA, EPI, and other potential contributors.

## **II. APPENDICES**

- A. BACKGROUND**
- B. METHODOLOGY**
- C. FINDINGS**
- D. RECOMMENDATIONS**
- E. ADDITIONAL INFORMATION**

# A. BACKGROUND

## CHALLENGES TO BE ADDRESSED

EPI has identified the Transport and Logistics (T&L) sector to be pivotal and catalytic to a broad segment of Georgia's economy. The initial T&L Sector Assessment also identified various opportunities for growth by the local industry providers. The assessment culminated in the development of the T&L Action Plan that identifies the establishment of the continuous process improvement initiatives aimed to implement commercial best practices across the T&L industry in Georgia. The adoption of commercial best practices by the Georgian T&L sector as well as Georgian companies that utilize this sector is fundamental to doing business with international partners, expanding potential customers looking to use the Caucasus Transit Corridor (CTC), and enhancing opportunities to more effectively and efficiently serve growing markets for Georgian companies.

Further growth in the T&L sector for Georgian companies means better collaboration with more customers and suppliers. From this standpoint, it is important for the logistics companies to accurately manage their operations and supply chains. Furthermore, Georgian companies in many industries, including manufacturers, wholesalers, retailers, and service providers critically rely on the T&L infrastructure to effectively and efficiently execute their operations. Effective supply chain management seeks to efficiently deliver the right product, at the right place, in the right quantity, in the right condition, with the right documentation and at the right time. To achieve this goal, a company should have a clear understanding of its current supply chain performance, visibility to performance gaps against established and strategic goals, and be able to identify the processes, leading practices, technology, and skills that will be necessary to improve their performance. Managers should develop supply chain strategies to meet customer expectations and respond properly to market demand growth. Georgian companies currently lack this ability, as well as a consistent method to understand their supply chain capabilities and target areas for improvement.

## ROLE OF THE SUPPLY CHAIN COUNCIL

Supply Chain Council (SCC) is a global non-profit organization; its methodology, diagnostic and benchmarking tools can help member organizations make dramatic and rapid improvements in supply chain processes. SCC has established one of the most widely accepted frameworks for evaluating and comparing supply chain activities and their performance. This framework, the Supply Chain Operations Reference-model (SCOR®), lets companies quickly determine and compare the performance of supply chain and related operations, practices, and skills within their company and against other organizations. SCC and its member volunteers continually advance these tools and provide education on how to leverage them for supply chain excellence. SCOR® is a registered trademark in the United States and Europe. SCC's membership consists of companies representing a broad cross-section of industries including manufacturers, distributors, retailers and services as well as technology solution providers, business consultants, academic institutions and government organizations. SCC has chapters in Australia/New Zealand, China, Europe, Japan, Latin America, North America, South Africa and South East Asia. Founded in 1996, the organization now serves over 1,000 organizations worldwide.

In discussions with freight forwarding companies in Georgia as well as with the Chairman of the Georgia Logistics Association (GLA), the logistics industry and associated supply chain and logistics skillsets within Georgian companies was determined to present many critical opportunities for improvement, with many small firms demonstrating inefficient processes, costly infrastructure, and short-term perspectives. These companies are in need of international partners and assistance in assessing their situation and to support development of a business improvement plan for the industry. Logistics costs are high in Georgia and the Georgian companies need to bolster their supply chain management capabilities in response.

The SCC is interested in developing an SCC chapter in Georgia, and this is a unique opportunity as the SCC can provide assistance, motivation, and resources for the Georgia logistics industry. Some of the goals of SCC assistance could include providing valuable contacts of logistics companies overseas interested in associating with Georgian firms. These linkages would assist local companies in improving efficiency through these associations. In addition, these connections will assist in developing a “seamless” CTC by having a “chain” of logistics companies along the route each with an interest in assisting with any en route problems with cargo shipments.

As a key recommendation coming from the EPI T&L Sector *Competitive Analysis of Trans Caucasus Corridor* (August 23, 2012), two specific recommendations were established:

- Encourage the Supply Chain Council in establishing a chapter in Georgia
- Support local logistics companies to establish partnerships with international companies and to implement modern management practices

EPI addressed these recommendations by introducing the SCC Supply Chain Operations Reference (SCOR®) model to Georgian companies. The SCOR® model will help Georgian companies identify and compare their supply chain and related operations to those of their competitors, and ultimately identify ways how to provide more efficient and standardized services to their customers. This, in turn, will open new markets and business opportunities for Georgian companies. Specifically, EPI targeted the facilitation of SCOR® Training and SCOR-P (Professional) certification for logistics providers and other companies with significant supply chains in Georgia, as well the development of an action plan for establishment of a SCC Chapter in Georgia.

## B. METHODOLOGY

### OVERALL APPROACH

In the development of the Statement of Work (SOW) for this effort, EPI determined that the best approach would be to provide SCOR® training to a pilot group of Georgian companies, transport and logistics providers, as well as the GLA. This pilot training class provided a “laboratory” environment to introduce participants to leading supply chain management practices, but more tactically to provide EPI the opportunity to use the interactive training to gain participant input on the critical priorities that a SCC chapter should focus on in Georgia. This input has been used to identify priorities outlined in Section C below, as well as the proposed action plan recommendations outlined in Section D. The following work activities were executed over a 15-day Period of Performance (POP):

- Step 1: Conduct background analysis and tailor training materials
- Step 2: Deliver SCOR® training and incorporate feedback and insights
- Step 3: Develop recommendations and SCC Chapter Action Plan

The Statement of Work was delivered in the EPI office in Tbilisi, Georgia by a SCOR-P certified instructor with the assistance of the EPI program staff.

### ACTIVITIES COMPLETED

#### STEP 1: BACKGROUND REVIEW AND TAILOR TRAINING MATERIALS

As part of the preparation for SCOR® training delivery, the Consultant conducted background research and interviews with select individuals from EPI, GLA, the Georgia America University (GAU), and the American Chamber of Commerce in Georgia (AMCHAM). These discussions were used to target the critical issues and logistics and challenges facing Georgian companies and T&L providers. Specific activities included:

OBJECTIVE	ACTIVITIES
Understand critical logistics and supply chain challenges and opportunities in Georgia and the Caucasus region	<ul style="list-style-type: none"> <li>• Review EPI Trade and Transit Analyses, EPI Regional Trade Analyses, and EPI Corridor Competitiveness Report</li> <li>• Conduct internal EPI discussions of sector and region challenges with Tina Mendelson (EPI COP), and Vakhtang Marsagishvili, (EPI T&amp;L Sector Manager)</li> <li>• Conduct external discussions of sector and region challenges with representatives from GLA, GAU, and AMCHAM</li> </ul>
Tailor training materials and approach	<ul style="list-style-type: none"> <li>• Determine the appropriate profile and mix of participants for the training</li> <li>• Customize and tailor the training materials, timeline and approach, speaking notes, and case examples, as required, to address training goals</li> </ul>

## STEP 2: DELIVER SCOR® TRAINING AND INCORPORATE INSIGHTS

SCOR® training was delivered over 6 days at the EPI office in Tbilisi, utilizing training materials provided by the SCC. The training was based on the two primary training classes provided by the SCC, including SCOR® Framework and SCOR® Project. Specific activities included:

OBJECTIVE	ACTIVITIES
Deliver training course	<ul style="list-style-type: none"> <li>• Deliver <i>SCOR® Framework</i> class, focused on foundational elements of the SCOR® model and the principals utilizing a process reference model to diagnose and improve supply chain performance through the application of process modeling, scorecard development and benchmarking, best practice application, and skillset development</li> <li>• Deliver SCOR® Project class, focused on utilizing actual company examples from class participants to simulate an application of the SCOR® framework. Participant supply chains used were Batumi International Container Terminal, LLC and ABC Pharmacia</li> </ul>
Synthesize insights and key take-aways to develop action plan	<ul style="list-style-type: none"> <li>• At end of each day, incorporate learned insights to develop foundation for potential SCC chapter priorities and action plan requirements</li> </ul>

## STEP 3: DEVELOP RECOMMENDATIONS AND ACTION PLAN

Following the training, the key insights and takeaways were used to develop a set of Findings (outlined in Section C below) and propose specific actions (outlined in Section D below). Specific activities included:

OBJECTIVE	ACTIVITIES
Develop findings	<ul style="list-style-type: none"> <li>• Synthesize critical findings and insights gathered from research, interviews, and training participant feedback to identify the most urgent supply chain priorities for Georgian companies that SCOR® and SCC can help enable</li> </ul>
Develop action plan	<ul style="list-style-type: none"> <li>• Document actionable recommendations and rationale for the establishment of a SCC Chapter in Georgia</li> </ul>

## C. FINDINGS

Key findings were captured and documented. These findings integrate insights from background research and interviews with feedback and discussion with SCOR® class participants. These findings will help guide the “working priorities” for a Chapter of the SCC, as well as can support the focused near-term actions for companies and logistics providers. Furthermore, these findings reinforce the critical infrastructural needs identified as vital to enabling efficient and effective distribution within Georgia as well as across the CTC.

While broader logistics and supply chain insights were discussed, this summary includes those findings that are focused on near-term opportunities that a SCC Chapter could impact. Several opportunities were identified where the formation of a SCC Chapter could be very beneficial, and are outlined below.

### DEVELOPING SUPPLY CHAIN SKILLS

While the need for improved supply chain and logistics skillsets in the Georgian workforce was a part of why this project was initiated, the SCOR® training class as well as input and feedback from all training participants helped facilitate a better understanding of the range of training and skill development that will be vital for Georgian companies, and the functional areas where skill development is most needed. This input will help guide the education focus and needs of a SCC Chapter in Georgia. Key findings include:

FINDING	SCC OPPORTUNITY
<p>While logistics organizations are tackling a multitude of supply chain challenges, they are often doing this without a strong understanding of applicable best practices and approaches, and lack an employee workforce with the skills to execute efficiently and effectively. Training participants and GLA indicated a low level of awareness in their organizations of leading Supply Chain Management approaches, such as performance management, 6 Sigma, benchmarking, as well as functional process skills such as forecasting, Materials Requirements Planning, inventory management, etc.</p>	<p>Need overall <i>foundational</i> training in the principals of logistics and supply chain management</p>
<p>While training participants provided very positive feedback on the potential for the application of tools like SCOR® and the potential for performance in their organizations, they also acknowledged that there will be challenges in gaining sponsorship from executive leadership in their organizations. It was suggested that a shorter (e.g. 1 day), “executive” training that demonstrates the strategic and competitive role of supply chain would be impactful.</p>	<p>Need for more <i>executive</i> training to help Georgian Business leaders and owners understand the strategic value of supply chain in enabling their overall competitiveness</p>
<p>Training participants as well as GLA and GAU acknowledged that some training and development will need to be tailored to very specific needs of tactical process owners. These individuals will often not have university or outside education and will have learned what they know on the job, provided they have relevant work experience.</p>	<p>Need <i>targeted</i> training that helps functional process owners (e.g. warehouse, planning, etc.) identify and adopt leading practices</p>

Discussions with GLA and GAU indicated potential for enhancing supply chain skillsets and competencies through broader inclusion of leading supply chain practices in operations, business, and finance education. In addition, opportunities were discussed for potential “partnership” between universities and SCC in delivering supply chain education.	Need to incorporate the leading practices and principles of SCM with relevant curriculum of local universities and academic institutions
In discussions with Georgian companies, GLA, AMCHAM, and GAU, few globally-recognized certifications for supply chain management are targeted in Georgia or the Caucasus. This includes certifications such as SCOR-P (SCC), CSCP or CPIM (APICS), SCPPro™ (CSCMP), 6-Sigma Blackbelt, etc.	Need for certification and / or accreditation to validate and standardize needed skillsets in the Georgian workforce

## STRENGTHENING SUPPLY CHAIN PARTNERSHIPS

Partnerships and collaboration between a company or organization and its “supply chain partners,” including suppliers, customers, and business process outsourcers such as 3rd-party logistics providers (3PL) is critical to achieving superior supply chain performance. A higher level of “integration” or “collaboration” with upstream and downstream partners will enable greater performance of key supply chain metrics. This presents good future opportunities for Georgian companies. Key findings include:

FINDING	SCC OPPORTUNITY
Georgian companies often own and manage their own distribution and logistics assets, but often they lack the scale, resources, best practices, IT, or skills to do this effectively and efficiently. Greater awareness of collaboration opportunities can create new opportunities, and create win-win performance improvement between two companies.	Provide opportunities for Georgian companies to meet with logistics providers and explore approaches to help improve their supply chain performance
Training participants indicated that many Georgian companies are importing their raw materials from outside Georgia, and may not realize the potential “supply chain synergy” from reducing this supply chain complexity. Collaboration and business networking could help “connect” potential business partners, suppliers, and customers.	Provide opportunities for Georgian companies to build closer and more <i>strategic</i> relationships with suppliers and customers

## BUILDING ANALYTIC CAPABILITY

A primary objective for involvement in the SCC and adopting SCOR® framework tools in a company is to provide a mechanism for continuous performance improvement. In the SCOR® training, a scorecard development and benchmarking approach was introduced to demonstrate how to better identify strategic supply chain priorities and target needed performance improvement. Participants highlighted that this would be very valuable for improving the measureable performance of Georgian companies, but that challenges exist, including existence of standardized metrics, relevant and comparable companies for comparison, access to clean, relevant, and available data, and an understanding of the leading practices needed to improve. Georgian companies will benefit from access to

standardized metrics, benchmarks, and best practices to measure and improve their performance. Key findings include:

FINDING	SCC OPPORTUNITY
<p>In Georgian companies there is limited use of standardized metrics for measuring supply chain performance. Furthermore, there is a recognized gap in supply chain functions with respect to the impact supply chain performance is having on overall competitiveness. Class participants and interviewees have validated that these types of metrics will be valuable but are not routinely used.</p>	<p>SCC can provide both common and standardized metrics and practices, and can help develop local benchmarking capability in the region</p>
<p>Broader CTC competitiveness, as identified in the <i>Competitive Analysis of Trans Caucasus Corridor</i> (August 23, 2012), is linked to improving overall transit cycle time (~1 week) and reducing cost (~10%). While logistics providers will play a big role in reducing costs and improving cycle time in the CTC, other Georgian companies will also contribute, as they are often partners and part of this “extended” supply chain (importers and exporters). SCOR® metrics and practices are uniquely aligned to help address broader CTC goals.</p>	<p>Participation in SCC and access to SCC resources can help logistics sector as well as other Georgian companies contribute to CTC and overall region competitiveness</p>

## SHOWCASING SUCCESS STORIES

Training participants as well as GLA all reinforced that observing demonstrated successes in improving measurable supply chain performance will have a very positive effect on other Georgian companies. In short, seeing others be successful can provide a catalyst to take action. While the SCC cannot assure the actions and improvements targeted by Georgian companies, it can play a role in sponsoring and showcasing “quick wins,” to capture the attention of the broader business community. Key findings include:

FINDING	SCC OPPORTUNITY
<p>Georgian companies and particularly senior leadership / owners may be skeptical in investing in improvements critical to improving supply chain and logistics performance, but can be inspired through demonstrated success of other Georgian companies and business partners. Successes will be a catalyst for other companies to take action.</p>	<p>Through co-sponsorship with EPI of quick-hit initiatives, SCOR “pilot projects” with selected interested companies can help build both awareness and showcase successes of adoption of SCOR by companies to enhance their supply chain capabilities, and thereby further buy-in for establishment of SCC Chapter.</p>
<p>Georgian supply chain professionals and their companies could respectively benefit from recognition of their overall achievements, resulting in improved awareness and for individual professionals the opportunity to career enhancement.</p>	<p>A SCC Chapter could help showcase achievements, through awards and other recognition of supply chain</p>

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	professionals
Training participants indicated limited involvement and minimal opportunities for involvement in supply chain awareness building events, conferences, forums, networking activities, etc.	Sponsor opportunities for Georgian companies to discuss their successes and needs

## **D. RECOMMENDATIONS**

### **OBJECTIVES**

The focus of these recommendations and actions is not to define the structure or administrative processes of a Georgian (or Caucasus region) Chapter of the SCC. Rather, these recommendations are focused on identifying the critical priorities and practical outcomes that a SCC Chapter could champion, and where to focus near-term efforts and resources. SCC Chapter focus, priorities, and outcomes should:

- Not duplicate the focus, activities, or projects already underway by other organizations or initiatives, but rather complement them
- Focus on near-term, tangible, and measurable benefits
- Recognize the current capabilities and supply chain maturity of its membership
- Connect Georgian companies with the leading thinking and practices from a global perspective
- Be inclusive of the broad supply chain community in Georgia, including logistics providers, manufacturers, distributors, retailers, academics, associations, and consultants
- Provide measureable benefit for Georgian companies and logistics providers

Many organizations and companies have initiatives underway to enhance supply chain performance and competitiveness in Georgia. A SCC Chapter should complement these efforts with unique objectives and actions.

### **SCC CHAPTER FORMATION ACTION PLAN**

Based on the findings outlined in Section C and the parameters above, the following recommendations and actions address unique near-term and practical goals that could be considered by a SCC Chapter in Georgia.

#### **RECOMMENDED NEAR TERM ACTIONS FOR FORMATION OF SCC CHAPTER**

- Coordinate a March 2013 visit by Joe Francis, Executive Director, Supply Chain Council, to enhance awareness with local companies present benefits of SCC membership
- Coordinate with Melinda Spring, Global Member Programs Director, to confirm recommended organizational structure for chapters and interface points with the SCC
- Identify and target initial membership, encompassing companies, logistics providers, academic institutions, associations, and service / solution providers
- Determine and formalize role of EPI and GLA in supporting formation of the SCC Chapter

### **SCC CHAPTER FORMATION PRIORITIES**

#### **RECOMMENDED ACTIONS FOR DEVELOPING SUPPLY CHAIN SKILLS**

- Evaluate opportunity to conduct a second SCOR® “pilot” training class to broaden participant base and strengthen understanding of skill development requirements
- Develop a SCOR® training capability in Georgia, with SCOR-P certified trainer(s) and associated facilities
- Develop a local certification testing capability in Georgia or the region, to eliminate need for local course participants to have to travel to other countries to complete SCOR-P certification testing
- Conduct a gap analysis of foundational and functional skillset requirements, and evaluate potential training solutions to address gaps, including university-based degree programs, certificate programs, apprenticeship, etc.
- Identify potential “in company” training for SCOR® with Georgian (or Regional) companies and sponsor / support development and delivery
- Develop (or tailor) SCC materials to develop and “Executive Training Program” (less than one day) to provide business leadership an awareness training of the potential for the “application” of SCOR® and supply chain leading practices within their companies

#### RECOMMENDED ACTIONS FOR STRENGTHENING SCM PARTNERSHIPS

- Host Chapter networking events targeting at bringing together a cross section of supply chain professionals and companies to discuss opportunities for collaboration
- Identify and host featured speakers or company representative from logistics providers
- Host cross-industry workshops or seminars to better codify and communicate the logistical and infrastructural needs of local Georgian companies
- Develop / identify and share case studies demonstrating benefits in improved supply chain collaboration
- Target SCC Chapter involvement from all sector of industry, and also include academics, associations, solution providers, and consultants

#### RECOMMENDED ACTIONS FOR BUILDING ANALYTIC CAPABILITY

- Target and grow SCC membership in Georgia (and region) to provide access to SCOR® and other SCC tools, resources, benchmarks, and other materials
- Develop materials to be used to generate interest in membership in SCC, and that will support SCOR® adoption
- Identify opportunities to showcase SCM tools, frameworks, and other materials within university and academic environment.

#### RECOMMENDED ACTIONS FOR SHOWCASING SUCCESS STORIES

- With EPI’s cost-share, identify and target one or more “Pilot Projects” with local companies to demonstrate potential for SCOR® application and more broadly the application of supply chain leading practices. Focus on quick wins. Showcase pilot project results to build enthusiasm for broader involvement

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- Identify (potentially from pilot projects) opportunities to participate in SCC events, such as annual conferences and executive forums, to showcase quick wins
- Evaluate development of a Georgian (or Caucasus region) supply chain awards program, recognizing noteworthy supply chain and logistics achievements and successes at the individual and/or company level

## E. ADDITIONAL INFORMATION

### SCOR® TRAINING ATTENDEES

The following individuals attended the SCOR® Training class and contributed to the insights and findings detailed in this report.

ATTENDEE	TITLE	COMPANY / ORGANIZATION
Vakhtang Marsagishvili	T&L Sector Lead	Economic Prosperity Initiative (EPI)
George Doborjginidze	Chairman	Georgian Logistics Association
Marina Azariashvili	Finance Director	McDonalds / T&K Restaurants, Ltd.
Giorgi Avaliani	Director of Logistics	JSC Smart Retail
Ketevan Oragvelidze	Marketing Manager	Batumi International Container Terminal LLC
Andro Tevzadze	Import Department Manager	ABC Pharmacia
Zurab Sapanadze	Development and Project Manager in Logistics	DLH Georgia
Sopho Kotrikadze <sup>1</sup>	Logistics Manager Assistant	Coca Cola Bottlers Georgia
Sopho Japaridze <sup>1</sup>	Board of Directors, Member	Georgian Logistics Association
Valeri Demurashvili <sup>1</sup>	Warehouse and Purchasing Manager	McDonalds / T&K Restaurants, Ltd.

<sup>1</sup> Attended to observe training, but not to go through certification process

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