

ASSESSMENT SERVICES
WE CARE... WE ASSESS... WE ADD VALUE



Supply Chain Partnership

STANDARD

July 2025

Leading the Future of Supply Chain Excellence

Why Is the Standard Important?

The Supply Chain Partnership Standard

2025 (the Standard) is crucial for several reasons. It ensures that supply chain activities align with corporate strategies, promoting thorough research, clear negotiation terms, quality assurance, and effective data management. This alignment enhances the overall effectiveness and sustainability of the supply chain.

Achieving the Standard involves a comprehensive assessment process that includes various parties, such as the Organisation, its staff, Supply Chain Partners, and Assessment Services Assessors. This thorough evaluation ensures that all aspects of the supply chain are scrutinised and improved.

Furthermore, the importance of continuous improvement through feedback and regular evaluations is vital. This approach helps identify strengths and areas for improvement, ensuring the supply chain remains efficient and effective over time.

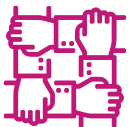
In summary, the Standard is essential for maintaining high-quality, sustainable, and effective supply chain management. It provides a structured framework that supports continuous improvement and aligns with broader corporate goals.

Who Is Involved?

Several individuals and Organisations are involved in the **Supply Chain Partnership Standard 2025**.



The Organisation: This refers to the legal entity that commissions goods or services from a supply chain. The Organisation is assessed against the Standard to evaluate the effectiveness of its supply chain management.



The Staff of the Organisation: During an assessment, supporting evidence will be gathered through interviews with staff involved in managing and delivering the Organisation's supply chain activities.



Supply Chain Partners: Evidence will also be gathered through interviews with representatives of individuals and entities that are:

- Presently an active member of a supply chain.
- Potential members of a supply chain who are going through the procurement process.
- Past supply chain members who have left the supply chain within the previous 12 months.



Assessment Services Assessors:

- **Assessment Team:** At minimum, a Lead Assessor and one Team Assessor will undertake each assessment.
- **Lead Assessor:** The person appointed by Assessment Services to work with the Organisation to plan and lead the assessment.
- **Team Assessor:** Individual Assessors joining the Lead Assessor to undertake any formal assessment against the Standard.

The Assessment Process

Once an Organisation has decided to pursue the **Supply Chain Partnership Standard 2025**, it should contact Assessment Services to confirm its intention to be assessed. They can reach out to them via email at info@assessmentservices.com.

A Lead Assessor will be nominated, and they will contact the Organisation to begin the assessment planning process and answer any initial questions.

Following this initial contact, the Organisation must confirm the number of present, potential, and past Supply Chain Partners.

After this confirmation, they will receive a cost proposal and invoice. Upon payment, the Lead Assessor will begin working with the Organisation and grant them access to the Assessment Services Self-Assessment Tool, where nominated staff can upload written narratives and documents to demonstrate how they believe they meet the requirements of the Standard.

The Lead Assessor

The Lead Assessor will support the Organisation through the assessment process. They will work with the Organisation to understand its approach to supply chain management and begin planning the assessment. The Lead Assessor will develop a summative Assessment Plan that specifies the activities to be conducted during the assessment, along with a corresponding timeline.

Self-Assessment and Surveys

Completing the Assessment Services Self-Assessment Tool is essential for the assessment. It provides Assessors with a thorough understanding of the Organisation's approach to supply chain management, which will serve as the foundation for the assessment.

While the Organisation completes its Self-Assessment, surveys will be distributed to past, present, and potential Supply Chain Partners to request relevant feedback regarding the requirements of the Standard.

Assessment Point One – Desktop Review

The Lead Assessor will conduct a desktop review of the information and evidence submitted through the Assessment Services Self-Assessment Tool. During this phase, feedback from the surveys will also be analysed. This assessment activity will help identify areas where evidence has been provided against the identified outcomes and where additional information or clarification is required. The findings from this assessment activity will be fed back to the Organisation so it can respond during the summative evidence gathering.

Assessment Point Two – Summative Evidence Gathering

Following the development of the summative Assessment Plan, the Organisation will need to arrange virtual interviews, all of which will be coordinated and agreed upon with the Assessor. The Organisation will be required to produce a timetable or schedule for these assessment activities at least five working days before the commencement of summative evidence gathering.

Activity Scoring

On completion of the assessment, each activity described within the **Supply Chain Partnership Standard 2025** will be assessed as meeting one of the following five levels:

Level	Descriptor	Findings
1	Insufficient Evidence	The evidence from both the Organisation and its Supply Chain Partners does not confirm that the requirements of this activity have been achieved.
2	Limited Evidence	The evidence from both the Organisation and its Supply Chain Partners confirms that the requirements described within the activity are being applied inconsistently or have not yet been in place for a sufficient time to verify that they are embedded and effective, and as a result, require significant improvement.
3	Satisfactory	The evidence from both the Organisation and Supply Chain Partners confirms that the requirements described within the activity are being applied satisfactorily, but would benefit from further development.
4	Good	The evidence from the Organisation and Supply Chain Partners confirms that the requirements described in the activity are being applied consistently and have been embedded. There are minimal areas for further development.
5	Outstanding	Robust and consistent evidence from both the Organisation and Supply Chain Partners confirms that the requirements described within the activity are embedded, applied creatively, innovatively, and consistently, and perceived as being above and beyond the norm.

These will be aggregated to provide the overall score and Award achievement.

Overall Score and Award Achievement

Outstanding Award in Supply Chain Partnership (85% and above): Based on written and oral evidence, the assessment indicates that the Organisation has demonstrated behaviours and/or practices that exceed the Supply Chain Partnership Standard requirements and are considered exceptional or exemplary.

Excellence Award in Supply Chain Partnership (70%—84%): Based on written and oral evidence, the assessment shows that the Organisation meets the Supply Chain Partnership Standard requirements and demonstrates numerous areas of good practice.

Award in Supply Chain Partnership (55%—69%): Based on written and oral evidence, the assessment indicates that the Organisation generally meets the requirements of the Supply Chain Partnership Standard but has areas for improvement.

Not Met (0%—54%): The written and oral evidence presented during the assessment indicate that improvement or development is required to comply with the Supply Chain Partnership Standard.

Confirmation of Achievement & Certification

In all cases, verbal feedback will be provided following the summative evidence gathering. This feedback will address the identified strengths, suggested areas for improvement, and, if the outcome is 'unsatisfactory,' any aspects that require further development to meet the Standard's requirements.

Upon completion of quality assurance and fact verification, a written report will be issued to confirm this feedback. Assessment Services will not publish the report online. However, the Organisation will be encouraged to highlight its achievements through a case study and on social media. A certificate will be issued for the Organisation to display at its premises, along with logo details to feature on its website.

The certification is valid for three years, during which the Lead Assessor will stay in contact with the Organisation. Twelve and twenty-four months after the certification date, the Lead Assessor will contact the Organisation to arrange an annual review. This remote intervention enables the Organisation to assess, evaluate, and discuss its progress over the past twelve months, identifying any changes within the Organisation or its supply chain.



**Supply Chain
Partnership**

Principles and Activities

	Number of Activities
Principle 1: Business Analysis & Supply Chain Planning	5
Principle 2: Supply Chain Design & Selection	3
Principle 3: Contracting & Finance	4
Principle 4: Leadership, Communications & Culture	5
Principle 5: Onboarding, Training, Data, Performance & Collaboration	4
Principle 6: Quality Assurance, Compliance & Continuous Improvement	3
Principle 7: Review, Revise & Close	3
	27
OPTIONAL PRINCIPLE	
Principle 8: Social Value	3
	30

1. Business Analysis & Supply Chain Planning:

- Your Organisation has developed a strong business strategy, aspirations, and measures.
- Environmental safeguarding* through sustainable practices, waste reduction, and eco-friendly initiatives is not just a part of your Organisation's plans and operations, but a commitment that reassures stakeholders and aligns with your values. *See Glossary
- Comprehensive research and risk assessments are used to create a strategic supply chain framework that integrates your organisational goals, sustainability, and risk mitigation strategies, ensuring secure and confident operations.
- Marketing strategies play a crucial role in promoting supply chain opportunities to potential partners.

Activity 1a - Organisational Aspirations and Performance Strategy: Senior leaders have engaged with relevant stakeholders and developed a business strategy and plan that outlines the Organisation's aims, aspirations, purpose, ethos, values, culture and key performance indicators designed to drive performance.

Why This is Important: It can ensure that everyone involved understands the Organisation's objectives and values. This alignment can foster a strong culture and boosts overall performance by providing a shared direction and measurable goals

Activity Prompts:

- Meet with various stakeholders, including employees, customers, and community representatives, to gather insights and feedback on the Organisation's vision and goals.
- Conduct a comprehensive SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify the internal and external factors that could impact organisational performance and aspirations.
- Facilitate discussions to articulate and define the Organisation's core values and ethos that will shape its culture and guide decision-making processes.
- Establish specific, measurable, achievable, relevant, and time-bound (SMART) goals that align with the overall business strategy and aspirations.
- Identify and establish key performance indicators (KPIs) that will be used to measure success and progress toward organisational goals, ensuring they are aligned with the mission and values.

Activity 1b - Strategic Commitment to Environmental Safeguarding Senior leaders are committed to implementing strategies to minimise the Organisation's ecological footprint and contribute to environmental safeguarding and include this commitment within their strategic plans.

Why This is Important: It reflects corporate responsibility and meets the rising demand for sustainability. By reducing its ecological footprint, Organisations can enhance its reputation, attract conscious consumers, and improve resource efficiency.

Activity Prompts:

- Pursue certifications that recognise environmental stewardship, such as the One Planet Standard, to demonstrate your Organisation's commitment to reducing its ecological footprint.
- Implement eco-friendly processes in operations, such as utilising renewable energy sources, minimising waste, and adopting sustainable materials, including reducing packaging and ensuring that products are made from recyclable materials.

- Establish recycling programmes and initiatives to reduce, reuse, and recycle waste generated during production and work towards a zero-waste policy, where all materials are repurposed or recycled.
- Invest in energy-efficient technologies and appliances, such as LED lighting and energy-efficient machinery, to reduce overall energy consumption.
- Partner with individuals and entities that prioritise sustainable practices and ethical sourcing.
- Develop Corporate Social Responsibility (CSR) programmes focused on environmental conservation. This could involve supporting local environmental initiatives, funding conservation projects, or engaging employees in volunteer efforts related to sustainability.
- Provide training and resources that educate employees about sustainable practices and the importance of environmental safeguarding.
- Encourage customers to participate in sustainability efforts, such as recycling campaigns or eco-friendly practices, and offer incentives for choosing sustainable options.

Activity 1c - Supply Chain Optimisation Assessment: Through comprehensive research and analysis, senior leaders have gained a thorough understanding of the aspects of their business plan, activities, and operations that can be improved through the introduction of a supply chain.

Why This is Important: Conducting thorough research for supply chain optimisation enables leaders to identify areas for improvement. Aligning these efforts with a clear strategy can enhance efficiency, reduce costs, and add value for customers, ensuring long-term success.

Activity Prompts:

- Review current inventory levels, turnover rates, and carrying costs to identify areas for improvement.
- Foster collaboration among departments, such as procurement, production, and sales, to ensure alignment and identify areas for improvement.
- Review and refine demand forecasting methods to improve accuracy.
- Identify potential risks in a supply chain and develop effective strategies to mitigate these risks.
- Study industry trends, competitors, and any challenges a supply chain might face.
- Conduct a comprehensive business review to understand the scope, deliverables, timelines, and specific requirements of the potential supply chain.
- Collaborate with stakeholders and customers to understand their needs and gather insights.
- Review the legal and regulatory requirements of your Organisation and, subsequently, those of your supply chain to identify the legal obligations that need to be fulfilled.

<p>Activity 1d - Developing a Strategic Supply Chain Framework: Based on comprehensive research and analysis, senior leaders have developed a supply chain strategy that outlines well-defined, specific, measurable, achievable, relevant, and time-bound (SMART) objectives and goals, aligning with the broader mission, vision, ethics, values, strategic direction, and environmental aspirations.</p>	<p>Why This is Important: A strategic supply chain framework is essential for an Organisation as it aligns supply chain functions with its mission and vision. By setting SMART objectives, the Organisation can streamline operations and respond effectively to market demands. This alignment upholds core values and commitment to ethical standards and environmental sustainability.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Create specific, measurable KPIs that align with the established objectives, identifying how success will be measured and ensuring these metrics are tracked consistently over time. ○ Identify the environmental impact and ethical sourcing practices that align with your broader aspirations and integrate them into a comprehensive supply chain strategy. ○ Identify potential risks within the supply chain, such as disruptions, regulatory changes, or market fluctuations, and develop mitigation strategies to address these risks. ○ Assess the necessary resources, including budget, technology, and personnel, required to implement the supply chain strategy effectively. ○ Integrate sustainable practices into the supply chain strategy by setting specific goals for reducing waste, emissions, and energy usage, ensuring these practices align with the Organisation's environmental aspirations. ○ Establish a regular review process to evaluate the progress of the supply chain strategy against the defined objectives by gathering data, analysing performance, and adjusting based on changing external conditions and internal evaluations. 	
<p>Activity 1e - Marketing Strategy for Supply Chain Opportunities: Your Organisation has formulated and implemented a comprehensive marketing strategy that actively promotes supply chain opportunities to a diverse range of individuals and entities.</p>	<p>Why This is Important: It effectively communicates value propositions to potential Supply Chain Partners and customers, attracting those aligned with its mission. This strategy underscores the Organisation's commitment to ethics and sustainability, thereby enhancing its reputation and opening new markets.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Conduct research and market analysis to identify potential Supply Chain Partners. ○ Implement targeted marketing strategies to promote opportunities to individuals and entities across relevant sectors and locations. ○ Utilise networking events, conferences, and trade shows to highlight supply chain opportunities and engage with potential Supply Chain Partners. 	

2. Supply Chain Design & Selection:

- Your Organisation customises each supply chain to meet specific business requirements.
- Comprehensive research and due diligence are conducted on each potential Supply Chain Partner, evaluating capabilities, financial governance, ethical practices, and other key factors to align with supply chain objectives.
- Clear guidelines and policies are in place to ensure ethical compliance, environmental safeguarding, and alignment with operational requirements.
- Communication with all prospective Supply Chain Partners throughout the procurement process is transparent, and feedback is given to both selected and non-selected applicants.
- A regular review process is in place to evaluate the progress of the supply chain strategy by analysing data and adjusting for external and internal changes.

Activity 2a - Engagement with Potential Supply Chain Partners: Your Organisation actively interacts with individuals and entities that are likely to meet specific business needs and assist in achieving the objectives and goals of your supply chain strategy.

Why This is Important: It fosters relationships that can lead to strategic collaborations, ultimately enhancing the efficiency and effectiveness of a supply chain. By active engagement the Organisation can better align its capabilities with specific business needs, ensuring that resources are effectively utilised to achieve its supply chain objectives.

Activity Prompts:

- Undertake a thorough analysis to identify individuals and entities whose capabilities align with the business needs and supply chain objectives.
- Ensure that all potential Supply Chain Partners possess values and ethical standards that align with your own.
- Create tailored engagement plans that focus on how to approach and communicate effectively with potential Supply Chain Partners.
- Implement a risk management framework to identify challenges within the supply chain and develop mitigation strategies.

Activity 2b Proactive Communication with Potential Supply Chain Partners: Your Organisation effectively communicates with potential Supply Chain Partners throughout the procurement process, ensuring transparency and engagement, including those who applied but were not selected.

Why This is Important: By ensuring transparency and engaging with all applicants, including those not selected, the Organisation can demonstrate respect and professionalism, which can lead to future collaborations and a stronger supply chain network. This inclusive approach also enables valuable feedback that can enhance future procurement practices.

Activity Prompts:

- Develop clear documentation on the procurement process, including the bidding, evaluation and selection methods.
- Create a comprehensive list of all entities and individuals who applied to join your supply chain to ensure they are included in appropriate communications
- Establish and maintain communication channels to keep potential Supply Chain Partners informed.
- Provide guidelines for individuals and entities on participating in the bidding process, including steps for submitting proposals and deadlines.

- Facilitate opportunities for feedback and discussion, allowing potential Supply Chain Partners to raise concerns and seek clarifications.
- Create a system for providing constructive feedback to applicants who were not selected, offering insights on their applications to help with future opportunities.

Activity 2c: Enhanced Due Diligence for Strategic Supply Chain Partnerships: Your Organisation conducts comprehensive research and due diligence on all potential Supply Chain Partners, ensuring they meet the critical requirements of your supply chain strategy, thereby fostering a network of qualified individuals and entities that align with your operational objectives.

Why This is Important: It ensures alignment with the Organisation's operational objectives and compliance with critical requirements. This thorough research can foster a network of qualified Supply Chain Partners, ultimately enhancing the supply chain resilience, reducing risks, and promoting long-term success through strategic collaborations.

Activity Prompts:

- Evaluate potential Supply Chain Partners' suitability by conducting thorough assessments of their capabilities, including, for example, their:
 - Capabilities to Deliver
 - Costing Model/Structure
 - Customer Satisfaction Levels
 - Ecological Footprint Reduction
 - Environmental Safeguarding
 - Ethical Working Practices
 - Financial Governance
 - Historical Performance Records
 - Industry and People Standards
 - Operational Capacity
 - Quality Systems
 - Regulatory compliance
 - Social Value* (if being assessed against Principle 8.) **See Glossary*
- Formulate a risk assessment strategy that evaluates the potential risk profiles of applicants, focusing on operational, financial, and reputational risks to ensure alignment with the overall supply chain objectives and strategy.
- Compile a comprehensive report for the senior leaders, your directors, and stakeholders, summarising the findings from the due diligence process and highlighting how each potential Supply Chain Partner meets the established requirements and would contribute to the overall success of your supply chain.
- Maintain open communication with potential Supply Chain Partners to clarify expectations and assess their responsiveness to market changes and customer needs.
- Review the policies provided by individuals and entities seeking to join the supply chain to ensure that their ethical and business practices align with those of the Organisation. These policies may include:
 - Anti-Bribery
 - Artificial Intelligence
 - Confidentiality
 - Conflict of Interest
 - Contracting
 - Customer / Supplier Relationships
 - Data Protection and Privacy
 - Ecological Reduction
 - Environmental Safeguarding
 - Employee Conduct
 - Employee Wellness
 - Equality, Diversity & Inclusion
 - Ethical Practices
 - Employment
 - Financial Governance
 - Governance
 - Health and Safety
 - Incident Reporting
 - Inventory Management
 - Modern Slavery Act 2015
 - Performance Management
 - Quality & Compliance
 - Risk Management
 - Social Media
 - Sourcing
 - Whistleblowing

3. Contracting & Finance:

- Your Organisation ensures that Supply Chain Partners understand their obligations through explicit negotiation of achievable terms before formalising the relationship.
- Contractual documentation is clear, written in plain English and reflects your negotiations.
- Payment arrangements are fair and proportionate and do not put Supply Chain Partners under undue financial risk while providing your Organisation value for money.

Activity 3a - Establishing Clear and Achievable Contractual Terms: Your Organisation effectively engages in meaningful discussions with individuals or entities before finalising contractual relationships, ensuring that the terms and conditions are clearly defined, easily understood, and realistically achievable.

Why This is Important: It lays the foundation for strong, transparent relationships between the Organisation and Supply Chain Partners. By engaging in meaningful discussions before finalising contracts, the Organisation can ensure that all parties have a mutual understanding of expectations.

Activity Prompts:

- Schedule preliminary meetings with potential Supply Chain Partners to discuss their expectations, concerns, and requirements regarding the project's terms and conditions.
- Negotiations may encompass:
 - Volumes
 - Finance
 - Delivery Schedules
 - Deliverables
 - Quality Standards
 - Environmental Safeguarding
 - Key Performance Indicators
 - Social Value (if being assessed against Principle 8)
- Research market conditions and industry standards to ensure fair and achievable terms.
- Develop a draft of the proposed terms and conditions that clearly articulate responsibilities, deliverables, timelines, and performance metrics.
- Share the draft with the potential Supply Chain Partners for feedback, allowing for a collaborative review process that addresses any ambiguities or challenges they identify.
- Document the negotiated terms to prevent misunderstandings.
- Once all parties have reached a consensus on the terms, finalise the contractual relationship with a formal agreement that reflects the clearly defined and achievable terms.

Activity 3b – Contractual Documentation: Your Organisation provides individuals and entities with contractual documentation that clearly and concisely outlines the obligations of both parties.

Why This is Important: Well-defined contracts provide legal protection by establishing a formal record of the agreement, fostering trust and accountability in the business relationship.

Activity Prompts:

- Ensure that contracts were written in plain language without legal jargon
- Offer individuals and entities the opportunity to review the contract and ask questions.
- Provide a guide to the contract terminology and implementation.
- Establish a policy and process for reviewing and amending contracts.

<p>Activity 3c - Implementation of Fair and Proportional Payment Structures: Your Organisation successfully implements payment structures that are fair, proportional, and devoid of undue financial risk for individuals and entities.</p>	<p>Why This is Important: By ensuring that payment systems minimise undue financial risk, the Organisation can promote a sense of security and equity, which can lead to stronger relationship and ultimately enhance long-term success for all involved in the supply chain.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Conduct a risk assessment to identify potential financial risks related to each individual and entity. ○ Ensure consistent communication with individuals and entities concerning financial matters and payments. ○ Examine the funding and payment arrangements in light of shifting market conditions, business needs, and regulatory requirements. ○ Implement transparent and unambiguous terms in the funding and payment arrangements that outline the distribution of financial responsibilities. 	
<p>Activity 3d: - Timely and Accurate Payments: By developing and successfully implementing a comprehensive strategy for managing fund transfers, your Organisation ensures that Supply Chain Partners consistently receive timely and accurate payments.</p>	<p>Why This is Important: Ensuring that payments are processed efficiently not only helps improve cash flow management for both the Organisation and its Supply Chain Partners but can also enhances overall operational efficiency and collaboration within the supply chain network.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Develop clear payment terms that outline when and how payments will be made, ensuring transparency and clarity. This could include specific payment milestones, timelines, and conditions for payment to ensure that all Supply Chain Partners understand their financial obligations and expectations. ○ Include flexibility in the funding and payment arrangements to accommodate unforeseen circumstances or changes in business conditions. 	

4. Leadership, Communications & Culture:

- Your Organisation's senior leaders review and evaluate the established strategic objectives, priorities, targets, and performance indicators to ensure the efficiency of its supply chain/s.
- The behaviours and attitudes of leaders and managers reflect your Organisation's desired ethics, values, and culture.
- Building robust relationships and sharing information, knowledge, and resources are prioritised.
- Open and honest communication is encouraged, fostering consistently positive interactions.
- Your staff possess the skills, knowledge, and qualifications necessary to deliver high-quality service while collaborating with Supply Chain Partners.

Activity 4a - Optimising Supply Chain Performance Through Strategic Insights:

By leveraging insights from a comprehensive evaluation of operational and strategic plans, along with Key Performance Indicators (KPIs), senior leaders enhance supply chain performance, ensuring it consistently meets expectations and making necessary adjustments for continuous improvement.

Why This is Important: By effectively leveraging evaluation data and KPIs, leaders can identify inefficiencies, streamline operations, and ensure that supply chain processes align with business objectives, ultimately leading to improved customer satisfaction and operational resilience. Continuous improvement in this area not only enhances productivity but can also fosters innovation and adaptability in a constantly evolving environment.

Activity Prompts:

- Gather and analyse data related to the identified KPIs, including financial performance data, market trends, and competitor benchmarking, to identify areas for improvement.
- Involve key stakeholders across departments, such as procurement, logistics, and finance, to gather insights and perspectives that help identify challenges and opportunities within the supply chain.
- Implement a robust performance monitoring system that tracks progress against established goals, providing real-time data and analytics to facilitate timely decision-making.
- Establish a feedback loop for your Supply Chain Managers to report challenges and propose enhancements.
- Based on the evaluation and analysis, create action plans that outline specific strategies for improvement. This may involve process redesign, technology implementation, or changes in supplier relationships.
- Execute the action plans while ensuring that all team members are aligned and informed about the changes, and that the necessary resources and training are provided to facilitate the transition.

<p>Activity 4b - Cultivating a Cohesive Workplace Culture and Supply Chain Relationships: The consistent alignment of staff behaviours and attitudes (at all levels) with your Organisation's core values and culture fosters a unified workplace environment, enhancing collaboration and positive interactions with Supply Chain Partners.</p>	<p>Why This is Important: It can promote trust and collaboration, which are essential for effective teamwork and strong relationships with Supply Chain Partners. This unity not only boosts morale and productivity but can also enhance the Organisation's reputation, leading to greater success in achieving strategic goals.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Ensure that the agreed behaviours, ethics, values, and culture are communicated to your staff, thereby promoting a consistent understanding and implementation. ○ Offer training and development programmes to help staff embody and exemplify the desired behaviours and attitudes. ○ Establish a monitoring system to track and evaluate interactions between your staff and those of your Supply Chain Partners, ensuring they remain consistently positive and supportive. ○ Schedule regular feedback sessions with your staff and Supply Chain Partners to gather insights on their interactions and identify opportunities for improvement. ○ Establish a system for promptly and proactively addressing reported negative interactions, demonstrating a commitment to consistently nurturing positive and supportive exchanges. 	
<p>Activity 4c – Developing Staff Skills & Knowledge: Staff overseeing the supply chain have the necessary skills, knowledge, and qualifications to effectively support Supply Chain Partners in driving organisational performance.</p>	<p>Why This is Important: When staff are well-trained and knowledgeable, they can efficiently address challenges, innovate solutions, and foster strong relationships with Supply Chain Partners. This can ensure smoother workflows, greater adaptability to industry changes, and improved overall operational success.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Evaluate the current skillset, knowledge, and qualifications of staff involved in the supply chain and identify gaps and areas for improvement to ensure they can effectively support Supply Chain Partners. ○ Create targeted training and development programmes tailored to address the identified skills gaps. ○ Establish clear performance metrics to measure the effectiveness of the supply chain staff in supporting Supply Chain Partners and regularly review these metrics to identify successes and areas for further improvement. ○ Promote a culture of continuous improvement by encouraging staff to stay updated on industry trends, technologies, and best practices. 	

<p>Activity 4d - Communication Clarity for Effective Supply Chain Management: Establishing clear communication channels within the Organisation enables Supply Chain Partners to easily identify and engage with the appropriate personnel responsible for key aspects of supply chain management, such as finance, quality assurance, governance, and performance management.</p>	<p>Why This is Important: Clear communication forms the foundation of successful collaboration with Supply Chain Partners. It can reduce misunderstandings, ensure accountability, and streamline processes by providing Supply Chain Partners with precise points of contact for critical tasks and concerns. This approach can foster trust, improve efficiency, and enhance the overall performance of the supply chain.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Set up communication channels and contact points for finance, quality assurance, governance and performance management teams to ensure Supply Chain Partners know who to reach out to. ○ Provide clear documentation with responsibilities and contact details for finance, quality assurance, governance and performance management staff. ○ Establish a communication protocol for ongoing updates and reports to Supply Chain Partners. ○ Gather feedback from Supply Chain Partners to improve communications. 	
<p>Activity 4e - Cultivating a Culture of Open Communication: Senior leaders prioritise and promote a culture of open and honest communication with Supply Chain Partners, leading to effective conflict resolution and unrestricted collaboration in all interactions.</p>	<p>Why This is Important: It can ensure that all Supply Chain Partners feel heard and valued, which enhances collaboration and encourages proactive problem-solving. Open communication can also create an environment conducive to addressing conflicts effectively, minimising misunderstandings, and strengthening relationships.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Establish routine meetings and check-ins with Supply Chain Partners to encourage ongoing dialogue and feedback. ○ Create a centralised platform for sharing updates, changes, and essential documents to ensure all parties are well-informed. ○ Organise joint events focused on team building and communication strategies to strengthen relationships outside of routine interactions. ○ Establish a clear framework for addressing disputes, ensuring that all parties understand the process and feel supported in bringing forth issues. ○ Encourage senior leaders to model open communication in their interactions, demonstrating its importance for the entire Organisation. 	

5. Onboarding, Training, Data, Performance & Collaboration:

- Effective onboarding and support, along with relevant training, enable Supply Chain Partners to develop strong processes for successful contract delivery.
- Your Organisation's management information system (MIS) provides accurate, relevant, and accessible performance data.
- Regular performance reviews using agreed-upon performance metrics drive improvements across the supply chain.
- Collaboration with Supply Chain Partners helps identify and resolve issues, optimising performance and enhancing efficiency and innovation.

Activity 5a - Onboarding for Supply Chain Partners: Your Organisation's onboarding process equips Supply Chain Partners with essential information, training, and insights, ensuring a smooth and successful commencement of contract delivery.

Why This is Important: A well-structured onboarding process can create an environment where Supply Chain Partners feel confident and supported, paving the way for smooth contract delivery.

Activity Prompts:

- Outline the specific components of the onboarding process, including timelines, key responsibilities, and essential elements such as product knowledge, company policies, and compliance requirements.
- Develop manuals and digital resources that cover critical areas, including operational procedures, safety protocols, and industry standards.
- Pair new Supply Chain Partners with an experienced team member who can provide guidance, answer questions, and share insights about the organisation.
- Ensure that clear lines of communication are established for questions or concerns.
- Clearly define what success looks like in terms of contract delivery and performance metrics, ensuring Supply Chain Partners understand these expectations from the outset.
- Enhance onboarding by integrating feedback from the supply chain.

Activity 5b Enhancing Decision-Making Through Accurate Performance Data Sharing: Your Organisation's Management Information System (MIS) enables precise, relevant, and accessible performance data for both internal and external teams, resulting in improved decision-making and operational efficiency.

Why This is Important: Accurate performance data through a MIS can enhance collaboration, and fosters transparency. Reliable data allows Organisations to address inefficiencies, optimise resources, and respond swiftly to market changes, ultimately improving supply chain processes and strengthening partnerships.

Activity Prompts:

- Implement an MIS to consolidate performance data from all teams, ensuring it is accurate and easily accessible for improved decision-making and efficiency.
- Establish protocols and standards to ensure that data within the MIS remains accurate, reliable, and secure.
- Analyse the impact of MIS on decision-making and operational efficiency, using feedback and performance evaluations to make ongoing improvements.
- Gather input from both internal and external stakeholders to identify the specific data requirements and performance metrics necessary for effective decision-making.
- Establish rigorous data validation and verification processes to ensure the accuracy and relevance of the performance data being shared across the MIS.

<p>Activity 5c - Enhanced Supply Chain Performance through Performance Reviews: By implementing a systematic approach to performance management reviews across the supply chain, using metrics to effectively monitor and enhance outputs, outcomes, and impacts over time, your Organisation experiences significant improvements in supply chain performance.</p>	<p>Why This is Important: By leveraging clear metrics and consistent evaluations, Organisations can identify strengths, address weaknesses, and adapt strategies to meet evolving demands. This approach not only ensures accountability but can also fosters collaboration, ultimately resulting in higher efficiency, improved delivery standards, and sustained growth across the supply chain.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Establish a performance management system incorporating key performance indicators for all supply chain processes. ○ Establish a consistent timeline (e.g., monthly or quarterly) for performance review meetings to discuss KPIs, identify areas for improvement, and recognise successes. ○ Analyse MIS data to identify trends and bottlenecks. ○ Promote a culture of continuous improvement by utilising MIS data to enhance processes and optimise the supply chain. ○ Use insights gained from the reviews to inform decision-making and adapt supply chain strategies, ensuring ongoing alignment with organisational objectives and continuous performance enhancement. 	
<p>Activity 5d - Enhancing Supply Chain Collaboration for Optimal Performance: Your Organisation collaborates with Supply Chain Partners to share information and resources and, where necessary, provides learning and development interventions to address issues such as delivery or quality concerns and develop strategies to optimise supply chain performance.</p>	<p>Why This is Important: Collaborating with Supply Chain Partners can strengthen alliances, resolve delivery and quality issues, and enhance operational efficiency. This can foster better information flow, dynamic problem-solving, and long-term growth, ensuring higher customer satisfaction and business success.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Facilitate regular meetings with Supply Chain Partners to discuss challenges, share insights, and collaboratively identify solutions for delivery delays and quality issues. ○ Design and implement training programmes focused on best practices in supply chain management, tailored to address specific challenges faced by Supply Chain Partners, thereby enhancing their skills and capabilities. ○ Develop structured feedback loops to capture insights from all stakeholders involved in the supply chain, which can be used to continuously improve processes and address existing shortcomings. ○ Explore and invest in technological solutions, such as automation and data analytics tools, that facilitate better collaboration and efficiency across the supply chain while proactively addressing issues as they arise. ○ Develop strategic action plans to tackle challenges and promote continuous improvement. 	

6. Quality Assurance, Compliance & Continuous Improvement:

- Your Organisation ensures the quality and compliance of products and services provided by Supply Chain Partners through a robust management framework.
- All Supply Chain Partners adhere to applicable standards, laws, regulations, governance requirements, and ethical practices. These standards and their related policies are regularly reviewed to ensure they remain up-to-date and relevant.
- Performance and delivery are enhanced through collaborative identification, documentation, and monitoring of continuous improvements.

Activity 6a - Verification of Staffing and Contractual Compliance: Once a Supply Chain Partner becomes operational, your Organisation carries out a thorough verification process to ensure that appropriate staffing levels and contractual delivery policies and practices are effectively established.

Why This is Important: It enables organisations to uphold high standards of quality and compliance, mitigate risks, and address inefficiencies proactively. By ensuring that Supply Chain Partners align with established practices and regulations, Organisations can help safeguard their reputation and enhance customer satisfaction.

Activity Prompts:

- Establish an audit programme to regularly (at least annually) assess Supply Chain Partners' compliance with standards and regulations.
- Implement a risk management system to identify and tackle potential compliance issues.
- Provide training and support to Supply Chain Partners to help them understand and meet industry standards.
- Continuously reviewed and updated compliance monitoring processes to align with evolving standards and regulations.

Activity 6b - Monitoring of Quality and Compliance in Supply Chain Partnerships: The quality and compliance of products and services provided by Supply Chain Partners are monitored through a structured and balanced supply chain management process established and implemented by your Organisation.

Why This is Important: Monitoring quality and compliance in supply chain partnerships is essential for ensuring consumer safety, adhering to regulations, and maintaining product consistency. It can also help mitigate risks, strengthens supplier relationships, and provides a competitive advantage.

Activity Prompts:

- Develop a supply chain management framework with precise quality and compliance standards for supply chains, including a detailed checklist for product specifications and service criteria and communicate it to Supply Chain Partners.
- Schedule periodic audits and performance reviews to assess compliance with these standards, utilising a combination of on-site assessments and virtual inspections.
- Build a centralised dashboard that integrates key performance indicators related to quality and compliance, allowing for real-time tracking and analysis of performance.
- Offer support, resources, and targeted training sessions and workshops designed to enhance the capabilities of Supply Chain Partners, with a focus on best practices in quality management and compliance, ensuring consistency and adherence to standards.

<p>Activity 6c - Enhancing Performance through Innovation and Continuous Improvement: By collaborating effectively with supply chains, your Organisation successfully identifies and documents the roles of innovation and continuous improvement in operations, resulting in enhanced performance and delivery.</p>	<p>Why This is Important: Innovation and continuous improvement can help Organisations remain competitive and sustainable by adapting to market demands, improving efficiency, and reducing costs. Collaboration with Supply Chain Partners can foster trust, integrate best practices, and enhance product and service quality. This approach can enhance customer satisfaction, strengthen brand reputation, and motivate employee innovation.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Arrange meetings with Supply Chain Partners to discuss current practices and identify areas for improvement. ○ Map out existing workflow and processes to understand baseline performance and identify gaps. ○ Research and document best practices and innovative strategies utilised within the industry that can be adapted for our operations. ○ Develop clear metrics to evaluate the impact of identified improvements on performance. ○ Test selected innovative strategies on a small scale to assess their effectiveness before implementing them on a larger scale. ○ Encourage all team members to contribute ideas for further innovations and improvement and recognise contributions. ○ Set up mechanisms for ongoing communication with Supply Chain Partners to continue identifying opportunities for improvement. ○ Compile all insights and improvements into a comprehensive document and share with relevant stakeholders to promote transparency and collaboration. 	

7 Review, Revise & Close:

- Continual evaluation and improvement strategies are implemented to help the supply chain adapt to evolving needs.
- Feedback from Supply Chain Partners, customers, clients and stakeholders enhances quality and keeps everyone updated.
- When terminating relationships with Supply Chain Partners, your Organisation manages the process smoothly to minimise disruption.

Activity 7a - Enhancing Supply Chain

Agility: By applying continuous assessment and improvement strategies, your Organisation's supply chain consistently adapts to changing needs, enhancing its development and design.

Why This is Important: Implementing continuous assessment and improvement strategies within a supply chain is crucial, as it can enable the Organisation to remain agile and responsive to evolving market demands. This adaptability can foster innovation in development and design and can also enhance overall efficiency and customer satisfaction, ultimately driving sustainable growth.

Activity Prompts:

- Continually monitor industry trends and the needs of customers, clients and stakeholders
- Use Supply Chain Partner performance data to identify bottlenecks, inefficiencies, and areas for improvement and use these insights to adjust strategies accordingly.
- Establish a feedback system to collect insights from customers, clients, and stakeholders, ensuring that their requirements are incorporated into your supply chain enhancement strategies.
- Utilise advanced technologies such as Artificial Intelligence (AI) and the Internet of Things (IoT) to enhance monitoring and predict trends. This technology can optimise operations, anticipate challenges, and uncover opportunities for ongoing enhancement in design and development processes. **See Glossary*

Activity 7b - Utilising Stakeholder

Feedback: By actively inviting your Supply Chain Partners, customers, clients, and stakeholders for feedback, your Organisation implements targeted strategies to refine operations, improve product offerings, and advance service quality.

Why This is Important: Utilising stakeholder feedback is crucial for an Organisation as it can foster collaboration and enhance trust among Supply Chain Partners, customer and clients. By integrating these insights, the Organisation can also make informed decisions that may lead to improved operational efficiency, better products, and higher service quality, ultimately driving customer satisfaction and loyalty.

Activity Prompts:

- Create multiple channels for stakeholders to provide feedback, such as surveys, focus groups, and online forums, ensuring these channels are easily accessible and user-friendly.
- Develop a systematic approach to analyse the collected feedback. This could involve categorising the feedback, identifying trends, and prioritising actionable items based on impact and feasibility.
- Leverage AI and machine learning tools to analyse feedback data for patterns or trends that may not be immediately apparent, as this can help in anticipating challenges and adjusting operations accordingly.
- Communicate the changes being made in response to stakeholder input back to them.

<p>Activity 7c - Managing Supply Chain Partner Relationship Termination: The termination of the relationship between your Organisation and a Supply Chain Partner is managed effectively through a well-structured transition plan, ensuring a smooth process agreed upon by all relevant parties and minimising disruptions to customers, clients and stakeholders.</p>	<p>Why This is Important: Effectively managing the termination of a Supply Chain Partner relationship is crucial for maintaining business continuity and protecting the Organisation's reputation. A well-structured transition plan can minimise disruptions for customers and stakeholders and also facilitate a smoother handover, allowing all parties to adapt seamlessly to the change while preserving the integrity of ongoing operations.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Establish clear termination procedures in contracts with Supply Chain Partners to ensure a smooth process. ○ Inform the Supply Chain Partner of the decision as soon as possible, providing clear reasons for the termination and the intended timeline. ○ Hold a joint meeting to discuss the transition plan and address any concerns from both sides. ○ Outline clear steps for the termination process, including timelines, responsibilities, and communication protocols. ○ Ensure that the plan addresses all aspects of the relationship, including inventory management, outstanding contracts, and knowledge transfer. ○ Document processes, contacts, and any critical information that the Supply Chain Partner needs to provide during the transition. ○ Implement regular check-ins and progress updates during the transition period to identify and address any challenges that arise and adjust as necessary. ○ Use established metrics to evaluate the success of the transition, ensuring that disruptions to operations are minimised. ○ Coordinate the systematic and transparent return of all assets, inventory, and proprietary information, ensuring accountability and integrity. ○ Align on financial settlements and outstanding payments to prevent disputes at the end of the termination process. ○ Keep a record of all communications, decisions, and agreements made during the transition to foster transparency and accountability. ○ Once the transition is complete, review the process and gather insights about what worked well and what could be improved for future terminations. 	

8. Social Value*:

- Your Organisation has assessed the social value outcomes it can achieve with the support of a supply chain.
- These anticipated social value outcomes are communicated to individuals and entities interested in joining your supply chain, along with an explanation of how they are expected to contribute to them.
- Both qualitative and quantitative social value outcomes are collected, shared, and celebrated.*See Glossary

Activity 8a - Social Value Through Supply Chain Strategies: Senior leaders have effectively crafted a comprehensive social value strategy for the Organisation, establishing clear targets that can be further advanced by leveraging the activities of individuals and entities within the supply chain.

Why This is Important: It aligns the Organisation's objectives with broader societal goals, fostering a positive impact on communities and the environment. By setting clear targets and leveraging the capabilities of the supply chain, the Organisation can ensure that all stakeholders are engaged in creating sustainable social value.

Activity Prompts:

- Collaborate with local organisations or groups to ensure that social value outcomes are relevant and meaningful.
- Identify the social value goals you aim to share with your supply chain.
- Devise social value plans that align with your Organisation's overall strategy.
- Establish performance metrics and reporting systems to monitor social value initiatives.
- Raise awareness among employees and Supply Chain Partners about the importance of your social value strategy, and how they can contribute effectively to it.
- Establish potential reporting timelines and procedures to ensure that potential Supply Chain Partners understand these requirements before contracting.

Activity 8b - Effective Communication of Social Value Outcomes: Your Organisation effectively shares the anticipated social value outcomes with individuals and entities expressing interest in joining your supply chain, highlighting the potential benefits and impacts of their participation.

Why This is Important: Effectively communicating anticipated social value outcomes is essential for fostering transparency and building trust with potential Supply Chain Partners. By highlighting the benefits and impacts of their participation, the Organisation can attract like-minded entities and reinforce a shared commitment to positive social change, enhancing collaboration and community engagement.

Activity Prompts:

- See Principle 2: Supply Chain Design & Selection.
- Create and distribute materials (e.g., brochures, presentations, infographics) that summarise the social value strategy, its importance, and the role new Supply Chain Partners can play.
- Engage with individuals and entities early in the selection process to gather their input on what social outcomes matter to them and consider their feedback on what could be achieved.
- Highlight common values and goals that align with social impact.

<p>Activity 8c - Enhancing Social Value Outcomes Through Effective Data Collection: Your Organisation gathers and shares data that demonstrates the social value outcomes achieved through its efforts and those of its supply chain.</p>	<p>Why This is Important: It enables Organisations to effectively demonstrate the impact of its initiatives and those of its supply chain. This transparency can build trust with stakeholders and also provide insights that can guide future efforts, ensuring that resources are allocated efficiently to maximise social benefits.</p>
<p>Activity Prompts:</p> <ul style="list-style-type: none"> ○ Create a standardised framework / data collection process to gather information using both quantitative and qualitative metrics relevant to social Value. ○ Establish a data-sharing system to convey positive impacts and share growth stories and testimonials. ○ Document and share case studies that highlight successful collaborations and the impact of social value initiatives, serving as powerful examples for current and potential suppliers. ○ Utilise this shared data to create case studies, reports, and presentations that highlight your contributions and provide clear evidence of your Organisation's and supply chain's positive impact. 	

SOCIAL VALUE: An organisation's contribution to society is beyond a reported profit. It is often delivered without the Organisation realising that it is what it is. Examples of Social Value initiatives include:

- Reducing Carbon Emissions
- Environmental Gains
- Helping the Community
- Responsible Supply Chain Management
- Donating Staff Time for Volunteering
- Wellbeing Enhancements
- Sustainable Procurement Practices
- Offering Apprenticeships and Training Programmes
- Buying and Employing Locally

Social Value, in general, refers to the positive impact something has on people, relationships, and communities beyond just financial gains. It's about contributing to a more positive society and improving overall wellbeing. This can be measured through various metrics and focuses on the relative importance people place on the changes they experience in their lives.

Standard 8: Social Value is intended for organisations that have a contractual obligation to produce social value outcomes, as well as for those that aim to positively impact their customers and local communities.

ENVIRONMENTAL SAFEGUARDING: Organisations can actively support environmental safeguarding through sustainable practices, such as reducing waste, conserving energy and water, using eco-friendly materials, and promoting a circular economy. They can also invest in green technologies, partner with environmental organisations, and educate employees and customers about sustainable practices. Examples of environmental safeguarding activities include:

1. Sustainable Operations:

- **Reduce, Reuse, Recycle:** Implement comprehensive waste reduction strategies, encourage recycling programs, and explore opportunities for reusing materials.
- **Conserve Energy and Water:** Conduct energy audits, utilise energy-efficient equipment, and implement water-saving measures like low-flow fixtures.
- **Eco-Friendly Materials:** Choose sustainable and ethically sourced materials, minimise packaging, and explore options for reusable or biodegradable packaging.
- **Green Technologies:** Invest in renewable energy sources, such as solar or wind power, and explore technologies that minimise environmental impact.
- **Green Buildings:** Design and construct buildings with sustainability in mind, incorporating features like green roofs and efficient insulation.

2. Supply Chain Sustainability:

- **Sustainable Sourcing:** Prioritise suppliers who share environmental commitments and ensure ethical and sustainable practices throughout the supply chain.
- **Reduce Transportation Impacts:** Optimise transportation routes, utilise fuel-efficient vehicles, and explore alternatives like rail or barge transport.
- **Circular Economy:** Design products for longevity and recyclability, and explore opportunities for closed-loop systems where waste is minimised and materials are reused.

3. Environmental Stewardship:

- **Partner with Organisations:** Collaborate with environmental groups to support conservation efforts and community-based initiatives.
- **Offset Carbon Emissions:** Invest in projects that offset carbon emissions, such as reforestation or the development of renewable energy sources.
- **Raise Awareness:** Educate employees, customers, and stakeholders about environmental issues and promote sustainable practices to foster a more environmentally conscious culture.

4. Transparency and Accountability:

- **Track and Measure:** Monitor environmental performance and track key metrics like energy and water consumption, waste generation, and carbon emissions.
- **Report Progress:** Regularly report on environmental performance and progress towards sustainability goals.
- **Comply with Regulations:** Adhere to all relevant environmental regulations and legislation.

THE INTERNET OF THINGS (IoT): Describes the network of physical objects—"things"—that are embedded with sensors, software, and other technologies to connect and exchange data with other devices and systems over the Internet. These devices range from ordinary household objects to sophisticated industrial tools.

Why is the IoT so important?

- Over the past few years, IoT has become one of the most critical technologies of the 21st century. Now that we can connect everyday objects—such as kitchen appliances, cars, thermostats, and baby monitors—to the Internet via embedded devices, seamless communication is possible between people, processes, and things.
- Through low-cost computing, the cloud, big data, analytics, and mobile technologies, physical objects can share and collect data with minimal human intervention. In this hyperconnected world, digital systems can record, monitor, and adjust each interaction between connected things. The physical world meets the digital world, and they cooperate.

What technologies have made IoT possible?

While the concept of IoT has been in existence for a long time, recent advances in various technologies have made it practical.

- **Access to low-cost, low-power sensor technology:** Affordable and reliable sensors are making IoT technology possible for more manufacturers.
- **Connectivity:** A host of network protocols for the Internet has made it easy to connect sensors to the cloud and other "things" for efficient data transfer.
- **Cloud computing platforms:** The increased availability of cloud platforms enables both businesses and consumers to access the necessary infrastructure to scale up without needing to manage it themselves.
- **Machine learning and analytics:** With advances in machine learning and analytics, along with access to varied and vast amounts of data stored in the cloud, businesses can gather insights faster and more easily. The emergence of these allied technologies continues to push the boundaries of IoT, and the data produced by IoT also feeds these technologies.
- **Artificial intelligence (AI):** AI is driving an increase in demand for cloud computing services and data centres, as large amounts of data are required in AI model training to detect patterns or predict numbers.

What is industrial IoT?

Industrial IoT (IIoT) refers to the application of IoT technology in industrial settings, particularly in the instrumentation and control of sensors and devices that utilise cloud technologies. Recently, industries have used machine-to-machine communication (M2M) to achieve wireless automation and control. But with the emergence of cloud and allied technologies (such as analytics and machine learning), industries can accomplish a new automation layer and, with it, create new revenue and business models. IIoT is sometimes called the fourth wave of the Industrial Revolution or Industry 4.0. The following are some common uses for IIoT:

- Smart operations in [manufacturing](#)
- Smart operations in [maintenance](#)
- Smart operations in [inventory management](#)
- Smart power grids
- Smart cities
- Connected [logistics](#)
- Smart digital supply chains



Supply Chain Partnership

Want to Talk About Assessment?

For more information about the **Supply Chain Partnership Standard 2025**, including advice and assessment, please do not hesitate to contact Assessment Services Ltd.



Assessment Services Ltd
PO BOX 8628, Derby, DE1 9QW
E: info@assessmentservices.com
W: www.assessmentservices.com