

IS YOUR VISIBILITY READY?

Supply Chain Visibility Readiness Assessment

Visibility that nobody acts on is not visibility. It is a report.

How to use this assessment

1

Score each statement

Mark Yes, Partial or No for all 40 statements. Yes is 2 points, Partial is 1, No is 0.

2

Total each dimension

Each dimension scores out of 10. Record the subtotal in the box before moving on.

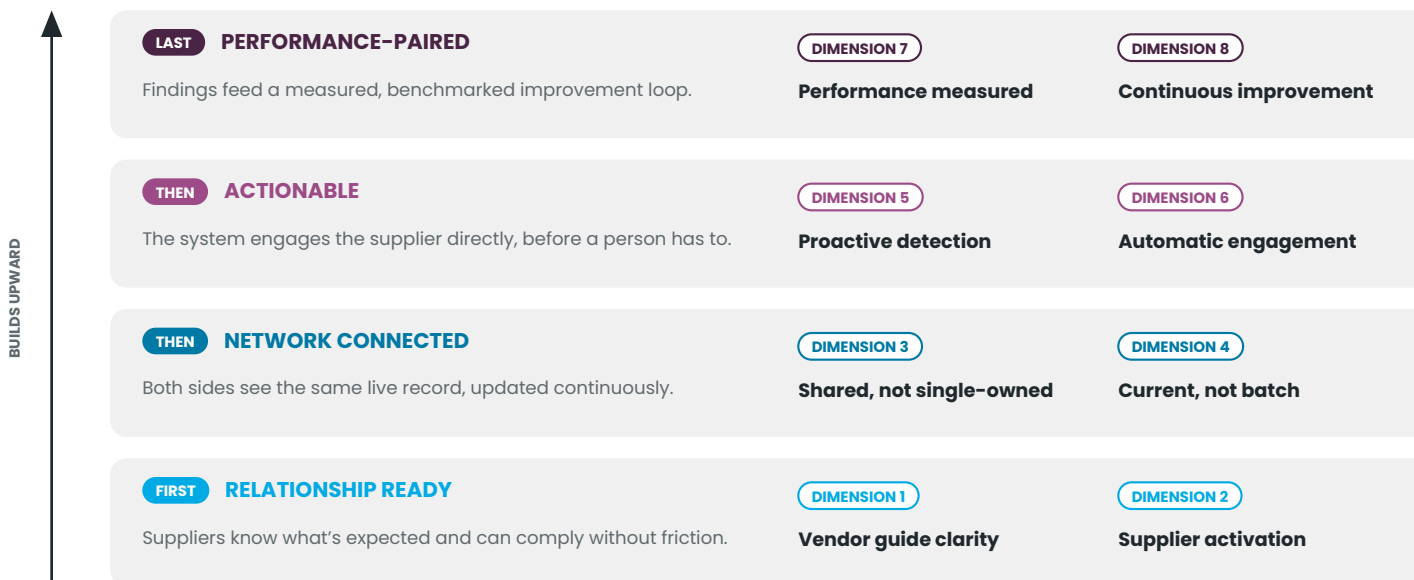
3

Read the result

Add the eight subtotals for a score out of 80, then find your band on page 6.

The eight dimensions

Each dimension is one area you will assess, with five statements scored out of 10. Each layer depends on the one beneath it. A gap low in the stack limits everything above it.



Every visibility tool assumes the same thing: that both sides of the transaction are looking at the same picture, and that someone is set up to act on what it shows.

Score honestly. A statement you cannot answer is a No.

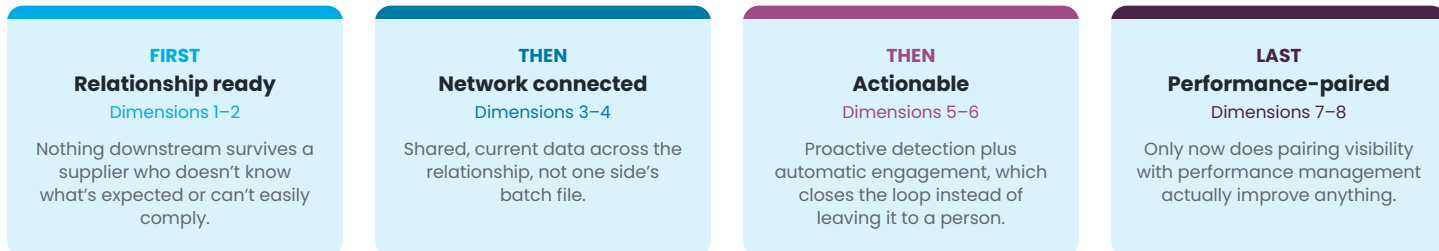
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READINESS CHECKLIST

WHERE TO START

The dimensions build on each other. Fixing them out of order wastes the work.



The flywheel starts with a vendor guide suppliers can actually use, and activation on technology they already have. Everything above that layer depends on getting this one right first.

Match the fix to what's actually blocking you

Once you have your scores, find the dimensions that scored lowest.

Dimensions 1-2 weak	Start with the vendor guide and activation path. No visibility tool fixes a supplier who doesn't know what's expected.
Dimensions 3-4 weak	The data exists but only on one side. Look at what a shared, continuously updated view would take to build, and scope the integration work with IT early.
Dimensions 5-6 weak	You're watching, not acting. Prioritize automatic engagement before adding another dashboard. Expect integration effort similar to dimensions 3 to 4.
Dimensions 7-8 weak	You're seeing and acting, but not improving. Pair what you already have with a measured performance loop.

You do not need every layer in place to get started. Connecting even part of your data delivers a first benefit, and each layer you add builds on it.

Dimensions 1 to 2 and dimensions 3 to 6 usually sit with different owners. Bring Vendor Management and IT into the plan from the start.

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DIMENSIONS 1–3

One rule before you start

Score honestly. If you cannot answer a statement, mark it No. Most organizations score lowest on the upper dimensions the first time, because each one depends on the layer beneath it. A low score there is a map of where to build next.

YES
2 pts

PARTIAL
1 pt

NO
0 pts

1

Your vendor guide is clear

Suppliers know exactly what is expected of them, in writing.
Typically owned by: Vendor Management / Procurement, with Supply Chain

SCORE

____ / 10

- The vendor guide names required documents, format and timing, per transaction type ☐
- New suppliers can find and access the guide without asking a person to send it to them ☐
- The guide states the consequence of missing a requirement, not just the requirement ☐
- Vendor guide requirements are reviewed and updated on a set cadence, not left stale ☐
- Suppliers can check their own compliance status against the guide without opening a ticket ☐

2

Suppliers are activated, not forced

Suppliers onboard on the technology they already use.
Typically owned by: Vendor Management / Procurement, with Supply Chain and IT

SCORE

____ / 10

- New suppliers can transact in their preferred method without a custom project ☐
- Onboarding time for a new supplier is measured and tracked ☐
- Suppliers can comply through the EDI, portal or connection they already use, without a second system built only for you ☐
- A named owner is accountable for supplier onboarding and time-to-first-transaction ☐
- Compliance is measured within 90 days of onboarding, not only at go-live ☐

3

Visibility is shared, not single-owned

Both sides of a transaction see the same live record, not two separate copies.
Typically owned by: Supply Chain and IT / Integration

SCORE

____ / 10

- A supplier can see the same shipment status you see for its own shipments, without calling you ☐
- Exceptions are visible to both sides of a transaction, not just internally ☐
- You can list which outside parties, such as suppliers, carriers or 3PLs, share the same operational view ☐
- Buyers, planners and supply chain teams see ASN and PO acknowledgment (855) data in one place, without asking each other for it ☐
- A new supplier joins the shared view in days, not a multi-month project ☐

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DIMENSIONS 4–6

Dimensions 3 through 6 usually require integration work, not only process change. Statements about ASNs, continuous updates and automatic notification depend on how your systems connect to your trading partner network. Score them as they work today.

YES
2 pts

PARTIAL
1 pt

NO
0 pts

4

Your data is current, not batch

The record reflects what is happening now, not last night's file transfer.
Typically owned by: Supply Chain and IT / Integration

SCORE
____ / 10

ASNs arrive before the shipment reaches your dock for every supplier, including smaller ones	☐	☐	☐
Order and shipment status updates continuously, not on a nightly batch job	☐	☐	☐
You can answer "where is this order right now" without a phone call or email	☐	☐	☐
Delay and short-ship data reaches your system the same day it occurs, not the next reporting cycle	☐	☐	☐
Inventory positions reflect current-day activity, including supplier and 3PL locations	☐	☐	☐

5

You catch problems before they're critical

Exceptions are flagged proactively, not discovered after the fact.
Typically owned by: Supply Chain and IT / Integration

SCORE
____ / 10

Business rules flag short shipments, missed booking windows and delays automatically, without someone scanning a report	☐	☐	☐
Exceptions are ranked or prioritized, not delivered as one undifferentiated list	☐	☐	☐
A person on your team is notified of an exception before a store, buyer or supplier has to raise it	☐	☐	☐
Exception volume and type are tracked over time, not just handled one at a time	☐	☐	☐
You can identify a recurring exception pattern without a manual audit	☐	☐	☐

6

The system engages the supplier automatically

A person does not have to track the supplier down after the fact.
Typically owned by: Supply Chain and IT / Integration

SCORE
____ / 10

A flagged exception notifies the supplier automatically, no email needed	☐	☐	☐
Suppliers can acknowledge or respond to an exception without a phone call	☐	☐	☐
The time from exception detection to supplier notification is measured	☐	☐	☐
Unresolved exceptions escalate automatically after a set time, no manual follow-up	☐	☐	☐
You can report what share of exceptions close without manual chasing	☐	☐	☐

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DIMENSIONS 7–8 & SCORE TALLY

	YES 2 pts	PARTIAL 1 pt	NO 0 pts
7 Performance is measured and benchmarked You know how a supplier is performing, and how that compares to the network. <i>Typically owned by: Supply Chain, with Vendor Management</i>			
OTIF, fill rate and EDI compliance are tracked on an ongoing basis for every significant supplier	☐	☐	☐
Supplier performance is benchmarked against something outside your own four walls	☐	☐	☐
A trend line exists for every key metric, not just a current-month snapshot	☐	☐	☐
Underperforming suppliers are identified without waiting for a business review	☐	☐	☐
Metric definitions are documented and shared with your suppliers	☐	☐	☐

SCORE
____ / 10

8 Findings drive continuous improvement A recurring issue produces a corrective action plan, not a repeat fire drill. <i>Typically owned by: Supply Chain, with Vendor Management</i>			
A named owner is accountable for acting on a recurring exception pattern	☐	☐	☐
Corrective action plans are documented and tracked to resolution	☐	☐	☐
You review supplier performance on a set cadence, not only when something breaks	☐	☐	☐
You can point to a specific process change that resulted from a visibility finding	☐	☐	☐
Reports to leadership show supplier performance improving over time, alongside exceptions detected	☐	☐	☐

SCORE
____ / 10

Transfer each dimension subtotal here.

1. Vendor guide clarity	____ / 10	5. Proactive detection	____ / 10
2. Supplier activation	____ / 10	6. Automatic engagement	____ / 10
3. Shared, not single-owned	____ / 10	7. Performance measured	____ / 10
4. Current, not batch	____ / 10	8. Continuous improvement	____ / 10

TOTAL SCORE _____ / 80

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WHAT YOUR SCORE MEANS

Add the eight subtotals, then read the band your total falls in.

Scoring Partial on all 40 statements totals 40. Yes on every statement totals 80. Lower first-pass scores are common, since each dimension builds on the one beneath it. Each band names your next move. None of them is a grade.

0–39

Single-owned view

What you have today mostly shows you your own operations. Close the relationship-readiness gaps in dimensions 1–2 before adding another dashboard.

40–55

Watching, not acting

You can see problems. You cannot yet act on them without a person in the loop. Prioritize dimensions 5 to 6, which close the loop, before adding new visibility tooling.

56–69

Approaching network-ready

The foundation supports proactive management. Focus on pairing performance management with what you're already able to see.

70–80

Network-ready

Visibility, action and performance are working together. Shift attention to scaling this across more of the network, not building more tooling.

Contact an SPS advisor to review your score and build a plan for the dimension holding you back. Bring Vendor Management and IT to that conversation, since the dimensions that limit you often sit with different owners.

spscommerce.com/products/visibility-management

From the Supply Chain Now episode with Dr. Glenn Richey, Auburn University, and Matt Brolsma, SPS Commerce.



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