

From Supply Chain Execution to Customer-Driven Strategy: How S&OE Becomes the Engine of the Customer-Centric Enterprise

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Abstract

In most organizations, Supply Chain Execution (S&OE) is still treated as a downstream operational function responsible for reacting to plans rather than shaping them. This structural separation between planning and execution creates a disconnect between what companies produce and what customers actually experience. This paper proposes a new conceptual framework in which S&OE becomes a strategic intelligence engine that continuously captures real customer signals and feeds them back into Integrated Business Planning (IBP) and corporate decision-making. Using a design science approach and grounded in best practices from S&OE, Customer Service, and Collaborative Planning, Forecasting, and Replenishment (CPFR), the study introduces the Customer-Driven Execution Loop, a closed-loop model that links customer demand, operational performance, and strategic planning. The framework demonstrates how execution-level indicators such as On-Shelf Availability (OSA), On-Time-In-Full (OTIF), and customer service failures can be transformed into strategic inputs that guide portfolio management, capacity allocation, and investment priorities. The results suggest that companies adopting this approach achieve higher service levels, improved revenue capture, and better alignment between commercial strategy and operational reality. By repositioning execution as a core element of customer centricity, this paper provides both a theoretical contribution to supply chain research and a practical roadmap for organizations seeking to move from plan-driven to customer-driven supply chain management.

Keywords

Supply Chain Execution, Customer Centricity, Integrated Business Planning, S & OE, CPFR.

