ISM
INSTITUTE FOR SUPPLY MANAGEMENT

The Missing Layer Between Intelligence and Business Outcomes



What leaders must challenge before today's operating decisions become tomorrow's business consequences.

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THE CONDITION NO ONE REVISITS

The operating assumption no one challenges.



The function can succeed while the enterprise pays.

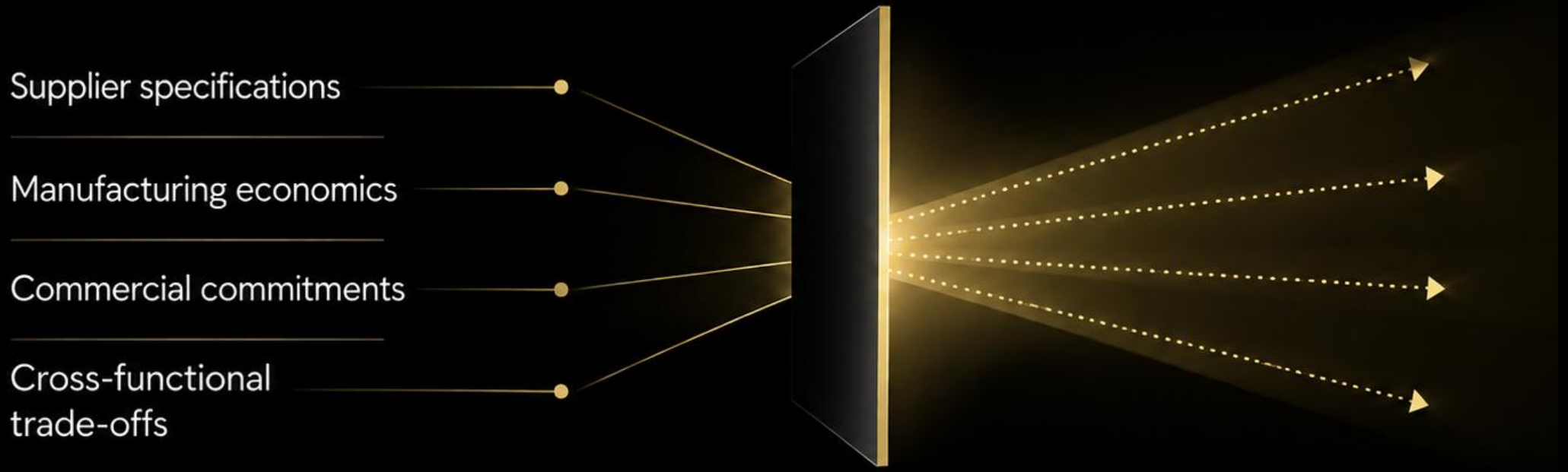
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The constraint isn't always what the enterprise cannot change.

It's what the enterprise has **stopped questioning.**



Intelligence exposes the risk. → **Enterprise judgment changes the options.**

89% of operations and supply-chain leaders say technology investments haven't fully delivered expected results.

Stat source: PwC | 2026 Digital Trends in Operations Survey | n=767 US operations and supply-chain leaders

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Execution Failure Starts Before Execution.

The Supply Constraint Was Real. The Available Options Were Not Fixed.

THE TETRAMER SUPPLY CRISIS | 2007

THE EXPOSURE

- $100M Business at risk
- Crude oil economics diverted refinery output toward gasoline
- Constraining Tetramer supply & driving price escalation.

THE INTERVENTION

- Created an alternative raw-material source.
- Tier 2 finished products

Converted a partner supplier's recovered Tetramer waste stream into a viable input for a different-specification product tier, integrating R&D, Regulatory, Finance, Commercial & Supply Chain.

THE ENTERPRISE ADVANTAGE

- Shared economics
- Resilience became a source of value.
- Diversified supply and stronger commercial leverage; improved yields and reduced operating expenses for both businesses.

$40M Net P&L Impact | Amid Inflation & Supply Volatility.

We didn't just secure supply. We redesigned the economics of the value chain.

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DECISION PRESSURE LAB™

The Room Doesn't Just Discuss The Problem. It Puts A Decision Under Pressure.

THE DECISION LOOKS RIGHT

Bring one real decision your organization is preparing to make, fund or execute.

What is the decision protecting?

THE OPERATING ASSUMPTION

What operating condition has the organization accepted as fixed?

What has stopped being questioned?

THE ECONOMIC CONSEQUENCE

What is the enterprise paying to accommodate that condition?

Where does the consequence land?

TETRAMER EXAMPLE

Hedge and prebuy constrained supply to protect production.

Existing material specifications define the available supply options.

Higher input costs, committed working capital and continued supply dependency.

We didn't just manage the constraint. We changed the conditions that defined our options.

What operating condition is your organization treating as fixed that, if challenged, could change the economics?

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THE AUDIT FINDS THE DRIFT.

IT DOESN'T RESOLVE THE ENTERPRISE TRADE-OFF.

You can identify five recurring decisions.

↳ But which one is already costing the enterprise the most?

↳ Which trade-off must leadership confront?

↳ And what becomes harder to reverse if nobody intervenes?

Finding the exposure is not the same as changing the outcome.

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Decision Drift Audit™

HOW TO IDENTIFY WHERE NEXT QUARTER IS ALREADY BEING DECIDED.

1 Identify the Decisions

List decisions discussed more than once in the last 30 days.

EXAMPLES:

- Inventory Positioning
- Supplier Commitments
- Resource Allocation
- Cost Targets
- Service Trade-Offs

2 Locate Where They Resolve

For each decision ask:

- Who owns it?
- Who can overrule it?
- What happens if nobody decides?

Ownership Unclear? ⚠ **Decision Drift Detected**

3 Assess Exposure

Where will the outcome appear?

- ☐ Margin
- ☐ Working Capital
- ☐ Service
- ☐ Scalability
- ☐ Customer Loyalty

Has it appeared yet?

YES | NO

4 Prioritize Resolution

Prioritize decisions that:

- ☑ Have unclear ownership
- ☑ Affect margin or cash
- ☑ Remain open > 30 days
- ☑ Continue to reappear
- ☑ Cross multiple functions

Score 1 point for each box checked.

- 3+ points = **Decision Drift Risk.**
- 4+ points = **Immediate Executive Attention Required.**

SIGNALS TO WATCH

- Decisions Reopening
- Escalations Increasing
- Cost Drifting
- Ownership Unclear
- Trade-Offs Unresolved

WHAT THIS AUDIT CAN'T TELL YOU

- Which decision matters most
- Which trade-off comes first
- Where outcomes are already embedded

→ **Execution Risk Intervention**

FRAMEWORK DEVELOPED FROM 20+ ENTERPRISE TRANSFORMATIONS ACROSS PROCUREMENT, SUPPLY CHAIN & OPERATIONS.

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THE SHIFT FOR 2027

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The function can execute the plan. And still leave the enterprise committed to the wrong economics.



BEFORE YOUR 2027 COMMITMENTS BECOME THE OPERATING REALITY

What is your organization protecting through execution that leadership should be changing?

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20 MINUTES | COMPLIMENTARY

Bring the commitment. Challenge the economics.

CHALLENGE IT →