

The Last-mile Supply Network Configuration Canvas 1.0

Designed for:

Designed by:

Date/Ver.:

Product Characteristics

What are our key product characteristics in terms of perishability, tangibility, frequency of purchase, cost of purchase, value proposition, degree of differentiation?

Product Diversity & Ownership

How many product categories and SKUs do we have?
What proportion of the inventory are owned by us?

Business Model

What is our corporate/omnichannel strategy?
What is our source of value creation, value delivery, and value capture?

Consumer Profiles

Who are our most important customers?
What do they expect in terms of degree of responsiveness, order collection effort, delivery window, product variety, product availability, etc.?
Level of market density?

Consumer Market Density: High (H) / Moderate (M) / Low (L)

LMSN Mapping

Configuration Dimension		LMSN I	LMSN II	LMSN III	LMSN IV
Network Structure	Centralization				
	Vertical Integration				
	Horizontal Integration				
	Geographic Dispersion				
Network Flow	Flow Integration				
	Flow Coordination				
Relationship Governance	Interdependence				
	Governance Mechanism ¹				
Service Architecture	Service Uniqueness				
	Service Modularity				
Core Logistics Capability ²					
Delivery Responsiveness ³					

¹ Governance mechanism – Market; Intermediate; Hierarchy

² FX – Flexibility / Customizability; DS – Delivery Speed; DR – Delivery Reliability; RTM – Responsiveness to Target Market; LC – Low Total Cost Distribution

³ Delivery responsiveness – Slow; Moderate; Fast

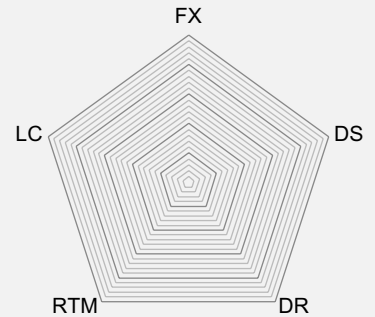
Rating – 1 (Low), 2 (Low-Moderate), 3 (Moderate), 4 (Moderate-High), and 5 (High)

Note: Compare results with ideal or industry-leading forms

After Action Review

Observations:

Performance targets met?



Execution

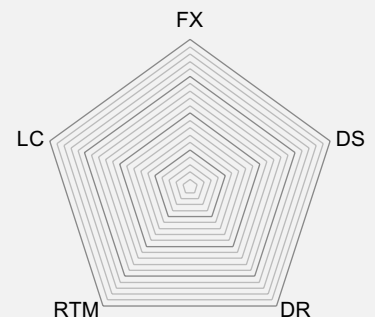
Action Plan (e.g. key actionables, resources)

What is needed?

Timeline?

Evaluation of Current LMSN

Observations:



Analysis (e.g. reasons for deviation from benchmark, (re)configuration options)

Strengths? Where are we lacking?

Which improvement areas to prioritize?