



G-Cloud 15

Supply Chain Control Tower Services

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Transforming Business using the Cloud

Enabling business and enterprise transformation using cloud is a complex, strategic consideration facing many private and public sector organisations. We have worked with many Central and Local Government clients to support the implementation of their business objectives using cloud technology.

Cloud technology and services have the potential to reduce cost, remove technology bottlenecks, and facilitate rapid business innovation. As a result, for most organisations globally, adopting cloud technology has become a question of “when and how” rather than “if”.

Opportunities for enterprises generally include a combination of one or more of the following:

- Implementing private and/or hybrid clouds for infrastructure and applications
- Smarter use of public cloud infrastructure for optimising existing business functions
- Using cloud for implementing new business services or digital operations
- Reducing cost by moving to consumption-based pricing models that only charge for the actual IT capacity and services used.

Migration or adoption of cloud must be properly choreographed for success. We understand the realities and the business and technical risks that should be fully considered, understood and mitigated before such a move. Critical considerations include:

- **Alignment of business and technology objectives.** This is essential to fully realise the targeted benefits of any cloud transformation or any refinement of existing cloud services. There can be a tendency to adopt cloud systems to fit current ways of working, rather than adopt and standardise processes where possible. The trade-offs between business, customer and technology requirements must be considered to make informed design decisions
- **Availability and reliability of services.** The avoidance of operational downtime to mitigate in lost revenue, unnecessary operational cost or reputational damage that can disrupt a business' operations
- **Decentralised support structures.** The need to tailor and revise the approach to operational security to cover the support structures employed by cloud service providers that will have a different risk profile for sensitive information
- **Data handling practices.** Data classification and data-handling practices that reflect the data flow within a cloud environment must be understood and tailored accordingly to protect customer data

- **Data privacy.** Compliance with GDPR to understand where and how information can be stored or processed. The cloud model enables data to bounce swiftly around the world by using available server capacity in various geographic locations, but this must be within the bounds of what is permissible. This is ever more of a concern as organisations review their front office, back office and out of office experiences
- **Future Technology Trends.** Cloud applications are the stated direction of travel for the major application vendors, but any upgrade path must also cater for the future technology needs of the organisation and seek to minimise technical debt where possible.

A careful assessment of an organisation's needs and different cloud service provider's controls is required, enabling concerns to be addressed and the correct path to the cloud is selected.

As a trusted advisor PwC provides the framework, and the wealth of private and public sector experience, to consider the combination of Business, customer experience and Technology activities outlined above. There is no single answer that covers each and every client organisation; we tailor our frameworks to client circumstances to support them:

- As a partner through the complete lifecycle of strategy through to execution
- With point business issues encountered during implementation or running the business.

Supply Chain Control Tower Services

This section describes in more detail the service features and benefits included within this service definition document.

Supply Chain Control Tower Services

A Control Tower is an integrated hub with the right organisation, processes and technologies to enable a company to capture and use cross-functional data to provide end-to-end visibility and control of its supply chain all the way from planning to execution.

Supply Chain Control Tower Features

- Advanced reports and dashboards with prioritise functionalities and multi-angle views
- Provide visibility on drivers/deviations by product, geography, flows, etc
- Predictive analytics to anticipate issues
- Drive collaboration across functions, locations, and partners
- Predict potential risks and failure modes before they occur
- Conduct rapid, dynamic what if scenario analysis and simulation
- Segmentation and modelling to define segments and tailor design
- Use insights to connect the business – engineering integrated value chain
- Identify root-causes, relationships and sources
- Launch actions and initiatives to address root causes.

Supply Chain Control Tower Benefits

- Revenue: Increased service levels and improved product mix
- Cost: Reduced operating costs and lower expediting costs
- Working capital: Reduced raw materials and finished goods inventory
- Asset Utilisation: Improved equipment utilization and lower overhead absorption
- Risk management: Mitigate supply risk
- Risk management: Improve compliance to trade and security regulations
- Gain a 360° view on your supply chain ecosystem
- Turn insights into actions and increase transparency
- Empower your planners with actionable information
- Enrich existing solutions with advanced analytics and visualisation.

Our view on the service features and benefits in this service definition document are presented below.

1. What is Control Tower?

Control Tower is a set of capabilities e.g. supply chain skills and processes supported by advanced technology, that enables proactive decision-making based on real-time information and analytics. Smart Control Towers provide the foundation upon which other digital/smart capabilities can be connected in. A Control Tower is NOT just a system or a technological platform, and it's NOT limited to logistics and transportation.

2. Common delivery issues

Clients who adopt Control Tower are typically delivering complex change or infrastructure programmes, and have previously experienced several common issues:

- Business/country silos and disintegrated approach to supply chain management
- Inability to view end-to-end data and make quick supply chain decisions
- Inability to leverage predictive analytics before a non-compliance event is triggered
- High operational and OH costs due to duplicative functions
- Low metrics for OTIF, Inventory Turns and On-hand availability
- Decentralised and manual transactions, and focus more resources on low value adds.

3. How does Control Tower work?

A robust Control Tower usually includes functions spanning from Planning, to Logistics, and all the way to Customer Service. The processes performed in a Control Tower are iterative and feed from/into many external functions and processes.

Planning

- Runs Statistical Forecast Models
- Aggregates and creates consolidated forecast
- Receives market and customer signals and updates forecast
- Provides update to the Business in case a signal has triggered a forecast change

- Creates/Updates supply plans to match demand
- Perform capacity planning
- Create production plans
- Develop MRPs
- Work w/ mills to adjust schedules

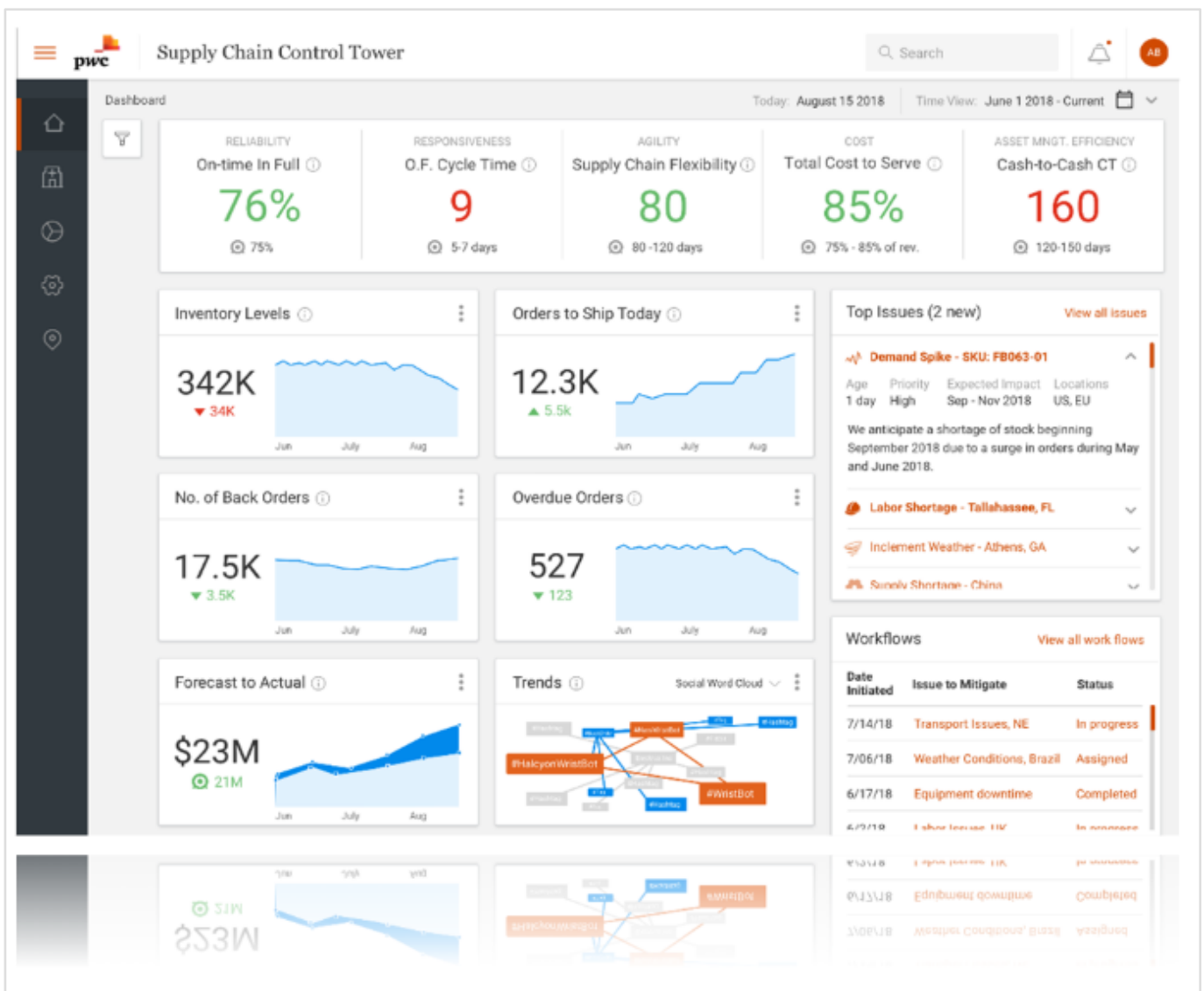
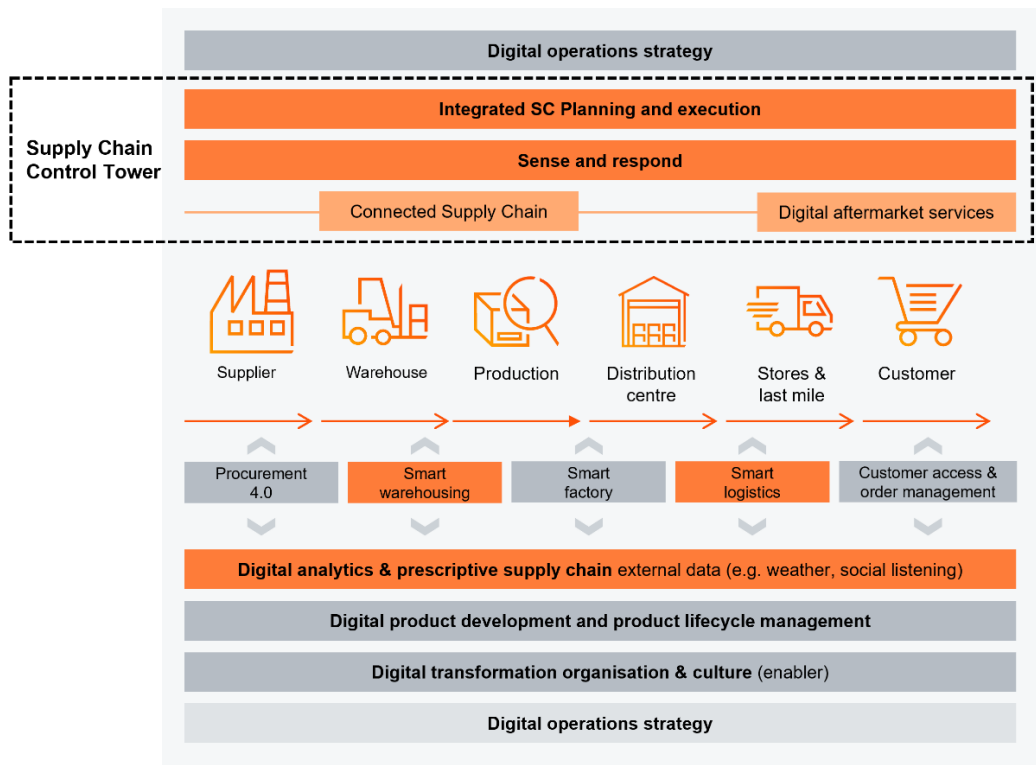
Logistics

- Controls Inventory and works with planning team to ensure OH availability
- Coordinates all inbound and outbound shipments with 3PLs and/or ground teams
- Manages vendors and monitors SLAs and KPIs
- Coordinates receiving and pick/ship with warehouses and DCs
- Decide on best consolidation and routing options
- Manages exceptions.

Customer Service

- Receives order requests from customers (phone/online/EDI)
- Reviews inventory availability
- Inputs order into the system (if not automated) and connects with logistics on routing and SL
- Performs customer service support
- Manages exceptions and complaints
- Provides feedback on customer satisfaction.

Smart Control Towers provide the foundation upon which other digital/smart capabilities can be connected in.



4. How Control Tower helps

Control Tower adoption allows us to support to move to a delivery organisation that proactively manages:

Revenue

- Increased service levels and improved product mix
- Proactive demand sensing and rapid response
- Inventory allocation and optimisation
- Integrated planning.

Cost

- Reduced operating costs and lower expediting costs
- Disruption mitigation
- Transportation optimisation
- Integrated ecosystem planning and execution.

Working Capital

- Reduced raw materials inventory and lower finished goods inventory
- Dynamic real-time inventory management
- Disruption mitigation
- Customer and supplier visibility and collaboration.

Asset Utilisation

- Improved equipment utilization and lower overhead absorption
- Real-time production planning and scenario analysis
- Supply chain planning and execution
- Predictive maintenance.

Risk Management

- Mitigate supply risk and improve compliance to trade and security regulations
- Proactive management of reputational risk
- Proactive management of compliance responsibilities..



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