

Recent Case Studies

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SUPPLY CHAIN PLANNING

Case Study – Design, Development and Implementation of a Integrated Supply, Demand & S&OP Planning programme

Pop Player programme Gains Global Market

Business Background

1. Our client faced a very challenging scenario of continuous low performance at their end-to-end Supply Chain Planning function.
2. That was considerably impacting their reputation in the market for having a consistent poor service track record.
3. The typical response of our client' team was to compensate the poor service performance by increasing their inventory levels, incurring in much higher costs, high obsolesces, low speed to the market for launching new products, among others.
4. The bullwhip effect was very considerable and our client's team of over 30 planners were operating in a constant ' fire fighting' mode.
5. The overall moral and reputation of the Supply Chain Planning department was very low, resulting in a considerable turnover at all levels (Director, Manager, Coordinators, Analysts, etc)
6. Systems were considerable under utilized incurring in extra hours, poor accuracy, low response timings, etc.

How Spin Consulting Professionals Helped

1. Spin developed and deployed a end-to-end programme over the course of 1.5 years to significantly raise the bar and raise the ceiling of the entire SC Planning function.
2. The programme was structured in 3 Waves of Implementation, and around significant improvements in Processes, Systems and Organization.
3. Each Wave of Implementation delivered the necessary improvements via 10 key Workstreams, such as Inventory Modelling, Routine Management, Supplier Integration, Total Cost of Ownership, Medium and Long Term Capacity Planning, Supply and Demand Review, Integrated Business Waste, among others
4. Systems were considerable upgraded in terms of 1) reflecting the new implemented processes, 2) the utilization of systems was significantly leveraged automate the day-to-day activities, 3) integration among the various systems, 4) hands-on training sessions to disseminate the knowledge
5. The Organization was considerable redesigned, including: 1) a new streamlined Org Chart with the right resources at the right roles, 2) new Roles and Responsibilities defined, 3) and End to End orientation to speed up the entire Supply Chain, 4) Upgraded Skills and Knowledge via Customized training sessions, 5) A new High Performance Culture, 6) A new Business Partner mentality, 7) new On-Boarding and Career Paths in place

Achievements

1. Inventory Reduction of 50%
2. Service Level Improvement of 40%
3. Obsolescence reduction / write-off reduction of 65%
4. Indirect / Overheads reduction up to 25%

Case Study – Integrated Supply Chain Planning Programme

Leading multinational organization in the Chemical & Petrochemical Industry with presence in over 50 countries.

Business Background

1. The client has appointed a new leadership team in charge of the end-to-end supply chain (from customers to suppliers).
2. Service, Cash and Cost Management were defined as the new high priorities in the business agenda.
3. The integrated supply chain planning needed significant upgrading in terms of Processes, Systems and Organization.
4. Clients growth ambitions relied on substantial portfolio extension, including importation of new portfolio from Low Cost Countries.

How Spin Consulting Professionals Helped

1. **All Supply Chain Planning Processes were revisited, redefined & significantly upgraded, including:**
 1. Sales & Operations Planning
 2. Inventory Modeling (Finished Goods, Work in Progress and Materials)
 3. Demand Planning (baseline, events & new product launch)
 4. Supply Planning (MPS, Line Scheduling, MRP, Call-Off)
 5. Innovation Management
2. **The S/Chain Planning system (SAP platform) was upgraded based on the new defined processes (as detailed above)**
3. **The Organization has been revamped based on:**
 1. New organization chart defined (right-sizing + house-keeping)
 2. New Resources recruited -> 5+ (internal & external)
 3. Basic, Intermediate and Advanced Training for all 25+ team members
 4. New target setting + new meritocratic culture implemented
 5. Career Planning & Succession defined
4. **The new Head of Integrated Supply Chain Planning, who didn't have any S/Chain background, was coached and mentored throughout the**

Achievements

1. **Key Performance Indicators:**
 1. 50% Customer Service Improvement (measured in Case-Fill basis)
 2. 20% Inventory Reduction over the first 6 months; additional 20% reduction identified to be implemented over the following 6 months
 3. 20% Obsolescence Improvement
2. **The Supply Chain Planning department became the central point of leadership for the Company's Integrated Supply Chain which included Manufacturing, Engineering, Logistics and Procurement**
3. **The S/Chain Planning team recovered its morale and credibility and progressively became the 'place to be' for resources development and career progression**
4. **The New Product Launch process was redesigned & helped the Company to deliver its substantial growth ambitions through new product categories internally manufactured and externally imported portfolios from Low Cost Countries**

Case Study – Integrated Supply Chain Planning Programme

Leading international manufacturer and direct selling company in beauty, household, and personal care categories

Business Background

1. Our client faced a very challenging scenario of continuous low performance at their end-to-end Supply Chain Planning function.
2. That was considerably impacting their reputation in the market for having a consistent poor service track record.
3. The typical response of our client's team was to compensate the poor service performance by increasing their inventory levels, incurring in much higher costs, high obsolesces, low speed to the market for launching new products, among others.
4. The bullwhip effect was very considerable and our client's team of over 100 planners were operating in a constant 'fire fighting' mode.
5. The overall moral and reputation of the Supply Chain Planning department was very low, resulting in a considerable turnover at all levels (Director, Manager, Coordinators, Analysts, etc)
6. Systems were considerable under utilized incurring in extra hours, poor accuracy, low response timings, etc.

How Spin Consulting Professionals Helped

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5. The Organization was considerable redesigned, including: 1) a new streamlined Org Chart with the right resources at the right roles, 2) new Roles and Responsibilities defined, 3) and End to End orientation to speed up the entire Supply Chain, 4) Upgraded Skills and Knowledge via Customized training sessions, 5) A new High Performance Culture, 6) A new Business Partner mentality, 7) new On-Boarding and Career Paths in place

Achievements

1. Inventory Reduction of 40%
2. Service Level Improvement of 30%
3. Obsolescence reduction / write-off reduction of 50%
4. Indirect / Overheads reduction up to 35%

Case Study – Integrated Supply Chain Planning Harmonization Programme

Leading multinational organization in the FMCG Industry with presence in over 120 countries.

Business Background

1. The Client moved the Supply Chain Planning responsibilities from the Regional to the Countries organizations.
2. There was a significant lack of harmonization on the various Supply Chain Planning activities across the different Categories (10 in total) and Sub-processes (IM, DRP, DP, MPS, LS, CO, etc.)
3. This resulted into a very challenging scenario to compare & manage the performance across the different categories, countries and in the interfaces with other S/Chain processes (e.g. Manufacturing, Logistics, etc.). As a consequence, different areas of Supply Chain Planning were under optimized (e.g. Inventory Levels, Service, Obsolescence and Costs) and it was fundamental to fully exploit all possible opportunities.
4. In addition, there was a need to standardize the processes across the region as a way to effectively implement the new ERP / SAP IT platform

How Spin Consulting Professionals Helped

1. Defined and Deployed the new Supply Chain Planning model which included: Simplified and Harmonized Processes & Tools, Roles & Responsibilities, Processes & Parameters, KPI's / Reporting, Calendars, Language, Approaches, Ways of Working & Mind-Sets.
2. Assessment of the current maturity level & Definition of the Roadmap to achieve the expected maturity level – for each Category, Sub-Region and Country.
3. Facilitated over 20 workshops (over 60 days) to discuss, agree & monitor progress of the implementation plans.
4. This covered all the S/C Planning sub-processes (IM, DRP, DP, MPS, LS, CO, etc.)
5. The programme involved more than 400 planners across the region (at non-managers, managers and directors) levels and was recognized as a key enabler that allowed the delivery of the S/Chain & Business Results detailed below

Achievements

1. The Programme has been successfully delivered over 5 sub-regions, a total of 20 countries, in North and Latin America
2. The Integrated Supply Chain Planning Harmonization Programme delivered:
 - > Reduction of 10-15% in Inventory (6 days of cover)
 - > Supported Customer Service Improvements of 8%
 - > Reduced Obsolescence by 25%
3. The Programme also enabled the On-Time & In-Full Implementation of the new ERP / SAP platform across the region.

Case Study – Design, Development and Implementation of a Integrated Supply, Demand & S&OP planning programme

Top Player In The Toys Global Market

Business Background

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Achievements

1. Inventory Reduction of 30%
2. Service Level Improvement of 25%
3. Obsolescence reduction / write-off reduction of 35%
4. Indirect / Overheads reduction up to 20%

Case Study – Supply Chain Planning Transformation Programme

Leading Food Manufacturer with presence in over 50 countries

Business Background

1. Our client faced a very challenging scenario of continuous low performance at their end-to-end Supply Chain Planning function.
2. That was considerably impacting their reputation in the market for having a consistent poor service track record.
3. The typical response of our client's team was to compensate the poor service performance by increasing their inventory levels, incurring in much higher costs, high obsolesces, low speed to the market for launching new products, among others.
4. The bullwhip effect was very considerable and our client's team of over 80 planners were operating in a constant 'fire fighting' mode.
5. The overall moral and reputation of the Supply Chain Planning department was very low, resulting in a considerable turnover at all levels (Director, Manager, Coordinators, Analysts, etc)
6. Systems were considerable under utilized incurring in extra hours, poor accuracy, low response timings, etc.

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Achievements

1. Inventory Reduction of 30%
2. Service Level Improvement of 25%
3. Obsolescence reduction / write-off reduction of 60%
4. Indirect / Overheads reduction up to 25%

Case Study – Supply Chain Planning Turnaround

Leading multinational organization in the FMCG Industry with presence in more than 80 countries needing to immediately turnaround the local supply chain operations.

Business Background

1. Poor Customer Service levels, High Inventory Levels and Increasing Obsolescence throughout the different product categories of the local business.
2. Under developed Supply Planning and Demand Planning processes and underutilized IT Systems
3. More than 500 SKU's in the foods division which were manufactured in 4 factories and distributed to more than 9.000 customers via 10 DC's across the country.

How Spin Consulting Professionals Helped

1. Led the strategic design and operational execution of all supply chain planning related activities.
2. Design and implementation of an efficient S&OP process across the different product categories.
3. Implementation of different improvement projects: inventory modeling, statistical forecasting, innovation management, material replenishment, production planning, primary distribution deployment, long-term capability planning, among others.
4. Optimization of the regional sourcing process which has resulted in the discontinuation of one production facility and rationalization of the number of co-packers.

Achievements

1. Inventory reduction of 15%.
2. Customer service improvement of 8%.
3. Obsolescence reduction of more than 60%.
4. Re-shaping the team by both changing mindsets and bringing new recruits.
5. Run-strategies implemented in all factories
6. All innovations projects launched on-time and in-full
7. Portfolio of SKU's rationalized with reduction of more than 15%.

Case Study – Supply Chain Planning Workshop

Leading multinational organization in the FMCG Industry with presence in more than 80 countries needing to significantly upgrade the skills and competencies of the Supply Chain Planning professionals.

Business Background

1. FMCG organizations are becoming increasingly complex with even more demanding requirements for superior customer service, streamlined inventories, management of larger product portfolios and reduced time-to-the-market.
2. Responsibilities are now typically split between teams organized in local, regional and global organizations and close coordination across different functions and cultures are now instrumental.
3. Supply Networks are constantly changing and being upgraded and the end-to-end understanding of the implications of these changes is fundamental for Supply Chain Planners to deliver superior results.

How Spin Consulting Professionals Helped

1. Designed an end-to-end Supply Chain Planning course structured across 3 main pillars: 1) Theory and Concepts (including practical examples & mini case-studies), 2) Interpersonal Skills and 3) Business Game Simulation.
2. The core curriculum included Integrated Supply Chain Planning, Supply & Demand Planning, S&OP, Complexity Management, Run Strategies and New Product Launch.
3. A Simulation Game has been developed in full alignment with the course curriculum to allow participants to experience 'learning-by-doing'.
4. Embedded the existing key SC Planning initiatives of the client to leverage applied learning.
5. Piloted and Deployed the course in several countries, in the local

Achievements

1. Design of the Supply Chain Planning Workshop, with a unique design and structure, composed of 3 pillars:
 - Comprehensive technical theory & concepts, encompassing all relevant areas of Supply Chain Planning
 - Interpersonal Skills sessions (based on the Myers Brigg methodology)
 - Practical experience through business simulation games (developed in partnership with Cranfield University - UK)
2. Delivery of workshop with outstanding evaluation, going beyond the key objectives of technical capabilities development in planning modern efficient & agile supply chains, in-depth understanding and application of key aspects of supply chain planning and interpersonal skills enhancement for good communication & collaboration between parties involved in the supply chain.
3. The teams have developed a broader view and understanding of Supply Chain function in the business, opening new horizons for their career and re-invigorating the passion and energy for self-development and delivery of extraordinary results.

Case Study – Sales and Operations Planning Programme

Leading Chemical and Pharmaceutical multinational which primary areas of business include human and veterinary pharmaceuticals, consumer healthcare products, agricultural chemicals and

Business Background

1. The biotechnology division of our client was a new business unit of around USD 200 million of annual turnover.
2. The growth plan over the next 5 years was extremely aggressive, aiming to reach USD 1 billion of annual turnover.
3. That was planned to happen via organization growth and intensive M&A (merger and acquisitions) activities.
4. The standard Sales and Operations Planning developed by the 'corporate team' at our client's head-office didn't fit to the business reality, among others, because:
 1. The biotechnology was a completely different business in terms of product categories, seasonality, lead-times, uncertainties, etc
 2. The growth pace was extremely accelerated
 3. The business culture at the specific geography in place was very different from the 'head-office' ways of working

How Spin Consulting Professionals Helped

1. Spin was invited to support the development and implementation of a new 'fit for purpose' Sales and Operations Planning programme.
2. Spin worked between the 'corporate team' and the biotechnology teams to understand what would be possible to be harmonized versus what needed to be customized.
3. Spin defined and implemented the new S&OP process across the biotechnology business in various countries of the region.
4. As part of the change management programme, we applied a customized business game solution, as part of a wider education programme, in order to allow the various professionals of the business (over 100) to experience in a safe environment, what are the key principles of S&OP, the key benefits, the expected behaviors, the trade-offs in question, etc.
5. Spin coached selected business leaders from sales, marketing, technology development, supply chain, finance, etc in terms of playing their optimum role as part of the new S&OP process, with a view of maximizing their top and bottom line contribution to the business, in the short, medium and long-term

Achievements

1. A new 'fit for purpose' Sales and Operations planning was designed, piloted, implemented and deployed across the new business unit.
2. The new S&OP process allowed our client's business to cope with accelerated growth rate in an ordered and optimized manner, delivering the necessary top and bottom line results, at the short, medium and long-term.
3. The new S&OP process brought a new optimized ways of working in the entire business, who began to operate in a much more integrated way, taking into consideration, in a holistic manner, the various key variables of the business such as: market share, growth ratio, profitability, pricing, promotional activity, inventory pre-building, among others.
4. The SOP process served as a frame to quickly and effectively integrate the new acquisitions and support the start-up of the new business units in terms of new product categories or new markets / geographies.

Case Study – Sales and Operations Implementation (S&OP)

Leading multinational organization in the Chemical & Petrochemical Industry with presence in over 50 countries.

Business Background

1. The client operated in well consolidated silos (including different silos within Sales, Marketing and Supply Chain).
2. The client's business was formed by 3 different segments (consumer goods, government and farmers) and each of these segments had completely different dynamics and 3 different brands (each brand was positioned different at each segment).
3. Inventory was much higher than expected and Customer Service was much lower than necessary (due to the the wrong inventory being procured); Consequently, obsolescence levels were considerable elevated.
4. Top and Bottom-Line Growth was being affected by the misalignment of the different functional team and the key competitors was re-gaining market share.
5. The launch of new products (a key driver of the business growth – approx. 70% of growth was planned to come from product innovation) was poorly managed with late and uncertain launch dates, over or under-stock and slow reaction timeframes.

How Spin Consulting Professionals Helped

1. Spin Consulting was invited by the Supply Chain and the Sales Vice Presidents to implement a phased and comprehensive S&OP Programme.
2. The new S&OP process was designed, presented and validated with the key sponsors (including the client's CEO) and the key stakeholders from various different functional areas (e.g. Sales, Marketing, SC, Finance, R&D, etc).
3. Pilots were successfully conducted in different segments and brands in the first quarters of the programme and a detailed roll-out plan was agreed for the upcoming 3 next quarters.
4. A new central team was formed being composed by a Manager and 3 senior analysts (Spin helped in the selection, on-boarding , technical training and on-going coaching of all candidates).
5. Incentives were aligned within the various stakeholders of the process (including sales growth, market share, top and bottom line results, service + inventory + obsolescence levels, etc)
6. A comprehensive set of KPI's was defined by a multifunctional team and measured/communicated on a constant basis to all the involved stakeholders.

Achievements

1. A new robust and respected S&OP process was implemented and recognized by the client's board as a key contributor to the consistent top and bottom-line client's growth (double digit on a yearly basis).
2. The new S&OP Process was crucial to integrate all functional area towards unique company-wise goals; the S&OP Process was recognized as a privileged forum where talents could participate and develop themselves.
3. Supply Chain Key Performance Indicators were significantly improved: Inventory Levels were reduced by 18%, Service Levels increased by 30% and Obsolescence Levels were decreased by 70%.
4. A Medium & Long-Term Capacity Planning Programme was launched as an extension of the S&OP Programme and allowed the client to plan the extended S/Chain (factories, DC's, Suppliers, etc) on a detailed & constant basis – this process has been awarded as a best-in-class initiative in the global client's supply chain forum.

Confidential

Case Study – Supply Chain Planning Transformation Programme

Leading Infant Food Manufacturer with presence in over 50 countries

Business Background

1. The client was facing significant challenges in one of its local markets due to increasing competition not only from its 2 key global competitors but also from local manufacturers
2. Growth ambitions were not fully being met due to poorer than expected service levels, higher than expected costs and significant requirements of capital employed (especially factory assets and inventory)
3. Inventories Levels (raw, pack, finished products, work-in-progress and transit) were much higher than expected resulting in a considerable risk of write-off / obsolescence; The utilization of its manufacturing assets were well below than the industry standards; Service Levels were considerable lower than expected mainly due to inefficiencies in production / materials planning and international sourcing

How Spin Consulting Professionals Helped

1. Spin was invited to assess the end-to-end Supply Chain Planning process (from customer to suppliers), present the opportunities, defined a 3 waved roadmap to regain the expected performance and detail implementation plans
2. Spin assessed the existing processes, systems and organization within the extended S/Chain Planning, identifying tangible & actionable improvements opportunities in the following areas: 1) S&OP, 2) Inventory Models, 3) Demand Planning, 4) Supply Planning (Production & Materials, 5) Distribution Planning, 6) International Sourcing;
3. For each of these processes, Spin defined and formalized the new Level 1, 2 and 3 processes and implemented them through a focused coaching of SC Planning leader and training/development of the extended SC Planning team; Spin also ensure that the key stakeholders of the other SC areas (e.g. Procurement, Quality, Manufacturing, Logistics, Finance, etc) were aligned to the new ways of working
4. Spin developed statistic inventory models for Finished Goods (over 100 SKUs), Work-in-Progress / Transit and Raw & Pack Materials (over 150 SKUs), calculating for each SKU new levels of Safety, Cycle, Transit and Strategic Inventories
5. Spin developed a new Run Strategy for the client's key manufacturing site, defining an new optimized manner of running the production lines (this de-off

Achievements

1. Over 40% of Inventory Reduction opportunities were identified and progressively implemented
2. Service levels and reliability were significantly improved due to: a) the right-sizing of the inventories, b) the new strategy of running its key manufacturing sites, c) the optimized importation processes of some of its key SKUs, 4) an end-to-end detailed visibility of the integrated supply chain provided to SC Planners and the extended SC leadership team
3. Manufacturing costs were optimised due to the new Run Strategy which avoided some expensive change-overs (wet cleaning); Logistics costs were significantly reduced due to lower inventory levels which benefit Primary / Secondary Warehousing Costs; Procurement Costs were¹² improved due to a longer-term view of the requirements, an new integrative approach with suppliers and an emerging SRM strategy

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Case Study – Supply Chain Planning Turn-Around Programme

Leading Multinational Manufacturer of Beauty, Household and Personal Care categories

Business Background

1. Poor Customer Service levels, High Inventory Levels and Increasing Obsolescence throughout the different product categories of the local business
2. Overall, Supply Chain Planning was seen as a not credible and reliable function in the business, resulting in a very demoralized team working in a considerably under-optimized manner ('fire-fighting')
3. Under developed Supply Planning and Demand Planning processes and underutilized IT Systems
4. More than 3000 SKU's in different product categories which were manufactured in 1 factory + a network of over 40 manufacturers, and distributed to more than 1.000.000 customers via 3 DC's across the country

How Spin Consulting Professionals Helped

1. Defined and Deployed the new Supply Chain Planning model which included: Simplified and Harmonized Processes & Tools, Roles & Responsibilities, Processes & Parameters, KPI's / Reporting, Calendars, Language, Approaches, Ways of Working & Mind-Sets.
2. Implementation of different improvement projects: inventory modeling, statistical forecasting, innovation management, material replenishment, production planning, primary distribution deployment, long-term capability planning, among others.
3. Assessment of the current maturity level & Definition of the Roadmap to achieve the expected maturity level – for each Category, Sub-Region and Country.
4. Facilitated various workshops to discuss, agree & monitor progress of the implementation plans.
5. This covered all the S/C Planning sub-processes (IM, DRP, DP, MPS, LS, CO, etc.)
6. The programme involved nearly 100 planners across the business, at (non-

Achievements

1. Inventory reduction of over 20%.
2. Customer service improvement of 6%.
3. Obsolescence reduction of more than 40%.
4. Re-shaping the team by both changing mindsets and bringing new recruits.
5. Run-strategies implemented in its key factory
6. All innovations projects launched on-time and in-full
7. The Programme also enabled the On-Time & In-Full Implementation of the new ERP / SAP platform across the region.

SC Planning Run Strategy

Top 5 global Pet Food Manufacturer

Business Background

1. Our client had 1 factory in a key country producing volumes to the entire region
2. Due to the change in strategy, the client decided to exit of of the less profitable category (which represented 40% of the business in volume) to focus in a more profitable category
3. That created a significant volume decrease in the factory, which in turn, significantly increased Factory Costs as % of Turnover
4. In light of the new business context (reduced volumes + changing mix), the client approach Spin to develop a fact based, comprehensive, mathematical model, to identify and implement opportunities of
 1. Reduce/Optimize Costs
 2. Reduce/Optimize Inventories Levels (Finished Goods and Raw/Pack materials)
 3. Improve Service Levels

How Spin Consulting Professionals Helped

1. Spin utilized its experience in previous projects to rapidly collect data and build a Demand Driven, Supply Chain, Run Strategy model
2. The objective of the model was to optimize the Demand and Supply Planning strategies in such a way to identify opportunities to reduce costs, reduce inventory and improve service
3. Spin worked closed with the client in data collection, model building, simulation and training in such a way that Spin would not only build the model and identify the opportunities, but also develop the client's team to be able to run such studies in-house in the future
4. Various scenarios were simulated, always looking at operational, tactical and strategic factors, and translating the operational variables (e.g. volumes, etc) into financials (Turnover, Cost, Inventory, Profit Margin, etc)
5. A short list of scenarios were presented to the Supply Chain and Manufacturing board of the client and the final recommended scenarios was presented to the management board of the business to gain the final sign-off for implementation
6. Spin supported the client in the implementation of the new Run Strategy, including: project management, change management, phasing, etc

Achievements

1. **Significant tangible benefits were identified through the new Run Strategy:**
 1. 40% Inventory Reduction (Finished Goods + Raw/Pack Materials)
 2. 5pp Service Improvement
 3. 20% Cost Reduction (considering Manufacturing Costs + Logistics Costs = Warehousing + Inventory Carrying Costs)
2. **Further intangible benefits were implemented such as plan/calendar stability, new dedicated windows for factory maintenance/trainings, closer alignment between manufacturing and supply chain teams, increased flexibility and responsiveness (especially at month ends)**

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End to End Supply Chain Planning – Training Programme

Top 3 global Toy Manufacturer

Business Background

1. Our client invited Spin to upgrade their technical and leadership skills of their extended European Supply Chain Planning organization
2. The training (or development programme as we prefer to call) involved over 30 SC Planners professionals in the region, from Directors to Analysts, based in over 10 countries in the region
3. The key objectives of the programme, agreed with our client's leadership team, were:
 1. Provide New SC Planning Knowledge
 2. Harmonize Concepts, Terminology, etc
 3. Links among Theory, our client's reality and External Best Practices
 4. The role of a Planner (technical skills, soft skills, leadership, business operator)

How Spin Consulting Professionals Helped

1. **Spin developed a fit for purpose training programme, based on 3 key pillars:**
 1. Theoretical / academic frameworks
 2. Our client reality
 3. External best practices
2. **The programme included key SC Planning areas such as:**
 1. Overview of End to End Planning
 2. Demand Planning and Forecasting
 3. Inventory Management and Modelling
 4. Supply Planning: Capacity Planning, DRP, MRP, Resource Management
 5. S&OP
 6. Complexity Management and Portfolio Segmentation
3. **Each subject has been tackled with pre-work tasks (preparation), a residential session and a post work session (how to apply the learnings back at work)**
4. **The programme has been delivered over 10 sessions (including kick-off and closing sessions), over 3.5 months, with nearly 40 hours of learning sessions**

Achievements

1. As in any training / development programme delivered by Spin, we don't see it as a stand-alone training session; instead, it became one of the key pillars for the transformation of our client's SC Planning Transformation within EMEA – part of the Organization macro pillar
2. The course has counted with high presence and participation of participants and an overall evaluation ratio of 4.8 (out of a maximum 5.0 possible)
3. The programme enabled the extended team to apply the new concepts in a very hands-on approach back at work as part of improvement projects; and enabled the leaders to leverage of their own teams strengths as part of the new organizational model

End to End Supply Chain Planning – Inventory Reduction Programme

Brazilian top 5 Drug Manufacturer

Business Background

1. Our client, one of top 5 biggest laboratories in Brazil, were facing significant increase at their inventory levels
2. That created a strong need for constant extra cash injection in the business; and still the sales/marketing organizations were facing with declining service levels and high obsolescence.
3. Our client's CFO invited Spin to run a quick assessment and working together with the Supply Chain leaders, to develop a roadmap to improve the overall SC metrics (especially inventory, service, cost and obsolesce)
4. This constant need for extra cash injection was preventing our client's ability to participate in the intense M&A consolidation activities going on in the market at the time

How Spin Consulting Professionals Helped

1. Spin led a fact based, end to end assessment of our client's Supply Chain (from customers, channels, logistics, manufacturing and suppliers)
2. Spin mapped the entire supply chain in terms of Processes, Systems and Organization, and devised a Roadmap to improve each respective area of the Supply Chain in 3 Waves of Implementaiton
3. The programme had the sponsorship of our client's CEO (one of the wealthy business man in Brazil) and the shared leadership of the CFO and CSCO
4. Spin translated the opportunities identified into financial benefits in terms of Inventory Reduction (cash release), cost reductions (especially in logistics , obsolescence and manufacturing) and service improvement
5. A clear implementation roadmap has been presented to the company board, gained sign-off and support for implementation, and define roles and responsibilities for its entire implementation

Achievements

1. Over 40% inventory reduction considering Finished Goods, Raw and Pack materials and work in progress
2. (whilst) delivering 18% pp improvements in service levels
3. (whilst) cutting obsolescence / business waste by 75% (direct cost savings to the business)
4. Creating a new high performance S/Chain culture to drive continuous improvement over team through a new SC organization, a holistic business scorecard, new upgraded processes and enhanced used of their systems.

Case Study – Planning Transformation Programme (PtP)

Food Frozen Manufacturer – Market Leader in Europe

Business Background

1. Our client grew aggressively over the last 5 years organically and through various sizeable acquisitions
2. Their network encompasses 20 manufacturing sites and over 50 DCs serving over 20 markets in Europe
3. The Integration of acquisitions was typically driven through system implementation with a limited focus on processes harmonization & upgrading and organization design
4. Specifically in Supply Chain Planning, local optimizations were driven as part of the integrations, however very much Cost Driven (manufacturing and logistics focused) with less intense focus in the E2E SC Optimisation (i.e. Service, Cash, Cost, Business Waste, Speed to the Market, etc)
5. That resulted in the business to operate with higher than ideal inventory levels at FG/MAT/NPI when compared to market standards, sub-optimum SC Costs (typically optimization of each SC processes took place rather than looking at Cost Optimisation from an E2E perspective) and Considerable Business Waste (in Manufacturing, Planning, Logistics)

How Spin Consulting Professionals Helped

1. Spin has been invited to support the client in their SC Planning Transformation which encompasses IBP/S&OP, Supply Planning (MPS/DPS/LS/MRP), Innovation & Promo Management, Obsolescence Optimization, Complexity Management (FG's and MAT's). Etc
2. For each workstream, we drove improvements into 3 key dimensions (Processes, Systems and Organization)
3. PtP is a very hands-on programme that we worked bottom—up with planners from all sites developing new tools (e.g. Inventory Models, Run Strategies, Capacity Management, etc) and implementation through a 3-Waves approach. In other works, our approach is not only telling what to do but rather doing with the client team so the changes and improvements can be inputted into their systems and generate tangible (\$\$\$) benefits to the business
4. On the Organisation workstream, we trained over 100 planners (formally through focused workshops but perhaps more importantly through daily interactions whilst implementation the various workstreams as detailed above)
5. the programme has been rolled-out in the top 10 manufacturing sites of the client representing over 75% of the turnover. The programme in each site has been structured into 3 Implementation Waves, each of them taking 3-4 months, fully supported by the Spin team

Achievements

1. Significant cash release to the business (over 50mm in less than 1 year – approx. 12%) and further 50mm mapped and being implemented during year 2 – also supported by the Spin team
2. Significant service level improvement – resulted in the best ever service level of the business recognized by the business C-Level. This, among other, in unprecedented times involving a pandemic and a war in Ukraine/Russia (both countries being important sources of some of our clients key commodities)
3. Significant reduction of business waste (Finished Goods and Materials) through higher visibility, better planning, different SC Planning models by category, crop planning optimization, innovation & promo packing, a new culture of ownership and accountability – among others

Case Study – MRO Inventory Optimisation Programme

Pulp / Cellulose Manufacturer – Top 5 Market Players

Business Background

1. Our client is one of the major pulp manufacturers worldwide, manufacturing pulp in 6 manufacturing sites around the world
2. Its strategy is verticalization, ie, intensively investing in assets to manage the business from the field to the customer.
3. This resulted in Capital Intensive investments (Capex) in Trees Production, Transportation, Processing, Pulp Manufacturing, Outbound Logistics (including operations in few Ports), etc
4. The nature of the Pulp production value chain is based in large assets/machinery varying from very small / market standard parts to huge made-to-purpose parts – encompassing, group-wide, in over 200k items
5. The client strategy was to keep everything possible in-house in their own manufacturing & distribution sites, which resulted in significant capital investments (over 300mm USD) and significant operation costs related to their Inbound Warehouses Management.
6. In addition, obsolescence also became an important issue given the low turnover of the parts vs their respective shelf lives -

How Spin Consulting Professionals Helped

1. Spin was supporting the client in a procurement-wide programme for 18 months which drove significant costs savings out of the business (over 8% gross savings) and has been asked to support the MRO Inventory Optimisation programme
2. We generated very detailed analytics to provide full visibility of the MRO inventory, including a. acquisition and Total Cost of Ownership), b. its value chain, c. a matrix mapping the importance of each part, among others
3. Based on the analysis, we developed strategies, working very closely with the MRO and Procurement teams, to define different strategies for each cluster of MRO. For each site, for each category, for each supply, we defined and implemented a different replenishment model which included in-house kept, near shore, medium shore, longshore, consignment, make to order, etc
4. In parallel, service-level agreements have been put in place with each key supplier to ensure the delivery of the lead times agreed in the contracts. This included, for the critical suppliers/parts, establishing penalties in case of delays (as it is extremely costly to keep a pulp production line stopped)
5. The programme has been piloted/implemented in the clients' 2 main sites over a 12 months time programme fully supported by Spin; and thereafter further deployed across other locations driven by an internally assembled MRO Inventory Optimisation Programme team

Achievements

1. Significant reduction of the MRO Inventory cash need in the 2 pilot sites (over 45mm USD inventory reduction)
2. In addition, that resulted in lower Warehousing costs (OPEX) which delivered an extra 1.5mm USD on a yearly basis.
3. Overall improvement of service, speed and reliability – driven by full visibility, SLAs, clear roles and responsibilities, etc
4. Obsolescence reduction – in the first wave of implementation, 13% of the parts sitting in the client's inventory were no longer fit for usage 18 (dragging unnecessary cash and more importantly presenting significant risks of stoppages to their production lines)

Case Study – End to End Supply Chain Planning Training Programme

Food Frozen Manufacturer – Market Leader in Europe

Business Background

1. **FMCG organizations are becoming increasingly complex with even more demanding requirements for superior customer service, streamlined inventories, management of larger product portfolios and reduced time-to-the-market.**
2. **Responsibilities are now typically split between teams organized in local, regional and global organizations and close coordination across different functions and cultures are now instrumental.**
3. **Supply Networks are constantly changing and being upgraded and the end-to-end understanding of the implications of these changes is fundamental for Supply Chain Planners to deliver superior results.**

How Spin Consulting Professionals Helped

1. **Designed an end-to-end Supply Chain Planning course structured across 3 main pillars: 1) Theory and Concepts (including practical examples & mini case-studies), 2) Interpersonal Skills and 3) Business Game Simulation.**
2. **The core curriculum included Integrated Supply Chain Planning, Supply & Demand Planning, S&OP, Complexity Management, Run Strategies and New Product Launch.**
3. **A Simulation Game has been developed in full alignment with the course curriculum to allow participants to experience 'learning-by-doing'.**
4. **Embedded the existing key SC Planning initiatives of the client to leverage applied learning.**
5. **Piloted and Deployed the course in several countries, in the local languages, in close cooperation with the client teams.**

Achievements

1. **Design of the Supply Chain Planning Workshop, with a unique design and structure, composed of 3 pillars:**
 - **Comprehensive technical theory & concepts, encompassing all relevant areas of Supply Chain Planning**
 - **Interpersonal Skills sessions (based on the Myers Brigg methodology)**
 - **Practical experience through business simulation games (developed in partnership with Cranfield University - UK)**
2. **Delivery of workshop with outstanding evaluation, going beyond the key objectives of technical capabilities development in planning modern efficient & agile supply chains, in-depth understanding and application of key aspects of supply chain planning and interpersonal skills enhancement for good communication & collaboration between parties involved in the supply chain.**
3. **The teams have developed a broader view and understanding of Supply Chain function in the business, opening new horizons for their career and re-invigorating the passion and energy for self-development and delivery of extraordinary results.**

Case Study – Sales and Operations Planning Development and Implementation

Global multinational market leader in the Seeds Manufacturing

Business Background

1. Our client was facing significant service disruptions in its business driven by aggressive demand growth but with sub-optimum production/availability ramp-up.
2. This was significantly impacting its business results not only in the short-term (annual cycles) but also in the medium/long run giving that the seeds manufacturing business in one that demands an elevated level of reliability and consequent loyalty from manufacturers
3. The key root cause for the crisis being faced by the client was the lack of a comprehensive Sales and Operations Planning inter-connecting the various parts of the organization (Supply Chain, Sales, Marketing, Finance, Quality, R&D, etc) and the Regional and Global teams (which were responsible for important elements of the local business unit)
4. The sub-optimum planning led the business into poor results in terms of Customer Service/Growth, Profitability, Write-offs and Quality. In other words, both Top and Bottom-Line were being significantly impacted in the short, medium and long-term – in one of the key business units worldwide (which represented over the 40% of the global multinational turnover)

How Spin Consulting Professionals Helped

1. Spin has been invited to develop and implemented a fast-tracked, comprehensive S&OP programme to address the urgent short-term issues whilst building the medium-long term sustainability and robustness of the S&OP process.
2. Spin's team rapidly conducted a detailed fact based assessment engaging over 60 key leaders within the business, presented its findings, developed a roadmap for a new S&OP Implementation into 3 Waves of Implementation
3. This Roadmap has been extensively discussed, enhanced and finally signed off by the entire local, regional and global community in a very collaborative basis.
4. The roadmap consisted of over 50 workstreams structured Processes, Systems and Organization improvements, to be progressively implemented over a 3 Waved Implementation Programme, each Wave consisting of a 3-4 months window, led by Spin and co-led by specific leaders within our client.
5. A strong governance has been put in place with daily work sessions, weekly drumbeats and monthly steerco's to ensure the on-time and in-full implementation of each workstream part of the programme
6. Spin's team had also actively participated in the preparation and running of the weekly Tactical and Executive S&OP forums across all categories (Corn, Soy, Private Label and Licensing)

Achievements

1. A fast and reliable implementation of a robust S&OP process to drive the fact-based, structured decision-making process of the business, synchronizing Demand requirements from the various Geographies/Channels/Customers to our clients' Manufacturing capabilities (owned manufacturing sites, co-manufacturers, etc)
2. A business-wide transformation in terms of culture and ways of working, positioning S&OP as the central process for decision-making within the business – with clarity of roles and responsibilities, cadence, metrics to measure success (tangible and intangible), etc
3. Overall, through the Implementation of the new S&OP process, the business stabilized its bullwhip effect and synchronised the delivery of the demand requirements to its production capabilities – ultimately delivering the top and bottom line financial objectives

Case Study – Supply Chain Roadmap 5 Years Strategic Plan Development

Leading Pharmaceutical Manufacturer – going into a Spin-Off project of its Consumer Division

Business Background

1. Our client was one of the major multinational companies in the world playing into 3 main business units: Pharmaceuticals, Medical Devices and Consumer Goods
2. Based on a Strategic C-Level decision, the Consumer Goods division went through a comprehensive spin-off process that culminated with a new stock market-listed conglomerate turning over 12bi USD
3. As part of the Spin-off, a new fit for purpose, SC Planning strategy, needs to be developed, taking into account whatever was already planned as part of the original conglomerate, incorporating new best-in-class futuristic elements of SC Planning of the industry and identifying additional gaps resulting from the spin-off (ie capabilities that would be lost and hence needed to be replaced)
4. The remit of the project was global but the outcome of the roadmap should be fit for purpose to every different regional geographical division of the business, given the maturity levels of each region were at a different stage

How Spin Consulting Professionals Helped

1. Spin has been invited to develop the 5 Years Roadmap looking at the internal existing capabilities but significantly expanding externally looking at the best in class current and future practices in terms of Processes, Systems and Organization
2. Spin worked with over 50 internal subject matter experts from the various divisions, geographies and functional areas the understanding of the current capabilities and connection of the new required capabilities to deliver the business results
3. Extensive external benchmarking has been conducted encompassing over 50 different best-in-class SC top performers, universities, and leading-edge think tankers – of course added to the extensive knowledge of Spin's professionals
4. The 5 Years roadmap has been developed across the PSO (Processes, Systems and Organization) workstreams, customized by Regional requirements and phased out in years – connecting in an optimum way the progressive smooth implementation of the transformation that will ultimately culminate our client to become one of the top 25 best SC performers in the industry (one of their original objectives as part of the programme)

Achievements

1. On-time, in-full and on-budget delivery of the 5 Years Roadmap in a very tight timeline driven by the deadline of the overall business Spin-Off. The Roadmap has been signed off by the C-Level leaders of the new business entity
2. Ratification of their ambition of 100mm USD cash release through inventory optimization – conducted through a bottom-up approach demonstrating key levers in terms of FG, Materials, Co-Packers, Categories, Geographies, etc. – next to a prioritization matrix
3. A detailed implementation by year containing the 5 W's elements at a very granular level (1. Why to do, 2. What to do, 3. When, 4. Who, 5. How Much value is to be unlocked)

Case Study – Collaborative Planning, Forecasting and Replenishment Implementation

Leading Toy Manufacturer – Europe scope

Business Background

1. Our client is a leading toy manufacturer globally facing very aggressive growth in one of its key geographies in Europe
2. This business unit involved 4 countries with high purchasing power served through a mix of direct sales to a FEW key clients and 3 key large distributors
3. Our client was facing significant service disruption issues due to a lack of availability of the right product at the right place at the right timing.
4. Particularly in the toy industry, a very seasonal dynamic drives the need of superior planning especially around the 3 main seasons (Holidays, Children's Days and Christmas)
5. In addition to the loss sales, our client was facing significant issues of reputation in the marketplace, added to expensive contractual fines.
6. Overall, all the above was preventing our client to leverage the growth opportunity in the market and was being significantly impacted in its profitability; inventory obsolescence was also becoming a critical issue to be addressed given the fact that project not sold in the right season requires to be sold at significant discounted prices and/or be scrapped

How Spin Consulting Professionals Helped

1. Spin has been invited to support our client to develop and implement a roadmap to fix the short-term crisis whilst building the medium/long-term sustainability of the requirements of the improvement
2. Following a short focused assessment that involved key leaders of our clients and key individuals of their customers and distributors, Spin developed and progressively implemented a CPFR programme (Collaborative Planning, Forecasting and Replenishment) with each of the key customers and distributors
3. The CPFR consisted of a set of workstreams around Processes, Systems and Organization improvements encompassing not only our clients but also integrating their customers/distributors integrally as part of the CPFR process
4. Spin developed and led the governance of the programme and run the drumbeat of the CPFR process (weekly, monthly and quarterly) for several cycles, together with our clients, to ensure the full implementation of the expected benefits
5. Among others, the CPFR implementation included the development of a One Stop Shop interface for data exchange among all organizations involved as part of the CPFR programme – led by focused technology investments

Achievements

1. Service levels and credibility has been rapidly recovered in the marketplace, enabling our client to capitalize in the aggressive growth opportunity presented by the market
2. CPFR enabled a very collaborative internal collaboration across the various functional areas of our client (Supply Chain, Sales, Marketing, Finance, etc) and perhaps more importantly expanding into their customer and distributor teams (Sales, Marketing, Logistics). Recognized by one of their key distributors, our client became their 'Customer of Choice' given the investment and effort made through the implementation of the CPFR.
3. Ultimately, that enabled to restore top and bottom line growth to our client, whilst allowing to allocate their teams back into more strategic/tactical activities (instead of the previous fire-fighting)