

# Recent Case Studies

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# INTEGRATED SUPPLY CHAIN

# Case Study – Development and Implementation of a 5 Years End to End Supply Chain Masterplan

Gartner top 25 SC Ranking manufacturer.

## Business Background

1. An outdated 5 Years End to End Supply Chain Masterplan combined with fast-paced changing external customers has required the client to revisit the Supply Chain Strategy.
2. A Customer Driven approach was clearly demanded by customers in order to achieve improved customer service levels.
3. The client was significantly lagging behind competition in terms of developing leading-edge practices in terms of collaboration, on-shelf availability, innovation management, among others.

## How Spin Consulting Professionals Helped

1. Spin Professionals conducted a detailed benchmarking exercise looking at clients direct peer groups competitors and also leading edge organizations in the field. Quantitative and qualitative analysis has been part of the study.
2. Spin Professionals conducted a extensive number of interviews with clients internal representatives of different business units, regions, functional area and hierarchical levels.
3. Spin consultants scout future capabilities in the different areas of supply chain and conducted specific internal and external strategic supply chain benchmarking for the senior supply chain leadership team.
4. Faculties and professors of renowned universities were consulted

## Achievements

1. Development of several benchmark studies in different industries and clients.
2. Development of industry-related benchmarking
3. Provision of strategic recommendations.
4. A new 5 Years End to End Supply Chain Masterplan has been devised and proposed.
5. In-company implementation solutions.

# Case Study – Development and Implementation of a 5 Years End to End Supply Chain Masterplan

## Top 3 Biochemical Manufacturer In Its Biggest Market And Thereafter For Their Biggest Region

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# Case Study – Supply Chain Strategy

Leading multinational organization in the FMCG Industry with presence in more than 50 countries in the process of updating the supply chain strategy.

## Business Background

1. An outdated Supply Chain Strategy combined with fast-paced changing external customers has required the client to revisit the Supply Chain Strategy.
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# Case Study – Working Capital Reduction

Leading pharmaceutical organization with presence in more than 30 countries.

## Business Background

1. The client was undertaking a corporate wide productivity transformation programme to enable a move to the next generation business model.
2. To enable this transformation and future growth, the client needed to significantly improve working capital, targeting c. \$40 million in working capital improvements in 2008, with even more aggressive objectives by 2010.
3. Outstanding accounts receivable (AR) represents possibly the largest area of opportunity, accounting for over \$1 billion - or nearly half - of potential free cash flow sources.

## How Spin Consulting Professionals Helped

1. Opportunity / Benefit-Investment Matrix
2. Market specific initiative recommendations
3. High level initiative deployment plans
4. Company cash flow entitlement
5. Company market value release plan
6. Wave 2 and wave 3 pilot recommendations

## Achievements

1. Take 3 days out of DSO by end of 2008, take 10 days out by 2010
2. Achieve top quartile DSO performance within 5 years
3. Create \$ 80 million in sustainable DSO related cash flow benefits above and beyond the \$400 million needed by 2011

## Case Study – Working Capital Benchmarking

Leading multinational organization in the FMCG Industry with presence in more than 100 countries needing to identify opportunities of Working Capital reduction.

### Business Background

1. Increasing pressure for working capital reduction has triggered initiatives to identify the key performance drivers and quickly build an opportunity map.
2. There was no relevant external information available for comparison and identification of possible opportunities in the working capital and its drivers (accounts payables, accounts receivables and inventory).

### How Spin Consulting Professionals Helped

1. Structure of an external benchmarking , covering working capital performance and its drivers.
2. Development of an extensive benchmark involving comparison in 20 industries of the relevant KPI's(\*) for working capital management : accounts payables, accounts receivables, inventory and working capital .

### Achievements

1. The extensive benchmarking has been conducted across 20 different industries, including Chemicals, Food Products, Household Product, Pharmaceuticals and Special Retail, indicating the performance of each industry in Working Capital and as well as in each of each drivers.
2. It has enables the identification of best in class performance for each relevant KPI impacting the Working Capital Management.
3. The benchmarking brought a new vision in terms of the areas where efforts should be focused and the `possible limits` to be reached.

\* DSO (Days Sales Outstanding), DIO (Days Inventory Outstanding), DPO (Days Payable Outstanding), DWC (Days Working Capital)

# Case Study –Portfolio Complexity Management Programme

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

## Business Background

1. The client needed to significantly reduce / rationalize the end-to-end Complexity of the business. This included Finished Goods, Raw & Pack Materials, Formulations, etc in its European Business Unit (over 10 countries, approx. 22.000 SKUs)
2. The Complexity Management programme has been defined by the European Leadership Team as a strategic business priority for the region for the current fiscal year. The goal was to reduce 20% of the SKU portfolio, 25% of raw+pack+formulations and increase the regional sourcing by 20%
3. This with a vision of increasing the Gross Margin in the short / medium / long-term and allow new & more attractive innovation SKUs to be launched in a faster and more efficient way.

## How Spin Consulting Professionals Helped

1. **Definition, Development and Deploying of the 3 Building Blocks composing the Programme, namely:**
  1. **Survivor:** End-to-End Rationalization of the Portfolio of SKUs (Low GM & Low Strategic Value)
  2. **Less is More:** End-to-End Rationalization of the Ingredients,, Packaging, Formulations, etc.)
  3. **Intelligent Platforming:** Embed Continuous Complexity Management throughout the European Business to avoid new proliferations of Complexity in the Future
2. **In addition, Spin Consulting supported the client with the overall Programme Management which included** Project Planning, Communication, Steering Committee, Stakeholders Mapping, Engagement & Management, Ways of Working, Roles & Responsibilities, Target Setting (Short-Medium-Long Term), Closely Monitor & Report Progress, Resourcing & Budgeting

## Achievements

1. **Supply Chain Benefits:**
  1. Portfolio Management Country Level: Reduce SKUs / Components per Country and in the network (Net target -20% vs 2011 by 2013)
  2. Build Regional Complexity Portfolio: Share SKUs cross border (Target 2x by 2013)
  3. Efficient use of SC capabilities / Intelligent Platforming: Increase speed to market & flexibility in proposition
2. **Business Benefits:**
  1. Margin improvement
    - 50bps through removed tail / dogs
    - 50bps through improved mix
    - 50bps through harmonised of packs/formulations
  2. Growth:
    - 100bps of growth by adding 10% new channel and value specific SKUs

# Case Study – Make or Buy 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 Company's wide Manufacturing Network was sub-optimized in terms of numbers of locations, placement, capacities and usage of 3PMs (3<sup>rd</sup> party manufacturing).

## How Spin Consulting Professionals Helped

1. Defined the Make or Buy framework which determined the key value drivers (operational and financials) for each Category / Sub-Category / SKU level.
2. For each SKU, the ideal manufacturing strategy (Make or Buy) has been defined based on a detailed analysis of over 30 quantitative and qualitative parameters. This has been conducted for the 3 company's businesses, 130 categories, 6.700 SKUs
3. For each SKU, the ideal manufacturing placement has been defined (In-House, Nearly <200Km, Nearly <500Km, Nationwide, Abroad or Abroad in Low Cost Countries)
4. The recommendation was presented to the Company Board who endorsed the Viability Study and Risk Assessment Analysis for each of the identified opportunities.

## Achievements

1. Definition of a Company wide Make or Buy Model which has been adopted as reference in all other Client's operations around the world.
2. Identification of significant opportunities in Manufacturing & Productivity Optimization, Cash Release (Assets & Inventory) and Head-Count Reduction through a better and optimized manufacturing blueprint.
3. Identification of a wide range of Portfolio Optimization opportunities(over 20% of SKUs count) based on a detailed analysis of the operational & financial value drivers (at SKU and category level)
4. An improved discipline for new product launch and future manufacturing expansion.



# Case Study – Integrated Supply Chain Strategy

Leading Biotechnology and Crop Protection multinational company with presence in over 60 countries.

## Business Background

1. The S/Chain organization design was functionally orientated towards the traditional Source-Plan-Make-Deliver framework; each functional had a basic local and regional strategy, however they were not aligned;
2. That resulted in a sub-optimum and silo orientated Supply Chain; As a consequence, Customer Service levels was much lower than expected, Cost not as competitive as the benchmark in the markets and inventory Levels considerable higher than expected.
3. A new Supply Chain leader has been appointed (Sr Director of Supply Chain) having under his responsibility the Integrated Supply Chain Responsibility (from Customer to Suppliers); underneath him, a new leadership team has been appointed, being formed by directors responsible for Order to Cash (Deliver + Customer Service), Integrated Planning, Manufacturing and Procurement.
4. A new integrated local S/Chain Strategy needed to be devised, building on the existing functional strategies, leveraging on the client's global scale and engaging the whole local organization (over 500 S/Chain professionals)

## Achievements

1. A new Integrated Supply Chain Strategy was developed and implemented, detailing the Key Projects / Initiatives for the following 10 years
2. The entire S/Chain extended team was involved in co-building the new strategy and the whole S/Chain team was communicated on the new strategy
3. All Projects / Initiatives were detailed in Workplans documents defining why each project / initiative was necessary, what was in scope (and what not), who is going to lead work, when/how is going to be implemented, key dependencies, required investments, expected returns, risks & mitigation plans, etc.
4. The new strategy was the first local Integrated S/Chain Strategy in the globe and has been used as a reference to the development of other's markets strategies.
5. A methodology of 2-3 Health Checks per years was agreed with the local leadership team to monitor progress & identify potential gaps, ultimately guaranteeing the on-time and in-full implementation of the new Integrated Supply Chain Strategy.

## How Spin Consulting Professionals Helped

1. Spin Consulting was invited to support the client in the development and implementation of the new Integrated S/Chain Strategy, based on the existing internal strategies, but also bringing outside best-practices from various industries (Gartner top 25 S/Chains)
2. A 3-day Workshop with over 35 leaders (VP, Directors, Managers, Others Stakeholders – Sales, Marketing, Sales) was conducted to present, define, detail and validate the new S/Chain Strategy. The process was very collaborative and detailed discussions on the hard and soft elements which formed the new S/C Strategy.
3. Visual Maps were built detailed the key Projects / Initiatives of the 10 years Journey to deliver the agreed S/Chain Vision; each Project / initiative was detailed in Workplans by the primary leadership team and served as the basis for guide and monitor progress of the implementation milestones.
4. A robust communication plans was built to cascade the new S/Chain Strategy throughout the business , including the extended S/Chain team of over 500 employees, the key internal clients (Marketing & Sales), the key internal stakeholders (Finance, HR and TI), regional and global S/Chain teams, etc

# Case Study – Integrated Supply Chain Strategy

Leading Biotechnology and Crop Protection multinational company with presence in over 65 countries.

## Business Background

1. The S/Chain organization design was functionally orientated towards the traditional Source-Plan-Make-Deliver framework; each functional had a basic local and regional strategy, however they were not aligned;
2. That resulted in a sub-optimum and silo orientated Supply Chain; As a consequence, Customer Service levels was much lower than expected, Cost not as competitive as the benchmark in the markets and inventory Levels considerable higher than expected.
3. A new Supply Chain leader has been appointed (SC Vice President) having under his responsibility the Integrated Supply Chain Responsibility (from Customer to Suppliers); underneath him, a new leadership team has been appointed, being formed by directors responsible for Order to Cash (Deliver + Customer Service), Integrated Planning, Manufacturing and Procurement.
4. A new integrated local S/Chain Strategy needed to be devised, building on the existing functional strategies, leveraging on the client's global scale and engaging the whole local organization (over 2000 S/Chain professionals)

## How Spin Consulting Professionals Helped

1. Spin Consulting was invited to support the client in the development and implementation of the new Integrated S/Chain Strategy, based on the existing internal strategies, but also bringing outside best-practices from various industries (Gartner top 25 S/Chains)
2. A 4-day Workshop with over 70 leaders (VP, Directors, Managers, Others Stakeholders – Sales, Marketing, Sales) was conducted to present, define, detail and validate the new S/Chain Strategy. The process was very collaborative and detailed discussions on the hard and soft elements which formed the new S/C Strategy.
3. Visual Maps were built detailed the key Projects / Initiatives of the 7 years Journey to deliver the agreed S/Chain Vision; each Project / initiative was detailed in Workplans by the primary leadership team and served as the basis for guide and monitor progress of the implementation milestones.
4. A robust communication plans was built to cascade the new S/Chain Strategy throughout the business , including the extended S/Chain team of over 2.000 employees, the key internal clients (Marketing & Sales), the key internal stakeholders (Finance, HR and TI), regional and global S/Chain teams, etc

## Achievements

1. A new Integrated Supply Chain Strategy was developed and implemented, detailing the Key Projects / Initiatives for the following 7 years
2. The entire S/Chain extended team was involved in co-building the new strategy and the whole S/Chain team was communicated on the new strategy
3. All Projects / Initiatives were detailed in Workplans documents defining why each project / initiative was necessary, what was in scope (and what not), who is going to lead work, when/how is going to be implemented, key dependencies, required investments, expected returns, risks & mitigation plans, etc.
4. The new strategy was the first local Integrated S/Chain Strategy in the globe and has been used as a reference to the development of other's markets strategies.
5. A methodology of 2-3 Health Checks per years was agreed with the local leadership team to monitor progress & identify potential gaps, ultimately guaranteeing the on-time and in-full implementation of the new Integrated Supply Chain Strategy.

# Case Study – Integrated Supply Chains Key Performance Indicators (KPI's)

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

## Business Background

1. Over several months, Spin Consulting supported the client in upgrading its various S/Chain sub-processes (Procurement, Planning, Deliver, Customer Service).
2. The client didn't have a culture of on-going performance measurement throughout its Supply Chain; in addition, the few existing performance indicators were not directly linked with customer satisfaction and top & bottom-line growth;
3. As a result, continuous improvements initiatives were not necessarily directly embedded in the S/Chain agenda and consequently the various S/Chain sub-processes were under-optimized.

## How Spin Consulting Professionals Helped

1. Spin Consulting developed a set of primary and secondary Key Performance Indicators (KPI's) embedded the Integrated Supply Chain and its core sub-processes, namely Procurement, Integrated Planning, Manufacturing (Make, SHE, Quality, etc) and Deliver (Logistics, Customer Service).
2. The historical performance was captured as a starting point of reference and new performance levels were set-up as targets & ambitions, for each part of the S/Chain, in the short-medium-long-term.
3. Systems were adapted and key people were trained to collect, structure and communicate the new KPI's on a timely & accurately basis.
4. Based on the new KPI's, targets for the senior, medium and low management were defined, based on a cross-functional shared objectives system.
5. A new on-line IT platform was developed to publish & communicate the S/Chain KPI's throughout the various manufacturing sites and across the other related functional teams (e.g. Sales, Marketing, etc).
6. The new set of KPI's was considered benchmarking in the region and was

## Achievements

1. A new set of integrated Key Performance Indicators was developed and implemented – enabling performance measurement across the Integrated Supply Chain and across the S/Chain sub-processes.
2. Opportunities were identified against internal and external benchmarks and action plans were devised to close the existing gaps.
3. A new meritocratic and performance orientated culture was progressively implemented and a crucial element to drive forward continuous improvement initiatives across the Procurement, Integrated Planning, Manufacturing and Deliver sub-progresses.
4. As a consequence of the new 'numbers orientated culture', performance was progressively upgraded in terms of Service, Costs, Safety, Inventory, Obsolescence, Quality, etc

# Case Study – Regional Supply Chain Strategic Roadmap

Leading multinational organization in the FMCG Industry with presence in more than 50 countries in the process of updating the supply chain strategy.

## Business Background

1. A new 5 years business-wide strategic plan has been agreed at a global and regional level by our client.
2. The key product categories under this strategy were Ice-Cream, Beverages and Tea
3. The supply network was composed of 10 factories, few 3<sup>rd</sup> party manufacturers and over 25 distribution centers in over 10 markets
4. The new Supply Chain Strategic Roadmap should be able to enable the expected ROA (Return on Assets) expectations; this should be delivered mainly through a 1) better fixed asset utilization, 2) lower inventories, 3) better payment terms, 4) improved profitability, 5) leverage on the globally available assets basis & existing capabilities
5. The new strategic roadmap should be as much as possible aligned to the global SC framework, but still be as much regional specific as needed.
6. 5 Building Blocks should be taken into consideration: 1) Costs, 2) Service, 3) Quality, 4) Environment, 5) Technology

## Enablers

1. A robust strategic plan was developed & deployed to enable the client's ROA ambitions in the short, medium and long-terms
2. All relevant areas of the the Regional SC organization developed their functional strategic plans, fully aligned with the business-wise strategic plan, with detailed implementation plans, clear metrics defined, main risks identified & mitigated, etc
3. The co-participative approach was very well received as a key opportunity not only to participate in key strategic decision but also as an opportunity to understand & learn from other's areas specific strategies
4. The programme was recognized as a best-practise at the client's regional head-office and Spin has been asked to deploy the same approach in other product categories of the business
5. Spin also supported the client during the implementation through focused Health Checks interventions in which Spin: 1) evaluated quantitatively and qualitatively the progresses of the current Wave the implementation, 2) identified gaps and develop mitigations plans, 3) developed the next Wave of implementation plans

## How Spin Consulting Professionals Helped

1. Spin applied its strategy development methodology called 'Visual Maps' which is a dynamic, collaborative and implementation focused strategy development approach (rather than the traditional 'booklet type' of strategy development; The Visual Maps a simple, detailed and visual strategic roadmap which details and communicates strategic plans in a pragmatic and efficient way
2. The Level 1 (master) and Level 2 (functional ) strategies have been developed, through various sessions & workshops involving more than 80 key leaders of the client (VPs, Directors, Managers, non-Managers)
3. The approach was co-constructive in order to ensure clarity, full buy-in and implementation of the strategy agreed over the short, medium and long-term horizon
4. Detailed Implementation plans for each key project / initiative (over 120 in total) were defined specifying what, who, when, how, resources, teams, timelines, investments, expected ROI, etc.
5. Key Priorities, Main Risks, Key Performance Indicators were detailed and quantified in order to ensure the full implementation of the programme

# Nordics Supply Chain Turnaround

## Top 3 global Toy Manufacturer

### Business Background

1. We recently partnered with our client, a top toy manufacturer, to drive significant improvements with their key customer/distributor in Nordics
2. Their Key Customer/Distributor is a new distributor for our client in the region and operates as our clients' key go-to-market engine
3. Our client's leadership team, represented by the Regional General Manager and the European Supply Chain Head, approached Spin to drive drive fast, reliable and sustainable improvements in the operational, tactical and strategic interfaces with the customers
4. The main scope was focused in improving end to end operations from demand forecasting, inventory management, order fulfillment and logistics, among others

### How Spin Consulting Professionals Helped

1. Spin worked with our client's customer/distributor and the customer/distributor extended teams to understand the key gaps and devised a strong & focused improvement programme for the short, medium and long-long
2. That enable our client not only to deliver the expected service levels for our customer but also cope with its significant growth pace (over 40% YoY and counting!)
3. The project delivered not only on top-line growth but also enabled both companies to operate on a much more integrated, synchronized and cost effective Supply Chain
4. Key tools were implemented such as Available to Promise (ATP), Collaborative Planning Forecasting and Replenishment (CPFR), Consumption Model (CM), among others

### Achievements

1. The programme enabled our client to deliver over and above the 2020 plans and is setting the platform to continue to deliver sustainable superior performance in this high growing market.
2. Whilst CPFR is building solid plans, our client continued to work with the customer to enhance agility and flexibility to leverage on significant market opportunities through a fit for purpose collaboration
3. Although the main scope of the programme concentrated in Supply Chain, based on the trust built with the sales and marketing teams, in addition to the Market General Manager, selected relevant commercial aspects have been always taken in consideration and improved, when possible.
4. We believe that this programme has been one important enabler to ensure that our client's Nordics one of the faster growing and more profitable businesses/markets within EMEA.



# 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 – 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