

# Recent Case Studies

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# APPLIED LEARNING & TRAINING

# Case Study – Design and Development of the Supply Chain Academy

## Leading global Beverages Manufacturer

### Business Background

1. Our client faced considerable challenges globally in their Supply Chain performance.
2. The Key Performance Indicators typically related to Supply Chain (Cost, Inventory, Service, Obsoletes, Speed-to-the Market) were considerable below when compared to competitors; and also well below what customers, shareholders, etc would expect.
3. One of the key gaps identified during an end-to-end assessment conducted by a leading global consulting firm was the lack of an integrated learning and careers solution that would enable SC professionals globally to acquire and utilize the new SC knowledge and expertise from the top performers at the Gartner ranking.
4. The client decided that they would need to Develop and Implement a new Supply Chain Academy globally.

### How Spin Consulting Professionals Helped

1. Spin has been invited since the early stages of the programme to develop, implement and deploy the clients' Supply Chain Academy solution.
2. We developed a holistic solution to considerably raise the bar, and raise the ceiling, in terms of skills and competencies, of over 12,000 SC professionals globally.
3. Over 18 months, we developed and implemented a very comprehensive Supply Chain Academy solution, which included, for every Supply Chain area (Source, Plan, Make and Deliver), a detailed set of:
  1. Skills Dictionaries
  2. Job Skills Profiles
  3. New Blended Learning Solutions (face to face courses, e-Learnings, virtual gatherings, etc)
  4. Learning Frameworks
  5. Certification Solutions
  6. An integrated Career Path & Principles solution
  7. An integrated global Supply Chain Portal
  8. a Learning Management System solution

### Achievements

1. The implementation of a well-oiled Supply Chain Academy that supported the Supply Chain Leaders to lead their teams at a much higher level of performance, consequently delivering superior tangible results to the business. That in all imaginable dimensions of Supply Chain: safety, quality, service, costs, differentiated solutions, etc.
2. In addition to that, a learning & career integrated solution, fully aligned to the business needs, which enabled the HR teams to closely measure and monitor the Return on Investment of the 'big' training budgets they owned.
3. Some others less 'tangible', and still very important benefits, such as moral, power of attraction of talents, a high performance culture, etc.
4. All in all, at the end of the day, it was about DELIVER MORE RESULTS and SPENDING LESS MONEY, at the same time.

# Case Study – Supply Chain Academy

Leading Swiss multinational pharmaceutical company, ranking number one in sales world-wide.

## Business Background

1. Our client faced considerable challenges globally in their Supply Chain performance.
2. The Key Performance Indicators typically related to Supply Chain (Cost, Inventory, Service, Obsoletes, Speed-to-the Market) were considerable below when compared to competitors; and also well below what customers, shareholders, etc would expect.
3. One of the key gaps identified during and end-to-end assessment conducted by a leading global consulting firm was the lack of an integrated learning and careers solution that would enable SC professionals globally to acquire and utilize the new SC knowledge and expertise from the top performers at the Gartner ranking.
4. The client decided that they would need to Develop and Implement a new Supply Chain Academy globally.

## How Spin Consulting Professionals Helped

1. Spin has been invited since the early stages of the programme to develop, implement and deploy the clients' Supply Chain Academy solution.
2. We developed a holistic solution to considerable raise the bar, and raise the ceiling, in terms of skills and competencies, of over 20.000 SC professionals globally.
3. Over a couple of years, we developed and implemented a very comprehensive Supply Chain Academy solution, which included, for every Supply Chain area (Source, Plan, Make and Deliver), a detailed set of:
  1. Skills Dictionaries
  2. Job Skills Profiles
  3. New Blended Learning Solutions (face to face courses, e-Learnings, virtual gatherings, etc)
  4. Learning Frameworks
  5. Certification Solutions
  6. An integrated Career Path & Principles solution
  7. An integrated global Supply Chain Portal
  8. a Learning Management System solution

## Achievements

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# Case Study – Financial Education Programme for Marketing Leaders

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

## Business Background

1. Our client was facing declining profit margins due to poor decision making of their marketing teams when deciding to launch new products / product categories / channels / etc.
2. The marketing teams (over 80 persons from Directors to Analysts ) had little / no understanding on the key principles of Supply Chain and its financial impacts in the top and bottom line of the business.
3. In addition, our client decided to globally implement the Total Cost of Ownership (TCO) approach to support their marketing teams to make more logic decisions to deliver the necessary results over time.
4. Our client wanted to develop a technical and change management programme to drive this new approach in a very interactive and 'fun' way to all their marketing and related areas professionals (over 150 persons in total)

## How Spin Consulting Professionals Helped

1. Spin developed a customized business game solution which simulated the key aspects of our client's supply chain (suppliers, central DCs, satellite DCs, Customers, Representatives, etc) and the key variables and trade-off (costs, inventory, service, obsolesces, etc).
2. Over few months, we continually developed and refined the solution, incorporating builds and suggestions from a wide number of stakeholders within our client.
3. We run a very successfully 'dry-run' / test session at our client's head-office with over 30 people from various parts of the business who provided us further feedback and input.
4. We deployed the programme to over 150 professionals and we prepared a toolkit including all the logistics aspects of the business game solution and run a 'Train the Trainer' session with the key people at our client, so the solution could be further deployed in the future within the business, as /if necessary.

## Achievements

1. Over 150 key professionals learned the key principles and levers of our client's integrated Supply Chain and Financial principles.
2. That has been done in a interactive / learn by doing manner which made the learning to be fun and be further propagated within the business over time.
3. The solution was very cost effective both in terms of the required development and deployment.
4. We left our client with the full toolkit and expertise to run further sessions whenever necessary at any geography.
5. The solution received very positive feedback and had been considered overall one of the best sessions of our client's entire event.
6. The Financial Education Programme for Marketing Leaders was the key enabler to deploy the new Total Cost of Ownership approach, which ultimately results in the delivery of much better profit margins to our client.

Confidential

# Case Study – Supply Chain Education Programme for Top Business Leaders

Leading global Multinational Manufacturer and Retail Operator for spectacles and contact lenses.

## Business Background

1. Every year our client organizes an event for their top 250 business leaders around the world.
2. The new Integrated Supply Chain Organization was a considerably new organization in this context since the business resulted of many acquisitions over the last few years.
3. The Supply Chain team wanted to educate our clients leaders (varying from Sales, Marketing, Retail, Finance, IT, HR, etc) on the key principles, key levers and key success factors for having a high performing global Supply Chain embedded into the DNA of the business.
4. Our client wanted to do it in a interactive and 'fun' way, as these sessions would be part of a wider annual meeting agenda.

## How Spin Consulting Professionals Helped

1. Spin developed a customized business game solution which simulated the key aspects of our client's supply chain (suppliers, central DCs, satellite DCs, Retail Stores, etc) and the key variables and trade-off (costs, inventory, service, obsolesces, etc).
2. Over few months, we continually developed and refined the solution, incorporating builds and suggestions from a wide number of stakeholders within our client.
3. We run a very successfully 'dry-run' / test session at our client's head-office with over 30 people from various parts of the business who provided us further feedback and input.
4. We prepared a toolkit including all the logistics aspects of the business game solution and run a 'Train the Trainer' session with the key people at our client, so the solution could be further deployed in the future within the business, as /if necessary.

## Achievements

1. Over 250 key leaders learned the key principles and levers of our client's integrated Supply Chain.
2. That has been done in a interactive / learn by doing manner which made the learning to be fun and be further propagated within the business over time.
3. The solution was very cost effective both in terms of the required development and deployment.
4. We left our client with the full toolkit and expertise to run further sessions whenever necessary at any geography.
5. The solution received very positive feedback and had been considered overall one of the best sessions of our client's entire event.

# Case Study – Supply Chain Learning

Leading multinational organization in the FMCG Industry with presence in more than 50 countries needing to significantly develop the skills of the Supply Chain and Procurement professionals.

## Business Background

1. Through internal interviews and third-party assessments, the client has identified significant gaps in skills and competencies of the Supply Chain and Procurement professionals around the globe.
2. The lack of a learning strategy for the Supply Chain and Procurement community has resulted in a lack of ability to effectively understand and deliver results in a progressively challenging environment.
3. The Supply Chain Leadership team sponsored the development and implementation of the Supply Chain Academy in order to close the identified gaps.

## How Spin Consulting Professionals Helped

1. Development and deployment of the supply chain skills and capabilities to supply chain professionals world-wide via the Supply Chain Academy.
2. Scout future capabilities in the different areas of supply chain and conduct specific internal and external strategic supply chain benchmarking for the senior supply chain leadership team.
3. Responsible for ensuring that all supply chain professionals within the client (20.000+) possess the necessary skills and capabilities to effectively perform their jobs.

## Achievements

1. The 'one-stop shop' supply chain portal has been fully implemented and 150+ websites have been discontinued.
2. The blended-learning solution composed by different learning solutions (e.g. 25+ courses, 250+ eLearning courses, webex' s, etc) has been designed and deployed worldwide.
3. Skill dictionaries, job profiles and learning frameworks for each of the specific supply chain areas have been designed and rolled-out globally.
4. The supply chain career framework which details the different career principles and options for the supply professionals has been designed and deployed worldwide.

# Case Study – Procurement Learning Framework

Leading multinational organization in the FMCG Industry with presence in more than 100 countries needing to significantly develop the Competency of the Supply Chain and Procurement professionals.

## Business Background

1. Supply Management was historically part of the S/Chain function within the client. Given the extremely volatile economic environment and the pressure to strong generation of cost reductions and cash, a new Chief Procurement Officer has been being appointed, reporting directly to the CSCO.
2. A new Supply Management strategy has been defined and immediately it has become clear that the client organization was lacking the necessary functional skills to support the delivery of the Supply Management and business strategies.

## How Spin Consulting Professionals Helped

1. Identification of the internal and external required skills within the organization and market to support the short, medium and long-term strategies
2. Design of a new Supply Management learning framework composed by Strategic and Operational elements.
3. Engagement of senior stakeholders within and outside the Supply Management function to gain buy-in and support for the deployment of the new SM Learning Framework.
4. Review of the existing eLearning capabilities and development of a proposal for revamping its contents and delivery.
5. Identify , develop and deploy new learning assets (e.g. face-to-face courses, Virtual Gatherings, etc) to complement the existing gap areas within the Learning Framework.

## Achievements

1. A new Supply Management Learning Framework fully aligned with the Supply Management and Business strategies, composed by a set of Strategic and Operational priority learning areas.
2. Engagement of senior stakeholders to gain buy-in and subsequent deployment within the extended supply management community (approx. 2.000 professionals around the world)
3. Comprehensive learning assets mapping for each of the learning areas identified (eLearning, face-to-face, virtual gatherings, etc)
4. Design of accreditation routes with internationally certification bodies.
5. Development and deployment of new blended learning assets to support the Learning Framework.

# Case Study – eLearning Strategic Assessment

Leading multinational FMCG organization with presence in more than 100 countries.

## Business Background

1. The client had signed a multi-million dollar deal with an e-Learning provider for the global deployment of the e-Learning curriculum over a period of 5 years across the supply chain global community (more than 20.000 professionals)
2. The client has asked Spin Consulting to perform a comprehensive strategic assessment of the effectiveness of the eLearning programme, including cost, quality, content, relevancy, service, reporting capabilities, etc.

## How Spin Consulting Professionals Helped

1. Spin Consulting revisited the client's e-learning usage and community feedback since the start of the global deployment.
2. Spin Consulting benchmarked with other organizations using similar eLearning solutions and identified alternative sources for supply chain and procurement e-learning provision.
3. Cost effectiveness were comprehensively re-accessed considering the current and project client's costs, external benchmarks, alternative sources of e-Learning and face-to-face courses.
4. Several scenarios were simulated and a set of recommendations were made for the renegotiation of the contract with the existing e-Learning provider.

## Achievements

1. A comprehensive internal and external assessment of the client's eLearning program including cost, quality, content, relevancy, service, reporting capabilities, etc.
2. A set of opportunities were identified to leverage the return of investment of the current eLearning platform in the short and medium-term.
3. Alternative external providers and learning curriculum were identified and mapped against the different supply chain areas (procurement, planning, manufacturing and customer services)
4. Several scenarios were devised and simulated to define the client's best way forward for the provision of supply chain learning solutions for the extended community of professionals.



# Case Study – Supply Chain Finance e-Learning Modules

Leading multinational organization in the Tobacco Industry with presence in over 80 countries.

## Business Background

1. The Clients's new Supply Chain Agenda emphasized the importance of finding the Optimum Cost (not necessarily the minimum one) by taking into consideration the relevant trade-offs between Cost, Service, Quality, among other variables.
2. Although Costs were no longer the only key driver of the S/Chain agenda, it would definitively continue to be the most relevant one, therefore there is a compelling need to deeply understand the S/Chain Costs structure, its key element and levers.
3. It was envisaged in the new S/C Agenda that S/Chain professionals would progressively become Business Partners to the rest of the Organization; therefore, a clear understanding of the P&L and Key Supply Chain Cost Drivers by the extended S/Chain community was crucial.
4. Understanding the P&L and the Key Supply Chain Cost Drivers will not only allow S/Chain professional to act & influence within their remit of responsibility, but also communicate much more effectively by better 'talking the Language of the Business'.
5. The Supply Chain Finance e-Learning Modules became an integral educational element in informing the extended S/Chain community about the key costs managed by them and also supported the Decision Making process by detailing the required Behaviours, Mindsets and Attitudes.

## How Spin Consulting Professionals Helped

1. Spin Consulting developed & deployed a total of 3,5 hours of specific e-learning modules to deliver the business needs identified by client.
2. This included their contents, look & feel, e-tool interactive platform and test your knowledge sections.
3. The e-modules were target at non-managers, managers and directors directly (or indirectly) involved in the Supply Chain Operations
4. The Key contents of the Modules included:
  - Overview of the End-to-End Clients's P&L & its links with Supply Chain
  - Detailed Understanding of the Client's Total End-to-End Supply Chain Cost ('Cost Profiling')
  - Key Impacts of Supply Chain (Key Levers / Value Drivers / Choices & Decisions, Potential Impacts, Main Trade-Offs, etc)
  - Introduction to Supply Chain Decision Making
  - Supply Chain Business Partnering
  - Mindsets / Behaviours / Attitudes / Incentives
  - Communicating in the Language of the Business
5. The following Key Levers were built into the e-Modules:
  - Cost, Service, Quality, Freshness, Product Range, Innovation, Responsiveness, Sustainability / CSR, Health/Safety/Environment, Total Productivity

## Achievements

1. On-Time, In-Full and On-Cost delivered of the Development & Deployment of the e-Modules
2. Over the first 6 months, more than 500 professionals working in the various global operations of the client completed the e-Modules with a very positive average evaluation ratio of 82%.
3. Participants provided quantitative & qualitative positive feedback of the e-Modules (an average of 8.7 out of 10.0). Further adjustments & opportunities were identified and progressively incorporated into the e-Modules

# Case Study –Integrated Customer / Supplier Relationship Management (SRM) e-Learning

Leading consulting organization with presence in over 150 countries needing to develop an eLearning solution on SRM.

## Business Background

1. The Client is a well-established global consulting firm, working among other areas in Supply Chain
2. The company was developing a top quality eLearning Platform at the time, on a series of topics within Supply Chain
3. The strategy was to partner with high qualified partners that could provide the knowledge, experience and expertise required to develop the technical content
4. At the same time, those partners needed solid experience on training and learning so that the appropriate solution could be developed in particular for the eLearning module on Integrated Customer / Supplier Relationship Management

## How Spin Consulting Professionals Helped

1. Spin Consulting developed a thorough eModule covering all relevant and up-to-date aspects about CRM/SRM, delivering the needs listed by the Customer
2. The module was designed and structured in 3 Lessons and more than 20 topics, covering the most advanced knowledge available, organized in the following parts: Integrated Supply Chain Networks, Roadblocks to Implementing CRM and SRM, Creating Integrated Supply Chain Networks
3. Among the materials delivered were: Design Document (content, characteristics and course details), Transcript (illustrative slides for graphics and pictures), Assessment (test your knowledge section), References (materials used or quoted in the course) and a 60+ support slides presentation
4. The e-module was targeted at non-managers, managers and directors directly (or indirectly) involved in Procurement
5. **The Key contents of the Modules included:**
  - Developing an Integrated Supply Chain Networks
  - Successful Factors of Integrated Supply Chain Networks
  - Technology-Driven Collaboration
  - Strategies for Collaboration
  - Collaborative Principles
  - Information Sharing
  - Adopting the Right Attitudes

## Achievements

1. On-Time, In-Full and On-Cost delivered of the Development of the e-Module
2. Overtime, several professionals working in various companies completed the e-Module with a very positive feedback.

# 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.**