

Supply Chain Transformation

The Challenge

Client - Global Pharmaceutical and consumer health product manufacturer and distributor.

Client had suffered from numerous out of stock products across global supply chain.

The organisation was disjointed and ineffective with no clear understanding how to prioritise business resources to maximise profitability short or long term.

Utilising S&OP IBP as a central core to an overall transformation strategy to improve customer services and reputation whilst reducing end to end supply chain costs.

The Solution

- ❖ Improved data collection and management from all sales countries.
- ❖ Developed a full S&OP global roll-out plan including engagement and communications for all stakeholders.
- ❖ Identified improved planning system to automate best practices developed by S&OP project and improve the effectiveness of the decision making within S&OP.
- ❖ Developed global automated 'Demand to cash' strategy focused on delivery of demand plan with excellence at lowest cost and best service to customer OTIF.
- ❖ Alignment of all global ERP systems to one standard instance, decommissioning 2 regional SAP instances, enabling standardised automated order to cash process to be implemented.

The Results

- ❖ Full business performance transparency.
- ❖ Developed cost saving and associated benefits plan and measurement processes to justify capital investment ~\$5million with payback within 1 year of full implementation.
- ❖ Identified global FTE savings of >20% over 2 year period.
- ❖ 30% inventory reduction saving.
- ❖ Additional savings included, improved customer service, reduction in Out of Stocks and lost sales to Zero.
- ❖ Forecast improved margin of 10%.