

CASE STUDY

PROJECT SPECIFICATION

Supply Chain Manager CEE+DACH
S&OP Cycle Process Audit and
Upgrade
(Germany, Poland, Belgium)

INDUSTRY

Building / Plastic production

SCENARIO & GOAL

The client commenced to run the S&OP process in recent past in CEE business region (including GAS/DACH) and after a year of usage found the process running unreliably, craggy, sluggishly and without expected set of benefits coming usually from properly implemented S&OP.

Later, offer to hold a position of regional interim Supply Chain Manager accepted for 9 months to have better functional opportunity to implement all necessary changes and improvements.

The goal was to find critical points and bottlenecks, improve the process and define clear learning curve aiming to future step-by-step opportunities to improve and streamline info and material flows between operational departments.

The main challenge was the old-school ERP system with very limited opportunities to support a modern planning process that the business, product structure and goods flow complexity called for.

PROJECT OUTCOMES

- CE region S&OP cycle audited, remapped and described in Standard Operational Procedures document
- Process maps created and visualized in flow diagrams, gaps and bottlenecks identified and streamlined
- Rolling S&OP Cycle process regularized and scheduled for entire year
- Interaction between roles and tasks improved and upgraded
- Demand forecasting application selected and commenced to be prepared for future implementation to replace Excel/Access driven process
- As the Supply Chain Manager responsibility for all SCM activities on regional basis (CEE + DACH/GAS), Demand forecasting, Supply planning
- Strategic planning and disputes of Operations department changes and regional structure
- Successor to the SCM CE position found, hired and trained
- New positions in the SC team created and staffed (Master Data specialist; Material Handling Equipment officer)
- The S&OP process fine-tuned and prepared for future integration in WE region, where the supply planning ran even without having any S&OP process implemented.
- Set of process KPI created and implemented to control process efficiency and benefits.