CHALLENGE

The Logistics (Supply Chain Planning) department at a $30 billion consumer products manufacturer was given extensive inventory reduction goals. A perceived problem was with planning technology, all homegrown and believed to be inadequate for master planning. While able to perform simple inventory management functions, the homegrown applications provided little ability to evaluate costs and trade-offs related to various supply chain decisions a planner might want to evaluate. Additionally, inventory and master planning roles were widely dispersed throughout the company, leading to little communication and disparate processes across divisions that would benefit from working more closely to achieve shared goals.

APPROACH

Spinnaker resources conducted a seven-week assessment that evaluated the processes, metrics, technologies, organizational structure and business policies across all areas of the supply chain. This analysis evaluated the current state of the client’s supply chain and benchmarked performance against industry peers and best-in-class companies. The final step in the supply chain assessment involved developing a Future State supply chain roadmap that prioritized different improvement options based on their expected short and long-term business value.

Following the assessment, Spinnaker started a vendor selection process and the client set in place a large change management initiative to address the issues associated with organizational and job description changes for 250+ planners.
**RESULTS**

The client chose an Advanced Planning and Scheduling solution from a tier-one software vendor and is currently implementing new demand and supply planning solutions. The project will result in an estimated staff reduction of 30% and inventory reductions of greater than $100 million.

**Spinnaker** is a global leader in supply chain consulting and execution services. We deliver supply chain excellence with world-class people, processes, technology and operational know-how.

Founded in 2002, Spinnaker operates on two guiding principles – measure our success by our client’s accomplishments and treat every situation with honesty and integrity. It’s from these guiding principles that Spinnaker has been able to achieve tremendous growth.

Spinnaker has worked with entrepreneurial start-ups to Fortune 100 enterprises in industries such as Energy/Oil & Gas, Consumer Products & Retail, High Tech & Semiconductor, Industrial Manufacturing, Medical & Pharmaceutical, and Telecommunications. We combine our vast supply chain and business process knowledge with industry best practices to deliver solutions that drive tangible results for our clients.

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