

Supply Chain Complexity: This could perform better but I am not sure where?

Our client serves a property development market that is highly fragmented across the country. Following a series of acquisitions, which has made them one of the country's leading providers, they wanted to rationalise their supply chain. This would also be an opportunity to "raise the bar" and identify the supply chain developments that would deliver world class performance to their customers.

The senior management understood the legacy "custom & practice" in supply chain operations and fragmentation of the customer base would be a challenge. However they also needed guidance to clarify the issues, understand the potential business benefits and rank the opportunities for supply chain improvement.

The Client

- Building Access and Control Systems, United Kingdom
- Turnover: approx. £25 million; No. of employees: 340

The Objective

- To run a cross functional "diagnostic" supply chain workshop.
- To identify key functional improvements and potential synergies between business units.
- To propose "work streams" to benefit from those supply chain opportunities.

The Solution

- Four primary work streams identified
 - Development of a supply chain strategy aligned with the medium term business goals
 - Rationalization of freight provision
 - Design an integrated planning system
 - Re-engineering of purchasing and procurement processes improvement
- These work streams will also be used as an opportunity to bring together cross functional teams from the various business units. The work streams are a template for other teams working in the business. This collaborative working has already identified eight other areas where supply chain improvements will be made.

The Client Benefit

- Clear view of where and why supply chain performance could be improved.
- Identified supply chain cost reduction of 11%.
- Internal status of supply chain operations was raised.
- Empowering of cross functional team reinforced corporate cultural values.
- Coaching of team members in supply chain management disciplines.
- Clear need for true measures of On Time in Full (OTIF) performance identified.