



# CASE STUDY

## OPERATIONS: PROCUREMENT & SUPPLY CHAIN OPTIMISATION Client Industry: FMCG

### BUSINESS CHALLENGE

The business was subject to extensive supply constraints which they had mitigated by expanding their supplier base resulting in significantly increased complexity. This resulted in reduced control and visibility of key business metrics.

Management of this increased complexity saw management and staff adopting emergent roles and responsibilities required by the business but placing pressure on internal capacity and turnaround time. Risk aversion and change fatigue caused staff to become both insecure and solution averse.

### PSP ICON APPROACH

PSP Icon conducted an extensive Business Process Re-engineering exercise to:

- Review, map, model and optimised the existing Supply Chain business processes within the organisation
- Use the insights gained to identify 'quick wins' improvement opportunities, as well as longer term goals in line with business strategy
- Identify the Operational Key Performance Indicators for the optimised processes and their associated reporting requirements
- Identify changes required to roles and responsibilities
- Make recommendations around core in-house capabilities and opportunities for outsourcing
- Design an Implementation roadmap

### RESULTS

- Identified all inefficiencies and bottlenecks in business process and streamlined these
  - Identified the critical resources and constraints to the SC Manager to better balance the people resources
  - Played integrator role between business needs and systems needs
  - Issued the client team with a road map with deliverables to resolve the process bottlenecks
- Outcome: Project recommendations and Supply Chain continuous improvement initiatives resulted in the client's ability to handle a 45% increase in volume to same fulfillment measures. The client benefitted from a smoothed workload, increase capacity and a 20-25% improvement in staff productivity.