

## Integrating Demand & Supply Planning to improve customer satisfaction

**Company Name:** n/a

**Location:** Europe

**Sector:** FMCG

**Function:** Production,  
Supply Chain

**Business Challenges:**  
Production trying to control  
Sales.

**Consulting Services:**  
Performance Improvement,  
Change Management

**Capabilities:** Integrated  
Supply Chain, Process  
Excellence, Organizational  
Effectiveness  
(Organizational Micro  
Design, Production,  
Planning)

**Client Quote:**  
“Thanks to the supply chain  
project the right people now  
make the right decisions  
based on up-to-date data.”  
Managing Director/Finance  
Director.

### Situation

This client is one of the world's leading suppliers of carton-based packaging for food and non-food products. With production normally operating at maximum capacity, each market unit was fighting to get its orders in on time, in full. But with a lack of structured approach to prioritize customers and manage the general S&OP process, including roles & responsibilities, the organisation was experiencing a lot of noise and stress. A new Management Control and Reporting System to support rapid, accurate decision-making was needed, and the client chose Celerant Consulting to help build it.

### Approach & Delivery

To make this S&OP project work, Celerant Consulting involved an extensive number of people from the client's 3 production facilities, together with key people from its 5 most significant market units.

Numerous cross-function meetings and workshops were executed to ensure wide buy-in and acceptance for the changes the project was bringing and individual client-consultant groups developed fit-for-purpose management systems (MCRS®), and an overarching S&OP MCRS® that linked them all together.

Enabling tools, including a new forecasting machine and an integrated planning system to ensure the new ways of working were sustainable were also deployed.

### Results

The client gained significant annualised benefits and increased delivery performance by integrating and aligning all the activities along its value chain.

Effective performance management has been achieved through relevant KPIs and MCRS®.

Customer satisfaction has been greatly improved through structured customer segmentation prioritisation and service level management.

### Client Satisfaction

A multisite project of this magnitude required real dedication and that is what the Celerant team brought to the table. The simplification of the S&OP operation has led directly to the desired financial results, but most importantly real behavioural change was achieved and client satisfaction increased immeasurably.