Forward thinking supply chains

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Transforming Supply Chain Leadership
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About the Presenter

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Business Excellence Framework

People
Organisation, Roles & Responsibilities, Skills, Environment, Relationship, Behaviors

Leadership

Process

Strategy

Operational Execution

Results

Master Data
Measurement, Reporting, Analysis, Scenarios

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Operational Execution

Strategic Planning (updates monthly +1 to 5 years+)
Category Strategy, RCCP, Financial Plan

Marketing & Product Plan

Demand Plan

Supply Plan

Execution (days up to 13 weeks)
Control = Demand, Supply Orders, Inventory

3 KEYS TO EXCELLENCE

Visible assumptions in the plan
Visible gaps
Visible risks & opportunities in the plan
Traditional Business Operating Setup

LEADERSHIP Role:

1. Ensures cross functional alignment
2. Ensure assumptions are visible
3. Ensures gaps are visible
4. Ensure risks & opps are visible
5. Ensures one agenda and plan
6. Ensures consistent working
7. Ensures everyone keeps to the plan
8. Ensures ownership
9. Ensures continuous improvement
Supply Chain Operations - many variables

- Monthly Forecast
- Production Control
- Market Forecast
- Weekly Schedule
- Production Control
- Daily
- Shipping (15 Days)

1. Supp1
2. Supp1
3. C1
4. C1

- Receiving
- Preparation: 2 People (5 Days, 120 Min)
- Production: 5 People (10 Days, 400 Min)
- Packaging: 3 People (15 Days, 70 Min)
- Load Building: 2 People (13 Days, 20 Min)

- 200
- 1000
- 1500
- 1700
- 5 Days
- 10 Days
- 15 Days
- 5 Days
- 13 Days
Changing Operational Landscape

- Quality
- Service
- Flexible
- Focus
- COST
- Innovate
- Speed

What have you changed?

Ecommerce requires a different operating model for products, forecasting and inventory
We see in big business that between 2012-22 of ~€49Bn spent on acquisitions ~6Bn ended up being written-off (publicly disclosed)..... more will come

Forecast based off past history has become less relevant to envisioning future trends
Case Study Demo:

**Forecasting**

**The Challenge:**
- Ecommerce requires different methods of forecasting
- How do you incorporate COVID effects

**The Solution:**
1. Correlation forecasting – taking into consideration other factors of investments, etc...
2. Auto cleansing - automatically remove outliers between March 2020 and March 2022

**3 Keys to excellence**

**The Challenge:**
- How to make gaps visible of inventory and sales
- How to capture assumptions
- How to capture risks and opportunities

**The Solution:**
1. Visible gaps – display gaps by product and customer
2. Visible assumptions - capture assumptions by customer, by product with accountability
3. Visible risks & opportunities - capture risks & opportunities by customer, by product with accountability
Leading Through VUCA

- Fluid Strategy.
- Providing process and tools
- Flexibility and adaptability.
- Decision-making.
- Collaboration and teamwork.
- Preparedness.

Satya Nadella, the CEO of Microsoft:
"The role of leadership today is to bring clarity in uncertain times. The more uncertain things are, the more leadership is required. There is no job description for what you are facing, no rule book... Today’s leaders need to thrive in the face of this uncertainty."
New Business Operating Setup

LEADERSHIP Role:

1. Ensures cross-functional alignment
2. Ensure assumptions are visible
3. Ensures gaps are visible
4. Ensure risks & opps are visible
5. Ensures one agenda and plan
6. Ensures consistent working
7. Ensures everyone keeps to the plan
8. Ensures ownership
9. Ensures continuous improvement
Thank You

Any Questions?