

Pharmaceuticals



Canada's oldest and largest manufacturer and distributor of natural vitamins, minerals, concentrated food supplements, herbs and botanical medicines



Objectives

The CEO was deeply concerned with the organization's forecasting, as well as an imbalance of supply to demand. Both of these factors were responsible for a recent trend of excess inventory in the company's supply chain.

He wanted to develop a set of resources that would allow greater transparency and better decision making throughout the organization.



Tools

- Various operational systems and tools featuring robust planning, scheduling, short interval control, and reporting capabilities were implemented across the various departments to improve operational productivity
- A formal sales and operations planning (S&OP) process would define specific processes and responsibilities to reinforce accountability in the workplace
- Supervisors and employees received live one-on-one coaching and support to align their behavior with the new performance expectations



Outcomes/ Deliverables

- Improvements in processes and systems increased productivity by 15-20% in manufacturing and distribution
- New S&OP policies resulted in greater forecast accuracy, a higher quality of product mix, and a 30% reduction in inventory
- These policies gave the client the ability to effectively balance supply with demand

Proudfoot