MANUFACTURING PLANNING & INDUSTRIAL MANAGEMENT TRANSFORMATION

THE OPPORTUNITY

The changing economical context is creating Client demands which are more and more difficult to anticipate. Planning changes have generated delays and dysfunctions: production lines downtime, outstanding work, extra unplanned workload and margin reduction. This situation has highlighted 5 weaknesses of the planning and production systems:

• Rigid, make to order production with no buffers to cope with demand changes
• Planning based on theoretical cycles, creating non adherence with the Sales & Operations Planning (S&OP)
• Insufficient evaluation of workload/capacity
• Inadequate/unorganized staffing for supplier performance management
• Weaknesses in industrial management and lack of visibility on standards application

APPRAoch

Increase flexibility and reduce time to market
Setup intelligent make-to-stock approach leveraging innovative techniques like Demand Driven Material Requirement Planning (MRP)

Respect planned cycles
Reinforce the S&OP feasibility by a load / capacity calculation supported by what-if scenarios, including the selection of tools

Improve performance and industrial management
• Propose a new organisation, with people specialisation & platforms creation
• Create an internal excellence system to manage continuous improvement
• Setup a real time data management system (Digital Control Tower)

KEY OUTCOMES

Adherence to S&OP outcomes: improved by 50%
Cycle time alignment to standards: increased by 10%
Internal and external On-Time Delivery (OTD): improved by 50%

€40M to €60M savings by end of 2020 / beginning 2021 over the course of the 18-21 months project