

# 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



## APPROACH

### 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