

## Supply Chain Change Manager – Large Pharma

### **Ability to integrate into the client company**

The Interim quickly identified the key stakeholders across a broad project team encompassing the full Consumer Supply Chain. He understood the market requirements as well as the manufacturing and logistics requirements, and proved to be an excellent intermediary between the two.

### **Impact on the business / bottom line**

Total savings amounted to £9million (Commercial: £3.47M P&L, £4M Working Capital, Manufacturing; £1.55M P&L)

Global Stock Availability increased from 98.75% to 99.95%, whilst finished goods safety stock cover reduced by 1 week. Finished Goods write-offs decreased whilst workload reductions implemented by lean/agile demand/supply management. Several capacity constraints were ameliorated, processes and systems were improved to be more reactive. Lack of on line visibility on Demand and Supply was addressed through a new communication process. Markets and factories were integrated into standard Processes and Systems to keep products available in stock. 'Management by exception' capability introduced into Weekly Orders transmission process. Shop Floor planning window aligned to Markets planning firm horizon

### **Overall contribution / achievement of objectives**

The Interim was instrumental in defining the CH Operating Model - processes, systems, ways of working – and worked diligently to ensure that it aligned and fit into the Global SC strategy and standardisation policy whilst responding to the CH business requirements.

### **Working style**

The Interim was willing and able to travel to meet the varied stakeholders and understood the full supply cycle very quickly, with an insightful ability to simplify the complex process and question ingrained working practices.

### **Leadership / people management skills**

The Interim worked well with the senior project sponsors as well as the impacted staff in the supply chain. The benefits were sold to all stakeholders and the project was 'unstuck' by the expert intervention of the interim, whose impartiality proved crucial.

### **Any other comments about the interim manager**

This was a stalled project that needed to be re-energised and sold to the sponsors and the promised benefits needed to be delivered to maintain credibility. This was a tough project that did deliver due to the interim managers involved.

## Supply Chain Change Manager – Large Pharma 16b