

S&OP Process Assessment and Roadmap

This client is a diverse chemical ingredient manufacturing company and a subsidiary of a \$16B global organization. The company has global customers across pharmaceutical and consumer product industries.

The company was in full growth mode across its manufacturing sites located in multiple time zones. During this growth, the company was also very eager to align the people, processes, and technology within all sites. Efficiencies were needed that could further support their strategic goals of expansion and growth, strengthened by efficient, cost-effective delivery of quality products to their global customers.

The client engaged Clarkston to assess their current end-to-end global S&OP processes - including methodology, data exchange, capabilities, organizational support, systems, and overall functionality. This initiative was deemed critical for the company to support the ongoing business growth and customer service responsiveness. Clarkston provided guidance and tangible recommendations under a roadmap that would afford the client a path to excellence in S&OP while leveraging best practices across their business units and manufacturing sites.

Life Sciences Case Study

PROJECT OVERVIEW

INDUSTRY:



Pharmaceuticals

PRODUCTS AND SERVICES :



Ingredients used in manufacturing
for pharmaceuticals and
consumer products

PRIMARY OBJECTIVES:

- Assess the client's current state of S&OP
- Analyze and compare their S&OP against competitors and industry standards
- Recommend and develop a roadmap for the company to progress in their S&OP journey

RESOLUTION:

- Conducted interview sessions, spanning multiple stakeholders across senior leadership and the different business units
- Leveraged self-assessment and diagnostic tools to quantify the organization's maturity with the S&OP process
- Provided extensive review of existing documentation, metrics, and historical performance related to S&OP including master data, meeting agendas/minutes, policies, trainings, and KPIs
- Performed key customer interviews using Voice of The Customer methods
- Identified 12 critical challenges across people, processes, and technology
- Company and industry comparisons were made against specific S&OP benchmarks

KEY BENEFITS:

- Executive alignment to build operating guardrails for S&OP, allowing clear decision making for core team members
- Strategic trainings to grow knowledge and familiarity with the S&OP process across the company
- Relaunch of the S&OP process including building out a formal Demand Review, Pre and Executive S&OP and refining the Supply Review
- Quick wins and process improvements to allow multiple workstreams to proceed in parallel on process and system enhancements
- Key technology enablers and a path to consolidated processes and systems across the manufacturing sites
- Roadmap to support S&OP technology aligned with a future ERP implementation

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**After successful execution
of the recommendations,
we expect the client to see
the following results:**

~\$1.1M

Reduction in COGS by ~\$1.1M

~\$2M

Increase in Revenue by ~\$2M