

Completing a Supply Chain Diagnostic Assessment for a Leading CPG Manufacturer

The client is a leading CPG manufacturer and distributor with a focus on differentiated snacking brands. Emerging as a new independent company, they are well-positioned to accelerate supply chain innovations now that supply disruptions are receding. The organization was saddled with a dated warehouse management solution, siloed analytics capabilities, and limited visibility into cost to best serve its customers.

As the client embarked on their journey to revitalize and innovate their supply chain and ensure continued technology investments are fully aligned with a broader supply chain strategy, they engaged Clarkston Consulting. Clarkston provided an outside-in perspective to assess the current state, identify gaps in maturity compared to leading CPG supply chains, and pinpoint key opportunities to enable them to strategically move their supply chain maturity needle and encourage business and IT partnership.

Clarkston engaged with 20+ business leaders to conduct a survey and interviews to gain an understanding of the current state of Distribution, Transportation, and Customer Supply Chain. Interviews were focused on current state capabilities and use of technology/systems. Following current state discovery, Clarkston leveraged their Supply Chain Diagnostic Tool to assess the client's supply chain maturity as compared to CPG industry benchmarks. To conclude, Clarkston delivered prioritized recommendations to supply chain leadership to inform their transformation journey.

Consumer Products Case Study

PROJECT OVERVIEW



INDUSTRY:



Food

PRODUCTS AND SERVICES:



Snacks Foods

PRIMARY OBJECTIVES:

- Assess the current state capabilities of Customer Supply Chain, Distribution, and Transportation
- Identify gaps, pain points, and opportunities for improvement in maturity
- Develop recommendations for key opportunities and next steps based on gap analysis

RESOLUTION:

Current State

- Conducted interviews and workshops across Customer Supply Chain, Transportation, and Distribution
- Validated current state capabilities to industry benchmarks
- Documented enabling technologies
- Discover opportunities and challenges

Maturity Scorecard

- Analyzed current state findings against the supply chain maturity scorecard to determine leading, managing, and lagging indications for each functional area
- Noted gaps between current state and industry benchmark leaders
- Highlighted potential target opportunities

Recommendations

- Examined gaps between current state and industry benchmark leaders
- Recognized and prioritized key opportunities (Maintain, Optimize, Sunset, Transform, Breakthrough)
- Delivered recommendations

KEY BENEFITS:

- Provided an assessment of current state capabilities of Customer Supply Chain, Distribution, and Transportation to industry benchmarks
- Ensured score carded maturity – lagging, managing, leading to industry leaders
- Found and explored gaps, pain points, and opportunities for improvement in maturity
- Presented next steps based on gap analysis and recommendations for key initiatives classified into the following categories:
 - Enterprise Platforms
 - E2E Data Analytics
 - Innovation / Automation
 - Distribution
 - Transportation
 - Customer Supply Chain

KPIs

- **Current State:** Conducted a survey of 30+ client team members, 10 interview/work sessions with 20+ team members, 20+ documents reviewed, and 200+ diagnostic questions
- **Maturity Scorecard:** 4 prioritized challenge themes, 80+ discrete challenges, and 3 industry scorecards by functional areas
- **Recommendations:** 35+ discrete recommendations, 3 collaborative sessions, and 9 prioritized initiatives, mapping of effort/impact and critical path.

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