

S&OP Excellence in a Siloed and Matrixed Organization

This €11 billion conglomerate manufactures and distributes products for 130+ brands in the worldwide building and housing market. With over 52,000 employees, their global operations span over 70 countries.

Acquisitions are instrumental to their growth strategy, enabling the company to strengthen their offerings, accelerate innovation while expanding into new markets. Since its inception 30 years ago, they have acquired 300 companies to become a global powerhouse.



The situation

The company's ambitious acquisition strategy adds an average of 1.5 companies and numerous products to their portfolio annually. The stream of acquisitions led to different planning maturity levels, many systems, and master data challenges. Without standardization, the organization struggled with inefficient processes, limited and lagging reporting, and inconsistent metric achievement.

The challenge

An efficient and effective sales and operations planning (S&OP) process is challenging for most companies. The complexity of globally dispersed operations with many brands, and ongoing acquisitions, worsened the challenge.

The head of supply chain transformation needed to optimize inventory levels to improve working capital and reduce logistics operations expenses. Inventory and planning were key areas to improve as part of a more expansive transformation program.

The solution

The manufacturer partnered with e2open to modernize and standardize the process. With globally dispersed

operations at different maturity levels and differing market challenges, the company needed a flexible system to be rolled out in an ongoing, agile process. They chose e2open Sales & Operations Planning, e2open Demand Planning, and e2open Multi-Echelon Inventory Optimization to meet their needs.

Implementing the solutions in this complex environment required ingenuity and collaboration between the company and e2open. The joint team adopted a crawl-walk-run-fly approach using a sprint-based agile methodology. The team identified each sprint's key focus area and value levers based on local needs. This process ensured continuous learning that streamlined and accelerated with each new onboarding.

The team realized early on that solving master data and data cleansing up front would hinder the rollout effort. So, they found an agile approach to perform data cleansing on the go with each new deployment. The agile rollout process also ensured human-centered change management so local users could digest and adapt. Each location identified a local champion to own the implementation and align to the corporate planning process excellence objectives.

The novel approach encapsulated all the key elements of people, process, and technology.



Conglomerate Manufacturer and Distributer

Challenges

- Fragmented, decentralized operating units
- Rapid acquisition with varying planning maturity
- Disparate master data and low data quality

Solution

- A unified planning platform to standardize the planning and reporting process
- Agile sprint rollout to support institutional learning and change management
- Harmonize master data and continuous data cleansing process

Applications

- e2open Sales & Operations Planning
- e2open Demand Planning
- e2open Multi-Echelon Inventory Optimization

The outcome

As the solution rolled out, the company gained a more global and consistent view of their supply chain. Demand planners reduced forecast error, achieving new levels of demand plan accuracy enabled by harmonized data and analytics across multiple enterprise resource planning suites.

E2open is helping the manufacturer make significant progress in their ambitious goal to lower supply chain

and logistics costs by €20m in five years. Already, the planning teams realized business value through improved planning capabilities and optimization, leading to a €6.0 million reduction in inventory.

With e2open, the company now has a standard planning process with greater planner productivity across the entire organization. The flexible solution will grow with the company as they continue expansion and develop supply chain planning maturity.



REDUCTION
**€6.0
Million in
Inventory**

Applications

- e2open Sales & Operations Planning
- e2open Demand Planning
- e2open Multi-Echelon Inventory Optimization



INCREASED
**Planner
Productivity
Through
Automation**

About e2open

E2open is the connected supply chain software platform that enables the world's largest companies to transform the way they make, move, and sell goods and services. With the broadest cloud-native global platform purpose-built for modern supply chains, e2open connects more than 480,000 manufacturing, logistics, channel, and distribution partners as one multi-enterprise network tracking over 15 billion transactions annually. Our SaaS platform anticipates disruptions and opportunities to help companies improve efficiency, reduce waste, and operate sustainably. Moving as one.™ Learn More: www.e2open.com

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**For
Continuous
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