



Supply Chain Management

Achieve sustainable competitive advantages with
a leading-edge supply chain.



Sales & Operations Planning (S&OP)

What does this involve?

The goal of sales & operations planning is to develop coherent and stable plans with high forecasting quality which are in line with the corporate and financial planning. For this purpose, we assist you in preparing and optimizing the corresponding processes and their support by applying high-performance IT solutions.

How do you benefit from implementation/optimization of the S&OP processes?

Security through minimal planning risk, because reliable forecasts facilitate seamless production planning and implementation. **Upturn in sales**, because out-of-stock situations occur less frequently, therefore reducing lost sales, and as a result, customers boost their order volume. **Upturn in profit** due to lower inventories, fewer errors and lower planning instability in the planning processes.

What approach do we take?

In an **analysis of the as is situation**, we evaluate both quantitative (e.g. forecasting quality) as well as qualitative factors (e.g. forecasting processes). Based on best practices, **binding processes are defined** in coordination with the specialist departments involved. During the implementation phase, we make sure the **new processes are implemented** through employee training programs and monitoring.



Inventory Management

What does this involve?

We advise you regarding the implementation of a systematic inventory management with the goal of achieving high delivery reliability with minimal warehouse stock. We make sure your stock turnover increases, which enables your net current assets to be reduced significantly.

How do you benefit from optimization of working capital management?

Liquidity through release of tied-up capital by means of reduced inventory levels. **Upturn in profit**, e.g. due to lower interest expenses, increase in sales due to enhanced delivery capability, fewer end-of-life articles and less storage capacity requirements. **Fast payback** thanks to the leverage effect of the net working capital: just a moderate reduction in inventory is already enough to cover the cost of a project within a short timeframe.

What approach do we take?

The first steps are to **record and analyze current inventory management processes and inventory structures**. By using benchmarks and checklists, areas with potential for improvement are identified, too. Based on results of the analysis, the **concept for specific improvement measures** is then designed (such as target days' supplies) and an **implementation plan to structure new flows/processes**. During **implementation**, we especially focus on the sustainable reduction of the inventory level as well as regular reporting of the essential key inventory performance indicators.



Inbound & Outbound Logistics

What does this involve?

Make-or-buy decisions are of pivotal importance in the transport and warehouse logistics sector: In many cases, outsourcing can boost the efficiency of logistical activities. With our professional and structured tender, we support you in identifying the right service providers and in improving terms & conditions. Fierce competition in the market for logistics services offers the ideal prerequisites for this.

How do you benefit from improvement of prices and conditions in transportation and logistics?

Upturn in profit thanks to our transportation/logistics tenders, which frequently result in significant savings in a two-digit percentage range. **Flexibility** in a two-fold way:

- Identification of high-performance service providers enables better responsiveness to customers' requests through a redistribution of volumes.
- Thanks to outsourcing, fixed costs are replaced by variable costs.

What approach do we take?

Our complex transportation and logistics tenders follow a five-staged approach: with a **potential analysis and concept design**, savings potential is quantified through benchmarks. Using a supplier self-assessment (RFI = Request for Information), **suitable providers** are preselected. Afterwards, the tender for transportation and warehouse volume takes place in a qualified group of bidders by using a RFP (= Request of Proposal), followed by **final negotiation** with the best bidders to clarify the last details (processes, contracts). **Implementation** is carried out in two phases: start-up and standard operations, including project controlling by complying with contractual service level agreements (SLA).



Some of our clients

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DOUGLAS  HOLDING

ERGO



Production Planning & Scheduling

What does this involve?

We help you improve the quality of production planning and scheduling. Decisions in this area are often taken in companies based on a gut feeling. In this connection, production planning and scheduling is one of the key drivers behind effectiveness and efficiency of production processes. With a reliable and comprehensive database, numerous objectives can be achieved such as short throughput times, high delivery reliability and low total costs to the greatest extent possible.

How do you benefit from optimized production planning?

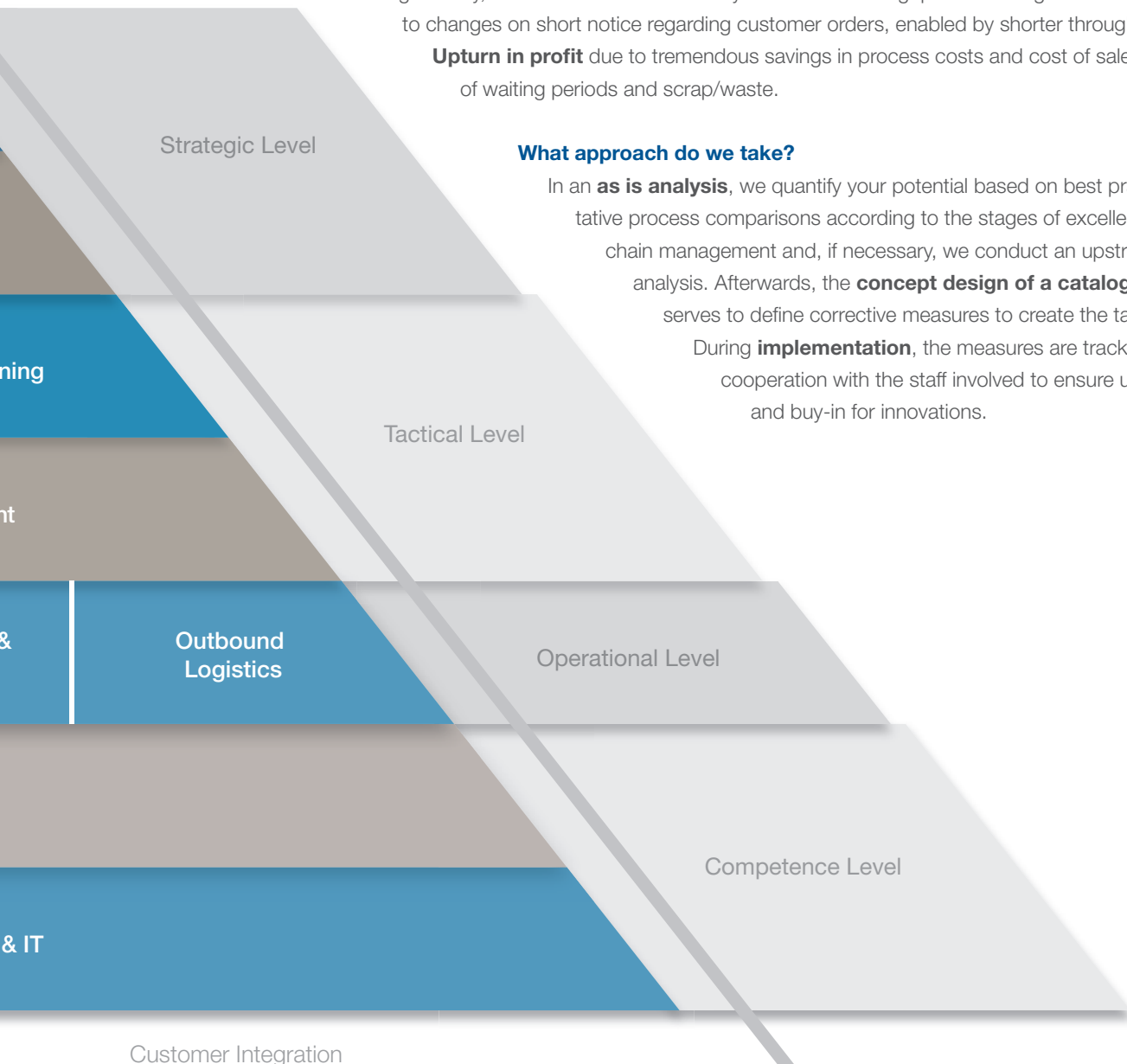
Higher customer satisfaction and security thanks to improved supply capability and enhanced delivery reliability, combined with shorter throughput times. **Higher liquidity** as the result of increased planning stability, which in turn reduces safety stocks and throughput times. Higher flexibility to respond to changes on short notice regarding customer orders, enabled by shorter throughput times.

Upturn in profit due to tremendous savings in process costs and cost of sales, prevention of waiting periods and scrap/waste.

What approach do we take?

In an **as is analysis**, we quantify your potential based on best practices, qualitative process comparisons according to the stages of excellence in supply chain management and, if necessary, we conduct an upstream data analysis. Afterwards, the **concept design of a catalog of measures** serves to define corrective measures to create the target situation.

During **implementation**, the measures are tracked in close cooperation with the staff involved to ensure understanding and buy-in for innovations.





Human Resources

What does this involve?

We help you make the best possible decision regarding personnel for your supply chain, and to build up a sustainable HR structure with both talented as well as experienced employees. Core focus here is especially on the organic further development of the current team. In urgent cases, we can also support you on a transitional basis with interim managers who have longstanding experience in the industry.

How do you benefit from a differentiated HR policy in the supply chain management division?

Security thanks to the selection and further education of excellent specialists who will stay with your company long-term due to our offer of personal development opportunities. **Upturn in profit** thanks to optimally positioned, highly qualified employees who work cost efficiently and also perform to their fullest potential. **Flexibility**, because diversely qualified employees can be assigned to all areas of supply chain management, right up to higher management levels.

What approach do we take?

Development of the optimal personnel structure is structured in three steps. It starts with an **analysis of the existing qualifications**, in which weaknesses regarding the current and future job requirements are identified. Step two is to **design the concept for measures to meet the needs identified**. Further development of the existing personnel as well as external recruiting and interim management are considered here. In step three, **fulfillment of staffing needs** is implemented through the measures agreed.



Supply Chain Reporting & IT

What does this involve?

In many companies, the necessary integrated data framework to transparently record the supply chain's performance is missing. We support you with continuous monitoring of the entire supply chain to create the basis for optimizing your procurement, production and distribution processes.

How do you benefit from a differentiated human resources policy in the supply chain management sector?

Reliability in a threefold way:

- Thanks to transparency over processes and procedures, sources of errors can be identified and corrected at an early stage.
- Minimization of risk thanks to optimized and measurable processes across the supply chain.
- More reliability thanks to IT support so that well-founded decisions can be made in supply chain management.

What approach do we take?

The first step is to **analyze key figure systems and reporting structures** which are already in place. Building on this, key figures are defined for the **design of a supply chain balanced scorecard**. The detailed concept for processes and IT support is subsequently developed in close collaboration with your employees. As the final step in the **implementation phase**, we build up the right reporting and key figure structures for the reports to be created.



Supply Chain Configuration

What does this involve?

We help you critically question structures and processes already in place, optimize production and inventory sites, and gear your supply chain towards your company's requirements so that you can find and implement the right mix of flexibility and cost efficiency.

How do you benefit from reconfiguration of the supply chain?

Customer satisfaction and security through a supply chain that is optimally adapted to customers' needs and the market situation. **Upturn in profit** thanks to downturn in cost items (e.g. for copies, HR costs, logistics costs, interest costs). **Liquidity** by releasing committed funds in the course of inventory optimizations and the build-up of more efficient warehousing and transport structures.

What approach do we take?

When reconfiguring your supply chain, we individually align the approach to your company and your challenges. A project generally goes through three steps: in an **as is analysis**, the actual configuration of your supply chain is initially reviewed. Based on this, an optimal **target concept** for the future and agreement on the measures required for this are worked out. Measures are **implemented** depending on the scope either in a time-staggered or parallel way.



Supply Chain Organization

What does this involve?

We help you optimally shape the operational and organizational structures of your supply chain and integrate them into your company in order to fully tap performance potential in the best possible way. For this purpose, we develop tailor-made organizational solutions which meet your specific requirements with regard to formalization, centralization and hierarchy.

How do you benefit from an optimal supply chain organization?

Customer satisfaction through highly efficient business processes and clearly defined organizational structures, which enable a flexible and reliable response to customers' requests. Security through clearly assigned responsibilities and the related transparency, which enables cause-based performance measurement. **Upturn in profit** thanks to more effective use of personnel and mechanical capacities with a simultaneous increase in efficiency.

What approach do we take?

After defining the scope of the review and coordinating the approach, we start by **analyzing the initial situation**. For this purpose, interviews are conducted to identify strengths and weaknesses and benchmarks are used to pinpoint potential. Based on findings obtained, **organizational options and recommendations are defined** with regard to your company's structural and procedural organization. As the last step, **measures agreed** on with you will be drawn up and worked out in detail.

“The smart spender project with HÖVELER HOLZMANN CONSULTING is the most successful coop project of all times in the procurement and production sector.”

Leo Ebnetter, Member of Coop Management

We're Experts for Supply Chain Management

Collaborating closely with you, we set the direction for the individual alignment of your supply chain. We support you in a target-oriented way in the search for optimization potential and we consistently implement this together with you – on a measurable and sustainable basis.

Our approach is oriented towards the supply chain pyramid with its seven task fields, which are allocated across four levels.

Mechanical Engineering **Retail** Working Capital **Services**
Consumer Goods Inbound Logistics
Financial Service Providers Automotive Industry
Pharmaceuticals Industry **Private Equity**
Chemical Industry Outbound Logistics
Sales & Operations Planning



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