

## CASE STUDY

# A Multinational Dairy Co-operative



## The Company and Challenge

**Establish accurate, complete view of as-is process, understand the pain points and drive improvements for process and system design for a leading Multinational Dairy Co-operative.**

This company is producing millions of tonnes of dairy ingredients and consumer products each year. The Global Supply Planning and Scheduling is its backbone process because it involves planning and transformation of goods to be delivered to the customers. As part of the Supply Planning and Scheduling initiative in Australia, this Co-operative needed to establish and implement new ways of working that will be the starting point for a global standard. The organisation needed to achieve improvements in this process to establish common ways of working through one integrated business planning cycle, common process, one tool (SAP APO), clear roles and responsibilities and improved KPI's. However, the as-is was hard to document due to the complexity of the process, unavailability of a clear end-to-end picture and disconnect between the business units.

**Leonardo Consulting** was engaged to produce a complete, accurate and agreed picture of the process that could be used to efficiently improve realisable process improvements. The project requirements focussed on as-is and to-be modelling of the end-to-end process, from demand planning through to production scheduling.



## Approach / Methodology

**Leonardo Consulting** proposed an approach based on the BPTrends methodology, localised to suit the customer's rapid as-is analysis style, bringing our unique expertise to implement it. The key stakeholders were identified to participate in the analysis and design initiative. Initial kick off meetings were conducted to provide an overview of the project to the stakeholders. Discovery commenced by defining the scope of the process and required level of detail, supported by an analysis of existing documentation to shorten and simplify workshops. Targeted workshops and one-on-one interviews were used to incrementally build up draft process models.

Draft models were reviewed by gathering together business experts, process owners, management, the project team and the global design team. This ensured common understanding of the end-to-end picture, the handshakes between the processes, and agreement on the current process' strengths and gaps.

## Result

The as-is process maps were effectively used by the global design team to identify the gaps and touch points in the current process, manual and automated activities performed, and the roles involved. These models created a foundation for a common standard and provided an exact end-to-end picture of the current state. The processes not only scored exceedingly high in the internal MQF(Model Quality Framework) review but also achieved exemplary delivery in a short timeframe, completing the complicated Demand Planning process in only 2.5 weeks.

These models were used to design and implement the To-Be state of the Global Supply Planning and Scheduling processes. In addition, as-is and to-be documentation also supported training and change management making the transition successful and realizable.

## Contacts

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*Client references for this project are available on request.*