

Client Profile

The chemical division of a global manufacturing company

The Challenge

In the wake of the challenges brought by the Covid-19 pandemic, this company was looking to refresh its strategy.

- Supply chain disruption had left the business with excess inventory.
- While the company was growing rapidly, it wasn't making its numbers.
- The leadership team wanted to put into place a long-lasting foundational system of operating processes that would support long-term profitable growth in the face of continuing volatility.

The Solution

The company partnered with Oliver Wight on a change management program, which included Integrated Business Planning (IBP) supported by Ollie Accelerator - a technology solution that streamlines, simplifies, and accelerates the implementation of IBP.

- The board appointed a high-potential IBP Leader, reporting directly to the President, an individual who had already seen success in every step of their career at the company.
- The creation of a new demand planning function with clear parameters.
- With multiple business units operating in different areas of the world, Ollie Accelerator gave the company visibility of the overall business strategy.
- Plans for different regions and functional units alongside assumptions, risks, and opportunities are on a common dashboard.
- The business also developed a financial model within Ollie Accelerator, which provided an additional level of visibility and interconnectedness to monitor performance and allow the leadership team to make decisions more quickly.
- Communication across the business throughout the implementation was vital, and the IBP process and Ollie Accelerator tool were developed in consultation with the company's employees, through a series of educational workshops run by Oliver Wight.

"You can't get people on board unless they can see that their lives will be better at the end. The new system was developed by the people who will be using it, and that's why there's so much buy-in. It's not our process or Oliver Wight's process, it's their process."

VP Human Resources

The Results

A key priority at the start of the process was reducing inventory and the implementation quickly delivered results.

- The combination of bringing in a process informed by good analysis, and using the Ollie Accelerator tool led to a reduction of 33% in inventory within a year.

“When we started, we would have said this was impossible. Our C-office didn’t think we’d achieve anywhere near that level of reduction.”

CFO

- Assumptions planning has been a game-changer for the business. It is now able to see the consequences of decisions, immediately identify any issues, financialize the implications, and respond appropriately.
- Visibility has increased confidence among the C-suite in the company’s ability to deliver its numbers year-on-year.

“We’ll deliver our numbers this year, we’re on track to deliver our numbers next year and I feel more confident about our ability to land the numbers every year with this process.”

CFO

- A key benefit has been a culture change, which had previously proved particularly challenging as a substantial amount of the company’s growth had come through acquisition of different businesses, all with their own cultures.

“Oliver Wight has helped us lay the foundation of a culture whereby we can now spend more time on strategy and less time hunting down data, less time making decisions and more time executing them.”

VP Human Resources

- The company is not just making better decisions has also improved its ability to make decisions at the right level.

“When you’re trying to make big strategic decisions and assumptions in ever-changing conditions, you need a process and a system that is embedded in the organization to enable you to pivot. That’s what Oliver Wight has given us. We don’t have the worry about the past anymore, now we get to talk about the future.”

President