

Case study

Softys Case Study



Softys
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OLIVER WIGHT

Customer Profile

Softys Chile Achieves Class A Standard for Business Excellence

Softys Chile, a personal-care and hygiene company with almost 50 years of history, was looking to build a more connected and forward-looking supply chain planning process. The company partnered with Oliver Wight to strengthen its planning maturity and work toward Class A Standard for Business Excellence.



Benefits at a Glance

- **Established a new record** EBITDA platform, growing 8% vs previous record
- **Increased on-time in-full (OTIF)** from 89% to 95%
- **Reduced inventory days** on hand from 80 to 66
- **Reduced lost sales** due to supply from 3.01% to 2.45%
- **Strengthened planning discipline**, organizational alignment, and decision quality
- **Improved visibility of risks and opportunities**, enabling earlier and more proactive action
- **Enhanced ability to execute growth plans** while maintaining operational and financial alignment

Managing a portfolio as broad as Softys Chile — with products and solutions spanning consumer tissue, personal care, and away-from-home hygiene — requires close coordination across commercial, marketing, supply chain, operations, and finance.

“We face a demanding competitive and operational context,” says Ronald Strodthoff, General Manager of Softys Chile. “We need to be able to anticipate demand, protect service levels, optimize inventories and costs, and connect our strategic ambition with disciplined execution.”

While the organization had strong functional capabilities and an established Sales & Operations Planning (S&OP) process, Softys Chile recognized an opportunity to strengthen the connection between strategy and execution. The next step was to evolve toward Integrated Business Planning (IBP), creating a more unified, forward-looking way to manage the business.



From Multiple Functions to One Integrated Plan

Before the engagement, planning was dependent on functional views and short-term problem-solving.

“The planning process was not sufficiently integrated across functions,” says Chief Financial Officer Eduardo Nuñez.

“Teams brought valuable expertise to planning, but commercial plans, operational capabilities, innovation priorities, and financial commitments were not always connected through one shared view of the business.”

By optimizing planning and decision-making at the departmental level rather than from an end-to-end business perspective, **Softys Chile sought to strengthen the link between its long-term strategy and day-to-day execution.**

“Our goals included creating a longer-term view of the business, anticipating demand and supply gaps, improving service and inventory decisions, strengthening innovation planning, aligning the financial outlook with operational and commercial plans, and establishing a disciplined cadence for executive decision-making,” says Commercial Excellence Director Matías Brown. “The goal was not to pass an assessment, but to change the way the company runs the business.”



Building the Capabilities Behind Class A

Oliver Wight worked with Softys Chile's leadership team to translate this ambition into a structured and practical improvement journey. The engagement began with education in IBP, Demand Planning, and Supply Chain Planning, followed by cross-functional workshops that turned principles into processes designed specifically for Softys Chile's business, industry, and culture.

A defining feature of the engagement was its emphasis on people and behaviors.

"We wanted a partner that could help us convert best practices into behaviors embedded in the way we manage the business," says Strodthoff. "The Oliver Wight Business Advisors didn't limit the work to templates or theory; they focused on the behaviors behind an effective IBP process. They challenged our leaders and teams to clarify decisions and use the process to manage the business, not simply to prepare meetings."

Oliver Wight's advising also helped improve the quality and sequence of discussions in the Product Review, Demand Review, Supply Review, S&OE, Financial Integration, and Steering

Committee. Teams strengthened pre-reads, made innovation a more visible part of the plan, and adopted concise one-page summaries to help executives focus on the decisions and exceptions that mattered most.

Finance became an active business partner throughout the planning cycle, connecting commercial and operational assumptions to their financial consequences earlier in the process. This strengthened the organization's ability to assess trade-offs and ensure that decisions supported profitability and strategic priorities.

“ Strong accountability from the project leadership team — from designing the process and driving change to building understanding and supporting people along the way — was instrumental in Softys Chile achieving Class A recognition.”

- José Luis Jorquiera, Oliver Wight Business Advisor

A More Connected Way to Run the Business

The most meaningful change, according to company executives, was cultural. Softys Chile's leaders and teams moved from optimizing individual functions toward managing the business through shared accountability.

"Teams now work from a common plan and a common language," says Strodthoff. "Discussions are more transparent and focused on what is needed to close gaps and deliver commitments. Risks and opportunities are identified earlier and ownership is clearer across the organization."



Results That Reflect a Stronger Management System

Softys Chile's Class A journey has delivered meaningful operational, financial, and cultural benefits. OTIF improved to 95%, inventory days on hand declined from 80 to 66, and lost sales due to supply fell from 3.01% to 2.45%.

The stronger planning process also supported improved financial performance: Softys Chile exceeded its 2025 EBITDA budget by 13% and established a new record EBITDA platform in 2026, increasing its previous record by 8%.

Significantly, Softys has also strengthened its ability to manage the future. The integrated business plan now connects demand, supply, portfolio, innovation, financial outcomes, and strategy in a more disciplined way. The organization has greater confidence in its forecast and a stronger foundation for sustainable growth.



Sustaining the Journey

For Softys Chile, achieving Class A is an important milestone, but not the end point.

“Achieving Class A confirms our ability to execute strategy effectively through integrated planning and decision-making to create long-term value for customers, employees, and shareholders,” says Director of Marketing and Development Camila Rodriguez. “Going forward, our focus is to maintain Class A behaviors and use IBP as a platform for continuous improvement and long-term competitiveness.”





ABOUT OLIVER WIGHT

At Oliver Wight, we believe sustainable business improvement can only be delivered by your own people. So, unlike other consultancy firms, we transfer our knowledge to you; knowledge that comes from over 55 years of working with some of the world's best-known companies.

The Oliver Wight Class A Standard for Business Excellence is recognized by organizations and industry commentators as the definitive measure of business excellence. We have a long-standing reputation for innovation; we continually challenge the industry status quo, so you get the latest in fresh thinking around core business processes and their integration with people and technology.

Your Oliver Wight partners will coach, guide, and inspire your people to drive change throughout your organization, allowing you to create a culture of continuous improvement and innovation that simply becomes, for you, 'the way we do things.'

We call our approach to change management the Proven Path; it's a proven, sustainable approach that will transform your business performance and deliver results straight to the bottom line.

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