

Rapid implementation of a Sales & Operations Planning process increased production to 3% over forecast

Empowering the client team to do things differently, better and in a more sustainable way

The challenge

This PE-owned client is a leading producer of oil country tubular goods (OCTG) and line pipe (LP) for use in oil & gas exploration and production. The company was consistently failing to meet shipment and revenue forecasts and was finding it difficult to respond effectively to any last-minute requests from customers. The PE firm and company executives invited Maine Pointe to help them transform the organization from one focused on firefighting to one where there are no fires to put out. In particular, we were asked to implement rapid improvements in the company's planning and scheduling abilities.

Our analysis showed an organization where management's focus was on monthly production, tonnage forecasts and production rather than actual customer demand. The company had poor data and was heavily reliant on numerous Excel spreadsheets to provide information.

The solution

Maine Pointe's team of industry, practice and data analytics experts worked side-by-side with our client's team to:

- Design and deploy fundamental S&OP process, including new tools, metrics, meeting cycle and behaviors
- Implement daily and monthly dashboards with actionable KPIs
- Improve the effectiveness of order management and increase the attention paid to customer pickup request dates
- Assess the IT operating system and identify specific modules, not being utilized by the company, that would improve their S&OP process
- Develop and implement a superior Management Operating System (MOS) to support and sustain the changes required to drive continued improvements in the future
- Improve insight into process issues and ability to accelerate corrective action
- Provide client with a longer view of upcoming business cycles to identify future sales and production opportunities

The results

- Reduced delayed revenue tons shipments by 5%
- Improved on-time truck loading by 8% by implementing a date management and S&OP system for customer orders
- Increased production to 3% over forecast through improved scheduling tools
- Improved production effectiveness and on-time delivery

"Perhaps the biggest achievement of the project is that Maine Pointe empowered people, showing them that they can do things differently and better. And now they're making it happen."

VP Marketing & Sales

Want to strengthen S&OP at your organization?

Need help to harness the power of data analytics and gain actionable insights?

Talk it through with one of our executives

Email info@mainepointe.com to arrange a call

About Maine Pointe

Maine Pointe, a member of the SGS group, is a global supply chain and operations consulting firm trusted by many chief executives and private equity firms to drive compelling economic returns for their companies. We achieve this by delivering accelerated, sustainable improvements in EBITDA, cash and growth across their procurement, logistics, operations and data analytics. Our hands-on implementation experts work with executives and their teams to rapidly break through functional silos and transform the plan-buy-make-move-fulfill supply chain to deliver the greatest value to customers and stakeholders at the lowest cost and risk to business. We call this Total Value Optimization (TVO)™.

Maine Pointe's engagements are results-driven and deliver between 4:1-8:1 ROI. We are so confident in our work and our processes that we provide a unique 100% guarantee of engagement fees based on annualized savings. www.mainepointe.com