



CORPORATE PERFORMANCE IMPROVEMENT

# INTEGRATED DEMAND AND SUPPLY PLANNING

PLAN MORE EFFECTIVELY, OPERATE MORE EFFICIENTLY  
AND MEET CUSTOMER NEEDS



ALVAREZ & MARSAL

# INTERGRATED DEMAND AND SUPPLY PLANNING

## PLAN MORE EFFECTIVELY, OPERATE MORE EFFICIENTLY AND MEET CUSTOMER NEEDS

An effective integrated demand and supply planning process is only meaningful when inputs and outputs lead to improved decision-making. Our pragmatic approach focuses on demand-driven plans and supply optimization resulting in improved margins, forecast accuracy, agility, business visibility and lower inventory. A&M brings an end-to-end supply chain perspective to help you plan more effectively, operate more efficiently and meet customer needs.

### CLIENTS CALL US WHEN:

- **An imbalance between demand requirements and operations' capabilities drive the need for stronger planning and transparency across the supply chain.**
- **They struggle to meet existing or future service level requirements.**
- **They are stuck in "reactive mode" because production planning and execution are disconnected from customer needs.**
- **They have too much or the wrong inventory and struggle with low customer fulfillment.**
- **Their inventory costs are increasing faster than revenue and / or are higher than competitors.**
- **They are data-rich but insight poor or have trouble developing an actionable plan from available data.**
- **Their assets and/or mobile fleet are not effectively utilized to maximize return on invested capital.**
- **Capital planning processes and projects are fraught with delays and overruns and still fail to achieve expected return or objectives.**

## OUR CORE SERVICES



### SALES AND OPERATIONS PLANNING

Clients turn to us when they need to remove or reduce costs quickly and intelligently. From sourcing to asset management, we work shoulder-to-shoulder with management to find and make speedy and sustainable improvements in EBITDA, cash flow and organizational efficiency.

- [Integrated Collaborative Planning](#)
- [Operations Planning Improvement](#)
- [Sales and Operations Planning \(S&OP\) Effectiveness](#)



### INVENTORY MANAGEMENT

You need to be confident that you have the right inventory, at the right levels, when and where you need it. A&M identifies gaps in inventory processes and technology and implements improvements to inventory strategies, master data management, inventory planning systems, physical accountability and inventory metrics to drive better performance, control and cost-effectiveness.

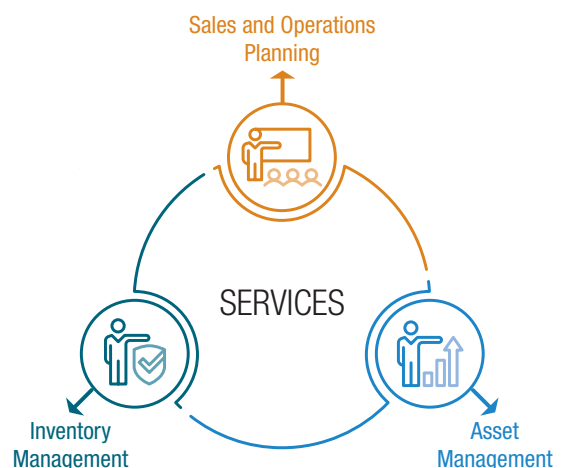
- [Inventory Strategy](#)
- [Inventory Analytics](#)



### ASSET MANAGEMENT

You want to maximize return on your capital investments. Whether you want to improve fleet performance, tracking and utilization or need to design and select tools to support enterprise asset management, our seasoned professionals can help successfully execute the right mix of improvements and maintenance strategies to optimize the life and return on your assets.

- [Capital Investment Planning and Program Management](#)
- [Fleet Performance Improvement](#)
- [Asset Lifecycle Management](#)



## SUCCESS STORIES

### **INTERIM SENIOR LEADERSHIP STAVES OFF BANKRUPTCY WITH MORE THAN 15 PERCENT IN OPERATING EXPENSE REDUCTIONS**

A company undergoing a debt restructuring process desperately needed to improve cash flow. Serving as interim Senior Vice President for Supply Chain, A&M managed daily supply chain operations and led critical initiatives to liquidate excess and obsolete inventory, introduce improved business processes, optimize the distribution network and footprint, and implement new sales and operations planning processes. A&M reduced gross inventory by 20 percent and reduced the distribution footprint by 50 percent through the closure of two warehouses and downsizing of others, reducing operating costs by more than 15 percent.

### **SUPPLY CHAIN TRANSFORMATION BOOSTS FINANCIAL PERFORMANCE BY 25 PERCENT**

A major contract manufacturer experienced significant disruptions in supply chain performance after multiple acquisitions and substantially increased customer demand. Service levels and sales projections declined, excess and obsolete inventory increased and manufacturing performance hindered their ability to bring new products to market. Desperate for change, the company hired A&M to support a transformation of the enterprise supply chain. A&M designed and implemented a fully functional and integrated S&OP business process that increased production output by 20 percent, reduced new product development cycle time by 15 percent and boosted overall financial performance by 25 percent, exceeding assigned targets for each success factor.

### **FLEET PERFORMANCE ASSESSMENT IDENTIFIES 18 PERCENT REDUCTION IN ANNUAL OPERATING COSTS**

A national propane and construction products distributor hired A&M to identify opportunities to reduce fleet operating costs while maintaining or improving the quality of the delivery service. A&M identified and managed initiatives to improve private fleet utilization, fuels distribution efficiency and costs. In total, A&M identified 18 percent in potential annual savings for fuel delivery operations.

### **SKU RATIONALIZATION YIELDS \$7 MILLION EBITDA AND \$19 MILLION WORKING CAPITAL IMPROVEMENT**

A consumer products company experienced SKU proliferation and high operating costs. The company engaged A&M to support SKU rationalization. A&M evaluated SKU-level profitability across multiple business dimensions to determine margin contribution as well as identify pricing, item rationalization and cost reduction opportunities necessary to improve profitability. Execution of the team's recommendations resulted in approximately \$7 million in annual EBITDA improvement and \$19 million in working capital improvement.

## WHY CHOOSE A&M?

### **FOCUS ON PROFITABILITY.**

We produce bottom-line results faster to increase your profitability.

### **SOLVING COMPLEX PROBLEMS IS IN OUR DNA.**

After 30 years of resolving some of the most urgent challenges in business history, we have honed critical expertise that clients at all maturity levels can use to achieve rapid results.

### **SENIOR-LEVEL EXPERTISE AND LEADERSHIP.**

Our seasoned executives and operators, many of whom held senior leadership positions in industry, bring independent perspectives and practical solutions based on real experience.

### **OBJECTIVE AND INDEPENDENT.**

We are supplier and technology agnostic. A&M offers objective, credible advice you can trust to be in your best interest, not our own.

### **TAILORED SOLUTIONS.**

Your company has unique goals and challenges. We take a fact-based approach to deliver tailored solutions that meet your needs.



***“A&M’s ability to bring a variety of skills and talents to help us solve critical business issues has created a meaningful and valuable partnership with our company.”***

— Randall Wisenbaker, EVP Operations,  
Quanta Services, Inc.

***“Engaging A&M with their deep experience in integrated demand and planning services established the framework for our go-forward success. Service levels have risen, improved scheduling has driven throughput savings and working capital has been impacted by lower inventories and reduced obsolescence. A&M is a terrific resource and I would not hesitate to use them again.”***

— CEO, Major Contract Manufacturer



## INTEGRATED DEMAND AND SUPPLY PLANNING PRACTICE LEADERSZ



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### ABOUT ALVAREZ & MARSAL

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) when conventional approaches are not enough to make change and achieve results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services.

With over 3000 people across four continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, help organizations transform operations, catapult growth and accelerate results through decisive action. Comprised of experienced operators, world-class consultants, former regulators and industry authorities, A&M leverages its restructuring heritage to turn change into a strategic business asset, manage risk and unlock value at every stage of growth.

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