



Global Bottler Goes Back to Basics

The Challenge:

The largest independent bottler for a household beverage brand recognized a training need for their supply chain planning functional teams. After experiencing tremendous growth with numerous bottler consolidations, the planning teams expanded, as did inconsistencies with fundamental knowledge. With consolidation activity stabilizing, the leadership team made the strategic decision to focus on baseline knowledge fundamentals and language to position their teams for the next global change on the horizon.

With various levels of knowledge across multiple generations, the client was experiencing inefficiencies in the “what” and “how’s” of basic processes and utilization of JDA technology. Seeking more sustainable ways of working and back-to-basics of supply chain planning, the company sought training expertise from Spinnaker with a track record in delivering training that sticks.

The Approach:

The client engaged Spinnaker to perform an initial assessment in the critical component areas of people, process and technology for each functional department. Spinnaker established baselines with inputs from the users to demonstrate and craft the training program and related opportunities. Baselines measured represent key areas such as tool functions and navigation, policies and general supply chain knowledge.

Spinnaker quickly identified the tribal knowledge that was used to train employees during their growth spurts, was inconsistent, incorrect and outdated. These observations were pervasive across the business along with the users both at the managerial and individual contributor levels. Additionally, knowledge management systems for basic and custom processes were lacking. The desire and need for training, with a manual documenting their business process and back to basics, was evident.

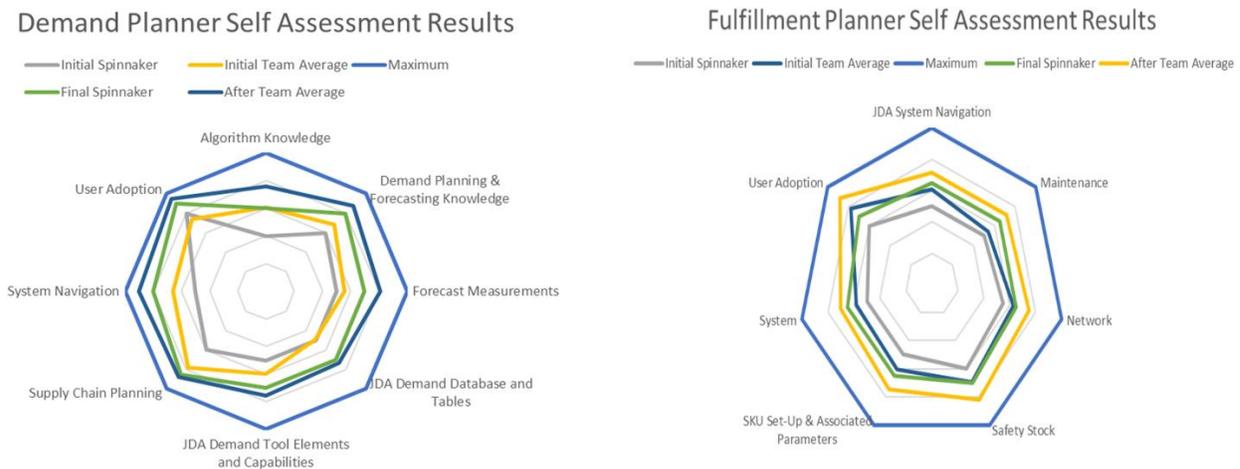
Given their solution was changing platforms soon, Spinnaker was asked by the client to not only provide training that was relevant in their current state, but to bridge the user’s knowledge with training to place all users on a level playing field. Spinnaker evaluated users on comprehensive and high impact business areas such as tool utilization, supply chain planning concepts and the client’s internal business process, to establish baseline knowledge and understand gap spaces.

This approach allowed for a measurement of user knowledge before and after the training program. More importantly, Spinnaker strategically tailored a custom training program built around the baseline analytics for the client's learning areas. The content of the training program revolved around core business process tasks in the supply chain planning spaces. In the demand planning track, core focus was on algorithm tuning, workbench capabilities and product lifecycle management. In the fulfillment track, the core focus was on master data parameters, deployment tools and plan analysis. As training was being deployed, Spinnaker baselined the client on system fundamentals, capabilities, features, and how their business process worked in conjunction with them.

The Results:

Spinnaker's efforts, training and delivery expertise provided the client with the necessary foundational elements for their workforce. The client was given a back-to-basics knowledge and industry practices, to streamline how they work and placing their teams on a level playing field.

The charts show representative examples of the before and after results. Gains were consistent across key areas.



Across the board survey results increased on average by 25% from initial to final survey.

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About Spinnaker: Spinnaker is a supply chain services company that helps clients grow, manage risk, reduce costs, and improve customer service by developing world-class supply chain capabilities. Our services help clients develop the right supply chain strategy for their business challenges and implement the process and technology solutions to improve Demand/Supply Planning, Procurement and Sourcing, Logistics and Warehousing, and Reverse Logistics business performance. Spinnaker offers a unique service delivery model that combines the strength of deeply experienced management and technology consultants with a seasoned team of business process outsourcing (BPO) and 3rd-party logistics (3PL) professionals. Founded in 2002, Spinnaker has offices in Boston, Columbus, Denver, Houston, Memphis, Pittsburgh, London, and Singapore.

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