Supply chain & procurement
Consulting Services
Our Client Challenges

**Strategy**
- What are my supply chain objectives – service level vs. costs?
- Do I have the right supply chain structure in place?
- Can my supply chain deliver on my business growth plans?

**Procurement**
- How can I achieve cost savings from my suppliers?
- How can I better manage procurement demand?
- Have I specified my supply requirements correctly?

**Inventory Management**
- How can I reduce my inventory levels?
- Do I have visibility of stock across my supply chain?

**Logistics Management**
- How many distribution centers should I have in my network?
- What should I do internally and what should I outsource?
- How do I manage a third party logistics tender competition?

**Sales and Operations Planning**
- How can I improve on my customer service levels?
- Is my operational plan aligned to my financial plan?
Our Skills and Capabilities

The supply chain is the backbone of our clients’ business. We bring a range of skills, capabilities and offerings which help our clients streamline, consolidate and restructure their supply chains to differentiate, reduce costs and grow revenue.

Strategy and Governance:
Working with clients to define and implement a vision of how the supply chain will operate to support business objectives and business controls.

Sales & Operational Planning:
Bringing together market demand and supply capability to effectively schedule and optimise operational facilities, financial performance and customer service.

People & Structure:
Helping clients define their supply chain organisational structure, develop people capabilities and implement lasting change.

Risk and Compliance:
Working across the organisation to align business activities with government and regulatory policies and directives to bring effective risk and contingency management.

Sustainability:
Working with companies to assess and reduce the carbon footprint of their supply chain, to reduce resource consumption and identify areas where cost savings can be made.

Technology:
Working with our clients to understand the IT strategy that will enable the supply chain to realise its full potential. From supply chain optimisation tools, to line scheduling and routing.

Procurement:
Helping clients to drive out costs, smooth operations and secure vital partner / supplier relationships whilst enhancing infrastructure to sustain the savings.

Inventory Management:
Working across the end-to-end supply chain to analyse and understand practices; looking for opportunities to save on cost and deliver improved customer service whilst releasing working capital.

Logistics Networks:
Analysing the flow of goods and services through physical assets e.g. warehouses, transport and manufacturing for optimum customer service levels, utilisation, cost and risk profile.
About Supply Chain Management & Procurement

About our partnerships
PwC brings best in class capabilities and services to our clients. To achieve this across the breadth of supply chain activities, we have created a network of relationships with niche providers. This allows PwC to augment our in-house skills and experiences to answer all of our clients supply chain challenges, from realising procurement cost savings to implementing advanced logistics network models.

PwC Benchmarking
The PwC benchmarking capability is underpinned by one of the most comprehensive databases in the world, including over 750 companies/1,000 supply chains. It is based on the industry standard Supply Chain Operations Reference model (SCOR) and Product And Cycle-Time Excellence (PACE) reference models, all of which were developed by PRTM.

Our Experience
We have deep local Supply Chain and Procurement experience. For example, our team has helped:

- A leading financial institution to identify and target procurement cost savings of €25 million
- An Irish based international retailer to restructure its supply chain which led to freight costs savings of 20%, reduced inventory levels by 17% and shortened lead times
- A global FMCG's Irish operation to restructure its logistics model which led to cost savings of 25%

Our goal is to establish trusted relationships with our clients, where we understand their real issues and engage collaboratively at all levels to deliver measurable benefits

The supply chain is the back-bone of every organisation. PwC Ireland has a team of skilled practitioners who understand the needs and challenges of the business, bringing innovative yet practical solutions. We have a network of professionals across 140 countries with deep industry and technical knowledge. This experience allows us to help our clients meet and overcome the challenges they face.

Our consultants bring practical hands on advice to our clients. We blend deep industry experience with proven consulting techniques to deliver measurable benefits to our clients. We have the confidence to link our clients success with our own.
Our Client Experiences

Global Pharmaceutical Company

Our Client Issue
Our client, operating in a highly volatile environment, was seeking support in developing solutions to reduce product supply risks.

Our Approach
We were engaged to manage a number of workstreams focused on:
- Carrying out a review of their peers and relevant best practices from other industries
- Developing a short list of potential options
- Assessing in depth an option to implement a dual sourcing model

Benefits Delivered
- Engaging with key suppliers, who operated a VMI model, to understand their forecast data requirements

Irish Grocery Retailer

Our Client Issue
Our client was facing escalating costs in their supply chain operations. PwC was engaged to assess their supply chain operating model— with a key focus on identifying opportunities to reduce costs.

Our Approach
Our review focused on analysing both fixed and variable costs. Several presentations were made to the Board outlining the details and impact of the various options available to return the group to profitability.

Benefits Delivered
- Development of an agreed supply chain operating model
- Signed contract with the preferred outsourcing partner
- Identification of new processes and existing process changes
- Implementation of a new supply chain organisational structure

Global Consumer Goods Company

Our Client Issue
Inefficiencies in our client’s Sales and Operational Planning (S&OP) process were leading to a combination of high inventory levels and poor customer service levels.

Our Approach
Working jointly with the client, we conducted an end-to-end assessment of its S&OP process. This included:
- Mapping each stage of the process - identifying key roles and responsibilities and issues and opportunities for improvement
- Assessing the client’s forecasting system and how it was being applied

Benefits Delivered
- Remodelling the demand planning system
- Redesigning key activities in the S&OP process - for example promotional forecasting
- Upskilling the team - primarily through utilising international secondments
- Implementing a KPI Dashboard to monitor and control S&OP operations and performance

Public Sector Organisation

Our Client Issue
We undertook a Logistics and Inventory Management (L&IM) review for a major Public Sector organisation. The purpose of the review was to develop a new integrated national model.

Our Approach
The scope of our distribution model review included:
- The number, size and nature of storage facilities
- Supplier spend analysis by product category by business unit
- The number of staff required at each location and roles and responsibilities

Benefits Delivered
- Planning, scheduling, distribution channels, asset tracking and other logistics elements from order to point of use
- Risk management, transition timescales and benefit realisation strategies underpinning the operational model

Benefits Delivered
- Procurement cost savings in the order of 5-10%
- Reductions in inventory costs and waste
- Improvements in customer service
- Reduced space usage on hospital campuses

Benefits Delivered
- Supply chain cost savings of 18% were identified
Key contacts

Garrett Cronin
Partner
T: + 353 1 792 8807
M: +353 87 2206167
E: garrett.cronin@ie.pwc.com

David McGee
Partner
T: + 353 1 792 8785
M: +353 086 2681522
E: david.a.mcgee@ie.pwc.com

Mark McKeever
Senior Manager
T: + 353 1 792 8008
M: +353 86 0439612
E: mark.mckeever@ie.pwc.com