



## Global manufacturer for Telecom products Improvements all down the line

Case Study  
Telecoms

# Creating a performance management culture to deliver global supply chain stability

**Company Name:** n/a

**Location:** Nordic, China

**Sector:** Telecoms

**Function:** Supply Chain

**Business Challenges:**

Develop SC processes, business rules and requirements to ensure correct information flow and create a performance management culture that will deliver Supply Chain stability.

**Consulting Services:**

Performance Improvement, Change Management.

**Capabilities:**

Organisational Effectiveness, Integrated Supply Chain, MCRS®.

**Client Quote:**

*“With Celerant we have a coach, leader, project manager, expert and a consultant helping us think out of the box. Truly remarkable”* Supply Chain Manager

### Situation

The client is a global leader of Telecom’s products. For the past few years, its 2 divisions had been struggling with declining sales and the Mobile Business Unit had shown negative results for some time. As a result, management decided to dramatically cut costs by changing the Mobile Supply Chain from make-to-stock to 14-day make-to-order, with new suppliers in China and a new 3rd party logistics provider.

### Approach & Delivery

Celerant Consulting was brought in to help ensure that this new business model was correctly aligned to deliver greatly improved performance. Working closely with the client Operations Team, Celerant set up KPIs along the entire Supply Chain which enabled them to identify root causes for missing commitments to customers and to implement corrective activities to improve performance.

Celerant also used a rigorous Closework® approach to help key people manage all respective Supply Chain partners to continuously improve performance and maintain it at the target levels.

Weekly, monthly and quarterly reviews with all Supply Chain partners were initiated and then integrated into a new Management Control & Reporting System (MCRS®).

### Results

Supplier delivery accuracy “On Time In Full” has risen from below 50% to 95+% and 3rd party delivery accuracy from 70% to 95+%.

An average Supply Chain lead time within the 14 day target has been achieved and a Performance Management System ‘can do attitude’ fully embedded within the team.

### Client Satisfaction

The Celerant approach of working with the client at all levels of the organisation was key to success.

By working closely with the operations team it was possible to guide them on a daily basis and shorten decision making lead times.

