



Stay in control by implementing end-to-end planning

– Bridging the gap between operations and business plans

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Table of Content

01	Why utilizing technology for end-to-end planning is like a cockpit	4
02	What does “New Normal” in the Supply Chain look like?	7
03	Leveraging digital technologies can give a competitive advantage	10
04	What does a cockpit do?	12
05	Why invest in a cockpit?	14
06	Learn from others – case example	17
07	Designing your journey	19
08	About Optilon	22
09	Contact	23





Why should you read this whitepaper now?

In the fresh light of the Covid-19 disruption, many business leaders are looking for ways to mitigate risks and control of cash flow by bridging strategy and operations and creating a foundation for resolving demand and supply imbalances.

In terms of competitiveness we typically see that bridging this gap and start working with planning of the Supply Chain from an end to end perspective could mean:

98-99,8%

Stable Customer
Service Level over time

20-50%

Inventory reduction

75-90%

Reduced workload

With this whitepaper you will:

- Get an introduction to why bridging the gap between operations and business plans is key to ensure top and bottom-line growth in volatile environments
- Understand why it is important to have focus on it now
- Learn how you can benefit from working with planning of the Supply Chain from an end to end perspective
- Get an understanding of how you can work together with a professional partner to create the foundation for an effective integration with your people, processes and technologies





01

Why utilizing technology for end-to-end planning is like a cockpit

Ever wondered what pilots are doing in the cockpit of the airplane? It is quite like the job of the Chief Supply Chain Officer (CSO) or CFO of a company. Before pilots take off, they have planned their journey ahead and counted in the different variables that could affect the planned journey. They have planned and practiced for different scenarios that could take place and what actions they require. Just before take-off they check the latest information about weather, data around the equipment and ask for clearance. Should they encounter some turbulence in the air, or other challenges, they use their cockpit to steer the plane on a new course, but according to pre-defined policies.

They still have the end destination as their goal. Sometimes they use the control tower to check on the course, but they want to avoid using it. Visibility, decision-making and actions based on the latest information from various sources is how they, the pilots, stay in control.

By replacing the airplane with a business, the planning of a journey with a business plan, and the physical journey with a physical flow of products, one suddenly realizes that a Chief Supply Chain Officer (CSO) and CFO should also have access to "cockpit technology" to stay in control as it could help them:

- Transform the strategy into execution with a known effect on customers' service levels and overall business KPIs
- Improve the accessibility speed and quality of information flowing through the business enabling visibility, decision-making and action based on the right assumptions right away



- Identify potential problems in the physical flows of products (i.e. the Supply Chain), as well as improving communication and information visibility across the company and functions
- Enable re-design and implementation of Supply Chains that can be configured and reconfigured quickly in response to changes in the surrounding environment
- Design contingency plans for possible Supply Chain shocks as well as building in the right level of resilience and buffers
- Design the right set-up for the Supply Chain which again helps to cope with future volatility and minimizes resource waste.

Staying in control requires a resilient Supply Chain

Companies' Supply Chains have faced several major disruptions in their short 50-year history, but nothing as severe as the Covid-19 virus, which has brought the global economy to its knees in a few short months.

The initial occurred impact was on the supply side mainly caused by the Chinese shutdowns. In the next phase the supply-side issue extended into other major manufacturing areas and the crisis swung around to include the demand side.

Consumption across numerous categories plummeted, and warehouses filled up with products because outlets and consumers were closed for business. At the other extreme, what consumers had identified as their essential items were subject to enormous spikes in demand, and retailers scrambled for new sources.

According to a survey conducted by PwC, after the Covid-19 crisis, 26% of respondents (primarily based on the response from 305 CFOs) were looking to use automation to improve the speed and accuracy of decision-making and 30% wanted to extend tools to better understand demands. Also, the survey showed, that Supply Chains will diversify in the wake of the Covid-19 pandemic, but they will only relocate completely as a last resort.

To conclude we could say, that there will still be global value chains in the future. The difference, compared to today, will be that they will have several options for supply which creates an additional complexity in terms of control. The need for control will hence be even greater than today.

What does being in control mean?

Being in control is all about bridging strategy and operations as well as resolving demand and supply imbalances. In practical terms we could say, that it is about transforming a business plan and executing on it across the business and different functions through decision-making. This comprises a two-dimensional gap-closing process. One needs to understand the two dimensions Volume/Mix and Demand/Supply. That is why planning of the Supply Chain – from an end-to-end perspective is the KEY process to bridge this gap. There are several good examples of Nordic companies that have implemented a new way of working to reach this control.

An answer to the above, seen from an Optilon point of view, would be to implement a method based on cockpit technology, processes as well as people. Throughout this whitepaper we will provide you with the arguments and inspiration for why you should embark on such a journey, both from a short-term and long-term perspective. We will as well provide you with an understanding of how planning of the Supply Chain – from an end-to-end perspective can benefit your company and what it takes.

26%

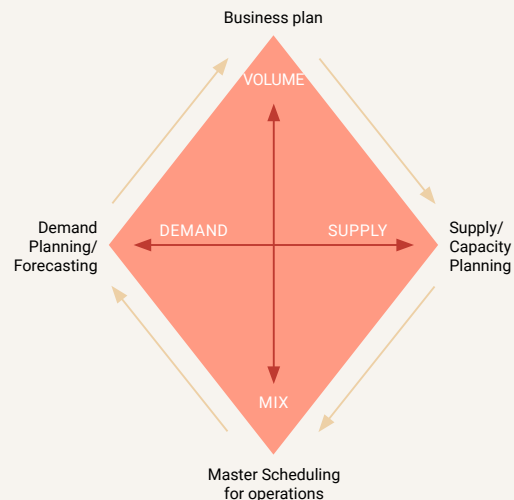
Are looking to use automation to improve speed and accuracy of decision making

30%

Want to extend tools to better understand demands

Being in control means having a two-dimensional gap-closing process

Bridging strategy and operations and resolving Demand and Supply imbalances.





02

What does “New Normal” in Supply Chain look like?

Running a competitive business in “New Normal” requires a resilient Supply Chain. Below, we will introduce you to the main changes that we foresee will change Supply Chain as we know it.

Global Supply Chains will remain and are volatile

The impact of political instability around the world is impeding the efforts of global companies to efficiently drive cross-border trade. It will also disrupt global sourcing strategies designed to make in-bound Supply Chains leaner through accessibility to a greater diversity of sources. Indeed, political risk is the “New Normal”, as regulatory changes challenge global Supply Chains. Add to that trade wars and Brexit. Globalization as we know it is under threat through the rapid rise of nationalism and, as a result, Supply Chain networks are threatened with fragmentation everywhere.

Additionally, we have the “Uberization” and the climate change which challenges the designs of the Supply Chain. With Uberization we mean asset sharing, pushing utilization rates up and accompanying transaction down. We are just at the bottom of the learning curve, so there is a long way to go.

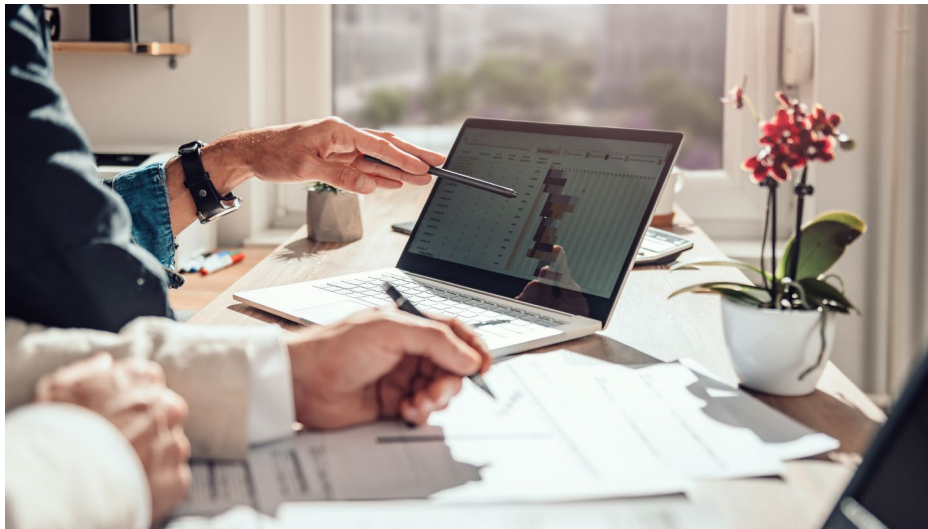
Since it is likely that the center-of-gravity of a Supply Chain is going to change frequently in the future, given the volatility of the business environment, the need for flexibility in the supply/demand network increases. Resilience comes with a cost, so a conscious decision about what level of flexibility the company should provide is key. In other words, all this uncertainty is the enemy of efficient Supply Chains.

Digitalization is still key

The vulnerabilities of the changing Supply Chain were also visible long before the crisis hit. Developments were driven by a need to make the Supply Chain more sustainable, become more digital, adapt to new business models and become more efficient, while there was a lack in capabilities to respond and adapt to rapid and big changes in volumes and customer behavior. The crisis has just highlighted these vulnerabilities.

As an example, we could look at the car industry. The Tesla business model has challenged the typical value chains. The car dealers have gone, as the car is ordered online directly with the manufacturer. The Tesla cars are also utilizing Internet of Things to the fullest and 80% of the moving spare parts are gone and have been substituted with spare parts that are not to be changed during the car's lifetime. 80% of maintenance is gone and the car updates itself and tells if something needs to be changed.

Expensive visits to the gas station are gone, because it is driving on electricity instead of oil and carsharing and self-driving cars are gaining impact. If we transfer the Tesla philosophy to other products, we will quickly move towards an economy that further squeezes value chains and creates new values so the need for human interaction decreases. The crisis has digitized more groups on the labor market and time has come to make up for that. AI (Artificial Intelligence) and the introduction of 5G technology will just add to that.



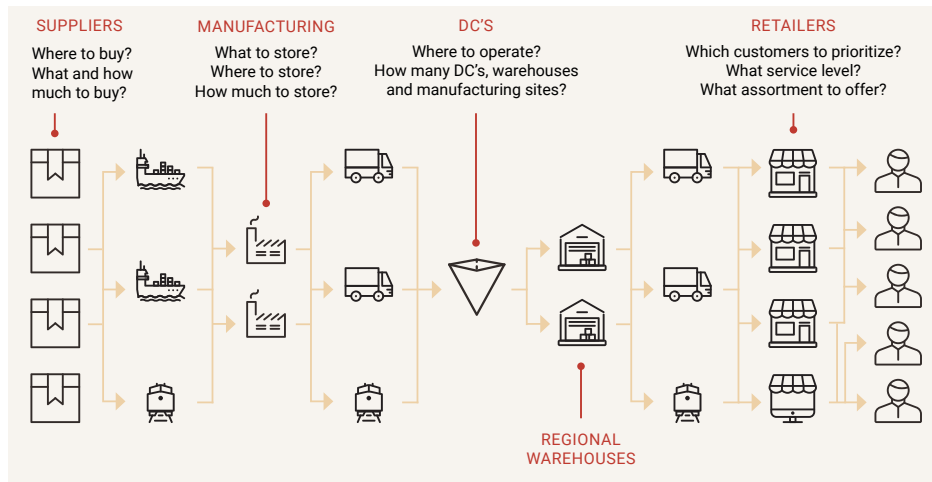
“Outside in” becomes predominant

Supply Chain designs to date have predominantly followed an ‘inside-out’ approach, where personnel inside the business take a view of what they think customer needs are, and proceed to build the corresponding infrastructure, processes and technology. When times are stable, and growth is positive, everything you do in this respect seems to work.

There is a need to incorporate new business strategies in the future Supply Chain designs. The KPIs to be considered for future Supply Chain designs will likely contain both traditional metrics such as cost, quality and delivery, and new performance measures including resilience, responsiveness, reconfigurability and sustainability.

But as we move into more volatile operating environments, and customers become more vocal and empowered, it becomes obvious that a single ‘ideal’ Supply Chain configuration will be unable to serve the full spread of customer expectations, coupled with the extra dynamics as customers change their minds. The objective is to respond quicker and more precisely to different customer needs, without pushing costs inordinately high.

Speed in execution and decision-making is key



The Supply Chain can be complex with lots of challenges to take decisions on.

Planning of the Supply Chain – from an end-to-end perspective is a challenge for many companies. According to research done by Gartner, 60% of companies are dissatisfied with the fit between their Supply Chain Planning objectives and Supply Planning Capability. As mentioned earlier, the report from PwC shows that 26% of respondents (primarily based on the response from 305 CFOs) were looking to use automation to improve the speed and accuracy of decision-making and 30% wanted to extend tools to better understand demands.

Many organizations want to digitalize the planning of the Supply Chain – from an end-to-end perspective, but few know what this really means. Most believe that some form of digital technology will address their needs. But even if a new Machine Learning (ML) algorithm improves the accuracy of a demand forecast, there will most likely be no rise in overall quality. Generally, this is because the improved forecast is fed into existing capabilities, usually some offline spreadsheets and requirement formulas that cannot process what the Machine Learning (ML) algorithm produced. This is not planning of the Supply Chain – from an end-to-end perspective.

Leveraging the volume of data

Anyone working with Supply Chain is familiar with the endless array of data coming from the increasing number of systems in play. The question lies in how organizations can leverage the volume of data to achieve faster transfer of information for powerful insights and holistic visibility of their Supply Chain across multiple functions. To evaluate and improve the efficiency of their Supply Chain, organizations need solutions that make sense of the data and that connects the organization for effective informed decision making.

Sustainable Optimization

Running a sustainable business also means optimizing and redesigning the Supply Chain for sustainability. Using less resources, fewer processes, less inventory are all adding to the company's sustainable profile.

Leveraging digital technologies will give a competitive advantage

To leverage your Supply Chain for a competitive advantage it is important, to utilize Technology for Supply Chain planning that adds value. As technology transforms and disrupts industries, organizations may be tempted to embrace every new development. But the critical check is to ensure that any technology your organization employs adds value to your Supply Chain. In the following we will introduce you to the value that we typically see that companies are benefitting from:

Reduced resource consumption

Automating non-value adding manual tasks with Technology for Supply Chain planning is more efficient, accurate and cost effective than manual labor. It helps improve operational efficiency. It typically reduces workload by 75-90% and frees up time for planners to improve the business through more analytical and proactive tasks, such as analytical work, communication, mitigating risks or comparing plans.

75-90%
REDUCED WORKLOAD

Reduced complexity

By utilizing Technology for Supply Chain planning it is easier to understand and visualize the complex and uncertain world. It is easier to simulate and get a feeling of the outcome of the decisions and to use one set of data. It is also a way of capitalizing on the data that the company possesses.

Enable visualization

Digital technologies also provides an opportunity for using a digital twin to simulate or model your existing Supply Chain and visualize the "to be" as well as analyze the "cost to serve". And if you like, highlight the trade-off's between sustainability and cost.

Provide faster business growth

Changing your mindset from an "inside out" to an "outside in" perspective by focusing on customer service instead of traditional inventory management approaches decreases key issues like stockouts and overstocks. It helps you with more accurate inventory. Streamlined workflows and processes can be scaled up easily, leading to faster business growth and less obsolescence.

Simultaneously you can expect a reduction in lost sales and markdowns due to an increase in on-shelf availability. Reduced time between ordering and fulfillment has a positive impact on customer satisfaction. Increased customer service and the right product mix drives sales revenue.



Reduced costs

Automating your processes and freeing up time means reducing expediting and operating costs. With data-driven inventory decisions you can replace excess inventory with data to drive better performance. You can reduce your inventory with 20-50% simply because you can put the right products in the right place at the right time for more efficient order fulfillment. You are also able to develop a smarter assortment and stock mix.

20-50%
INVENTORY REDUCTION

Improved agility, better decision making & collaboration

With the right platform you can easily respond to market changes. Reporting and forecasting tools can be used to make smarter, data-informed decisions. Having a centralized source of truth for data enables transparency across teams and customers, while raising motivation to go that extra mile.

We could say that the processes, behind the technology, should bridge the organizational silos and make up the decision center for a forum that unites decision makers to solve business criticalities.

Closing the gap between Finance and Operations

Companies that are taking this even further also want to close the gap between Finance and Operations and make the Supply Chain data an integral part of the company's planning and forecasting processes. They want to make their financial controlling processes an unlimited interaction with stakeholders across the business.

What does a cockpit do?

As mentioned before, we have seen several Nordic companies who have benefitted from transforming their companies by bridging their strategy and operations as well as resolved demand and supply imbalances. Besides impacting the top and bottom-line, it also benefits them on a more operational and tactical level. In the following we have tried to outline the benefits:

It is a **holistic solution** that basically projects demand and supply plans forward. The simulation is done through a digital twin.

It provides an opportunity to **collect data from several sources** into a single environment, producing a reliable and centralized "single" truth data set that both Finance and Operations can work with. It is possible to model the financial ramifications of specific operational changes.

It helps **resolve exceptions**. Resolving exceptions can mean running various planning scenarios. Running scenarios should be done in a seamless manner, meaning that it should not include jumping between multiple systems. Scenario impacts on service and finance should ripple up through the systems and be readily visible.

A Supply Chain cockpit **makes implications visible**. Event management is important, but it is not enough. As an example, knowing that an inbound shipment for a factory is not going to arrive on time, has all sorts of implications for what can be made and what should be made. To answer those questions, one needs to be able to visualize the impacts on planning. Exceptions have customer service and financial implications.

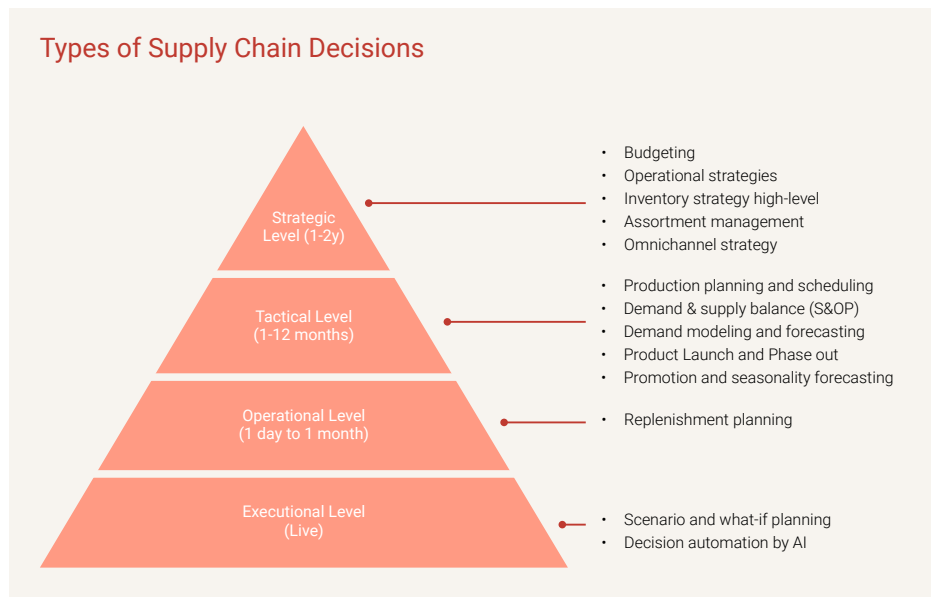
It is a **collaboration platform**. Resolving an exception can require working with other people, both inside and outside the organization. The discussion from participants, and their decision on what will be done, who will do it, and when, needs to be documented in the system.

Ideally, the cockpit needs to **provide visibility**, not only about what is happening, but also on what could happen that would adversely affect the organization. In other words, it must elevate supply chain risks.

It **utilizes predictive analytics** to predict the impact of an event on the Supply Chain.

Optimized execution. Planners work more with analyzing and discussing improvements for the entire system rather than setting local parameters in trying to meet local KPI's. At the same time, it shortens the timeline and ensures that Business execution and operations are immediately linked with strategy.

It covers an **end-to-end Supply Chain decision making process** of various levels of granularity and time horizons combined with intelligence. For a manufacturer, that might span from source to make to deliver. It empowers Supply Chain managers to take the right decision and make them more accountable for business decisions – it **improves agile decision making**.



If you look at your own company – which types of decisions could be automated? Have a look at the model to get the discussions and reflections started. On your right you have the different possibilities you have for action.

Why invest in a cockpit?

Typical challenges in traditional business planning entails....

Data Silos	Manual Processes	Lack of focus	Planning Phase disconnect
Lack of transparency	Low accountability	Poor collaboration	Poor flexibility

Leveraging technology enables healthy Supply Chain processes that deliver continuous cost savings, better stocking decisions and keeps customers happy.

However, we have met a lot of clients which have started out with a basic forecasting solution and as their knowledge and insights grew they could not get beyond the limitations of their systems to manage increased demand variability and simplify their processes.

If you are looking to make an investment in technology to develop your Supply Chain, what would be the arguments for investing in a cockpit technology? In other words, why do other companies typically change?

Here are some of the reasons.

Automate the planning of the Supply Chain and reduce manual intervention

Technology for Supply Chain planning, augmented by Machine Learning (ML), frees up time for planners that can be used to drive business performance rather than manipulating forecasts. A seamlessly integrated system monitors your forecast, inventory and orders in a continuous feedback loop.

Practically speaking, what you are looking to do is to forecast a wide array of items across the entire network and get optimal service levels with your customers. The system will generate orders to help you achieve your targeted service levels and monitors performance, repeating the cycle in a timely manner.

Make sure that the Technology for Supply Chain planning can integrate the planning functions in one unified model so that planners do not have to move data themselves among stakeholders. What is also needed is Technology for Supply Chain planning with algorithmic underpinnings that automate much of the labor-intensive work. If that's not happening, too much manual intervention ensues. It helps your planning team to do what they do best: fine tuning plans using their market and business knowledge.

Provide visibility for cross-functional teams

Supply Chain plans are typically not integrated horizontally and vertically across the enterprise which commonly surfaces with the statement “Our plan is right, theirs is the one that’s wrong.” Instead, your Technology for Supply Chain planning should generate synchronized plans across different time horizons as well as different levels of granularity.

A single, integrated solution will allow key stakeholders from planning, sales, marketing, finance, and production to collaborate, as well as simulate service levels and inventory to evaluate trade-offs. Otherwise planners are forced to go outside the model via email and phone calls. They also want a holistic view, from top to bottom, modelling the financial ramifications of specific operational changes.

Get rid of the use of Excel spreadsheets

Some companies see the use of excel spreadsheets as a sign of broken systems that are not adequately supporting the organization or the process. Excel is good in many ways, but the risks of in-adequate information and too simplified assumptions are too high.

Steer the company through a time of high growth

One way of managing complexity and achieving high service levels, despite the growth in demand, is to break through the forecast-accuracy barrier. It is about understanding the range of possibilities of demand in the forecast. This method is called probability forecasting and allows you to consistently meet customer service level targets better than your competitors by placing the right inventory bets on those harder-to-forecast items.

What you should be aware of is that there are some items which the customer could happily live without and are willing to settle for another product. But some products they cannot live without. So, the Technology for Supply Chain planning you should be looking for should be able to help you assign targeted service levels to all items within a category.

Lower inventory levels and service levels at a satisfactory level

At the same time you should look for a Technology for Supply Chain planning which can support you with your inventory and assortment planning. You will be able to define different service level goals at the item level within a category and for instance maximize aspects such as inventory turns, profit, and shelf life, while at the same time minimizing inventory. That means saving money and still keeping customers happy. Please find our recent report *Onödighetsrapporten* on our webpage, where one of our findings was that companies on average have 22% too much in stock.

When planners are unable to create reliable forecast and increase number of SKU combinations, they load up on inventory to accommodate long-tail, erratic demand. Besides using up valuable planning time and resources, this invariably leads to problems like extra freight costs as well as excess and obsolete inventory that neither needs to be written off nor be sold at a heavy discount.





Create a more resilient and agile approach to end-to-end planning

The Technology for Supply Chain planning, not the business, runs the business. The technology with it should not produce “hard coded” plans, but rather, enable speedy re-modeling of the chain. Supply Chains today must quickly adapt to changing circumstances.

Once you have built your service and inventory plan you can use simulation to test how it will deliver service and inventory levels. You can predict future performance, when market conditions change and new demand signals hit, as well as changing supply conditions to see how they would have performed. This capability allows you to confirm and validate that your Technology for Supply Chain planning is delivering on the parameters you set.

Scenario plan campaigns and promotions finally in sync with Supply Chain operations

Companies investing in Technology for Supply Chain planning want to scenario plan campaigns and promotions in sync with Supply Chain operations - in turn, the forecasted impact on the baseline are fed back into operations so that they can adjust accordingly. A lot of companies have challenges when it comes to getting timely plans and scenarios. The scenarios are simply out of date by the time they get them. As companies integrate plans across their Supply Chains, their planning models grow and so does the complexity. This makes scalability and performance even more important. In-memory computing can help, accelerating information retrieval from all levels of planning—strategic, operational, and executional – to sharpen decision-making and speed up planning.

Predict more behaviors. For better prediction of future demand understand causal internal and external factors that influence demand.

Create a unified decision-making platform that delivers analysis, planning and simulation processes in a single environment – and which closes the gap between Finance and Operations.



06

Learn from others – case example

One thing is planning your own journey – but learning how others have embarked on their journey is always great learning. We encourage you to take a look at our webpage and learn from others, at www.optilon.com.

We worked together with Joerg Schlager, Business Transformation Manager from SKF on one of his projects and we would like you to take a closer look at the below case.

Here you will learn:

- How they achieved full autopilot (at that time eight warehouses and two factories)
- Improved ability to handle exceptions and inquiries
- Eliminated process latency

Why did you invest in Technology for Supply Chain planning?

We are a big company with a high complexity in our Supply Chain. We wanted to change our integrated planning model from regional to global. We wanted to improve both effectiveness and efficiency. We wanted to create an end-to-end planning solution and so to say ensure that we could plan dependent flows together which means high-level automation across the whole demand chain. This meant investing in Technology for Supply Chain planning around demand planning and inventory optimization.

What benefits have you achieved?

All our planners are now organized by local territories, they now have a global product-line responsibility.

Each of our products have one global forecast, one planning method, one responsibility which means true end-to-end accountability.

Each planner owns the forecast and inventory globally and an end-to-end plan that is responsible for achieving external customer service targets. Deviations are handled globally, even though execution is often addressed locally.

So far eight warehouses (about one third of the total) and two factories have achieved full “autopilot” status.

The new approach has also significantly improved SKF’s ability to handle exceptions and inquiries. While multiple time zones present a challenge, it can still respond faster than before because it eliminated process latency.

The evolving organization also aligns better to the Supply Chain Council’s SCOR model – a diagnostic tool for benchmarking performance. Whereas previously functional groups had been managing multiple roles, the new approach allows, for example, the sales team to focus on selling. Planning moves to the factories, consolidating the Source, Plan and Make functions into one organization, with Logistics focused on Deliver. It makes end-to-end optimization possible, empowers the team, and reduces internal competition.

What did it take from you?

As you can imagine with the new model, each planner is responsible for multiple roles including procurement, master scheduling, distribution and demand planning. In their new roles these “global planners” handle inquiries from all regions which requires a great deal of communication and collaboration skills.

The creation of a “digital twin” of the entire distribution network was required for planners to make global decisions based on full data visibility and full control of their reference data.

What would be your best advice?

“If you are going to travel safely on autopilot, take care of your input.” The implementation required a significant amount of master data cleansing and master data management for +800,000 SKUs across 40 installations of 5 different systems.

If you are choosing a partner to implement demand planning and inventory optimization, then make sure they have a structured process and experience in integration. Our implementation followed a 4-phase process: Feasibility, Proof of Concept, Pilot, and Deployment.



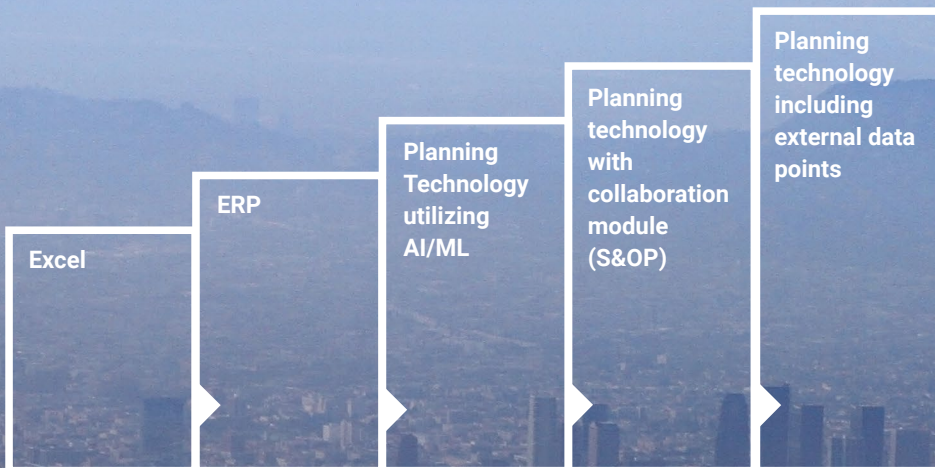
Designing your journey



Develop your own cockpit

Adding an end-to-end planning approach always starts with your own maturity. Where is your company placed in terms of maturity?

In Optilon we recommend a modular approach. If you like, we can help you assess your maturity as part of the delivery process.



How should you approach the change?

Like any good marriage, picking the right partner is key to long-term success of your business and the happiness of your customers. We have a 4-step approach to ensure that you obtain the business value you are looking for.

01

Understand the business, assess maturity & align project expectations

Estimated project effort
20 %


Objectives


- Obtain clear understanding of current state
- Identify Opportunities & gaps
- Align on future state and firm project scope that fits the business process and covers the identified gaps


Essential activities

- Diagnose current maturity and performance
- Identify gaps between customer needs and Optilon's solution offer
- Understand in relation to other ongoing planning processes
- Define conceptual solution and firm scope

Expected output


Maturity assessment


Project plan & budget estimate


Signed off project description

02

Detail solution design and definitions – iterate and approve solution design

Estimated project effort
20 %


Objectives


- Detail project objectives, deliverables and methodology
- Detail project time plan and implementation pace
- Specify resources usage for project execution

Essential activities

- Detail as-is & future state i.e. screens, users, navigation, workflows & processes
- Detail technical design. How the solution will work, e.g. versions, submissions etc.
- Sign off solution design description – prerequisite to investing any additional effort into project

Expected output


Solution design description


Detailed/ revised project description


Signed off Solution design descr. & revised project description - Including Mock-up

03

Configure solution together with the business stakeholders to get buy-in

Estimated project effort
50 %

Objectives

- Iterate development and validation to reach solution acceptance
- Document validation meetings to identify issues & gaps
- Follow-up project on i.e. status, progress, resource utilization
- Initiate pilot after successful solution configuration

Essential activities

- Consider look & feel, navigation, format consistency & usability in development - will impact perceived quality of the solution.
- Identify change of scope during testing
- Keep track of identified issues in feedback list

Expected output

		
Solution in place according to solution design description	UAT & Small scope pilot tested and approved	Super user training finalized

04

Solution ownership transferred to client incl. user training & documentation

Estimated project effort
10 %

Objectives

- Train the customer to become independent
- Superuser training should always be part of project scope
- Excellence in the solution documentation

Essential activities

- Train users and superuser to become independent in managing the solution
- Solution documentation handover

Expected output

		
Hand over solution ownership	User training finalized and used guides delivered	Solution documentation approved



About Optilon

We believe Nordic companies have the potential to become the most competitive in the world. However, their high-cost environment and challenging geographic location increase the need for efficiency and the smart use of resources – irrespective of the market segment.

By combining world-leading technology with Nordic expertise, we help companies optimize their use of resources. This gives companies and their employees more time and greater scope to build their businesses.

Supply Chain passion and experience is the second key to our concept. All Optilon consultants are specialized in Business Analytics, Supply Chain Design, Service & Inventory Optimization, or Supply Chain Planning. The best thing we know is to improve our customers' business using hard work, detailed knowledge, analytical ability, and joint cooperation.

Over the years, Optilon has conducted more than 500 projects and implementations. We use our long experience for your benefit and provide measurable results in our projects.

We know by experience that substantial competitive advantages can be achieved by using the right strategies for your supply chain, combined with powerful applications based on mathematical optimization and modern technology.

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