



Description

*Now you can have your own
tailored Supply Chain Academy*

Supply Chain Planning
In Principle
& In Practice



A The Supply Chain
ACADEMY
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Your Supply Chain Academy will be unique to your business, needs, goals, and situation. We will design, build, and run it for you.

Your Supply Chain Professionals will receive the knowledge and support they need to make a difference.

1 Why Do it?

A Supply Chain Academy is a structured and sustained multi-level programme of education, training and support, designed to develop your personnel and implement Supply Chain Thinking in your company.

Instead of ad-hoc courses or workshops, your own in-house Academy gives a robust framework from which Supply Chain improvement initiatives can draw many advantages:

- A comprehensive set of resources of skills, knowledge and expertise for your people to acquire;
- A visible and structured programme that ensures integration with your Supply Chain strategy and consistency across its development path;
- Continuous hands-on support for your initiatives, to ensure focus on the benefits;
- The flexibility to convey the right messages to the right people at the right level;
- The guarantee of a natural progression from Best Practice principles to more company-specific discussions and support, as the levels get more advanced.

We strongly believe that your motivation to have an Academy should be expressed in terms of clear business goals. Whether you want to improve Customer Service, increase the responsiveness of your Supply Chain or take Working Capital out, these goals will influence the content and structure of the Academy. More importantly, the assignments that the participants will carry out throughout the sessions and the support that they will receive will be designed to deliver these goals.

2 Some Key Questions

As you will see from the three examples of Academies described in Section 7, there is almost an infinite number of ways we can structure your Academy. The design stage is critical: we will spend time with you asking key questions that will allow us to compile the Academy in a way that will be the most successful for your business.

Here are some examples of the key questions we will discuss with you at the design stage:


- Are you looking to educate and develop *Individuals*, the *Company*, or both?
- What are your business goals and what is the scale of the benefits that you are looking to achieve as a result of the Academy?
- Will you want new recruits to join the Academy after it has started?
- Should the participants be given assignments (small initiatives), chosen according to opportunities and interest, or projects (large initiatives) defined in advance?
- How committed are you and the company to this Academy? In other words, what priorities and choices will the participants apply when put under pressure?

3 The Participants

The Academy offers you great flexibility regarding the target audience: from simple overview sessions for Senior Management, to advanced technical sessions for Planners, and one-to-one specialist coaching for Supply Chain Managers and Directors.

As part of the design stage, we will spend time with you, your teams, and your Human Resources professionals to define the core skills that the Academy needs to cover and produce a competency matrix, as per the example below.

As we described earlier, your Supply Chain Academy can be designed to offer development paths for Individuals as well as educating the Company.

 Supply Chain Thinking		Roles and Core Competence Levels								
		Forecast Analyst			Inventory Analyst			Supply Analyst		
Competency		L1	L2	L3	L1	L2	L3	L1	L2	L3
S&OP - Basics										
SOP1	Understand that S&OP is the decision making process which balances the conflicting demands of service versus cost	v	v	v	v	v	v	v	v	v
SOP2	Understand the H process and your role in it	v			v	v	v	v	v	v
SOP3	Understand how S supply Chain process integration and collaboration	v			v	v	v	v	v	v
SOP4	Understand what t e business On b h dly	v			v	v	v	v	v	v
SOP5	Understand that t e ca ff							v	v	v
SOP6	Understand your r t responsibility							v	v	v
SOP7	Be able to recognis tly							v		v
SOP8	Understand, asses tly							v		v
SOP9	Describe the links in the process and understand the interdependencies		v	v				v		v
SOP10	Be able to describe and support the role of others							v		v
SOP11	Understand the relationship between S&OP and the Business Planning Cycle				v			v		v
SOP12	Understand the need to think 'Globally', not 'Locally'	v	v	v	v	v	v	v	v	v
Forecasting - Basics										

There are many possible alternatives, so right from the beginning you must think about who needs to be involved in order to make Supply Chain improvements happen. For instance, your sales team may not need detailed knowledge of forecasting techniques, but making them aware of the process involved and their role in providing Market Intelligence, will increase your chances of improving forecast accuracy.

4 The Practicalities

In true Hughenden style, the Supply Chain Academy we create for your business will be as strong in its content as in its look and feel.

As part of the design stage and following our well-proven formal process, we will prepare comprehensive outlines and specifications of your Academy for you to review, discuss and validate.

Once the Academy is launched, the participants will go through an integrated learning experience, rather than just a series of courses or workshops. From informative welcome packs to the structured support via 'Project Passports', we believe that our natural attention to detail will play a significant role in the success of your Academy.

We will work with you to determine how the topics of the Academy will be structured and how the various groups for these topics and levels will be made up. A group may stay together for a number of sessions as they progress. Practically speaking, we usually recommend approximately 4 to 6 weeks between each session for a same group, to give them time to progress their assignments – but this depends entirely on the circumstances. The size of the groups will vary depending on the level in the Programme. For example:

- For overview sessions, the group size* can range from 8 to 25.
- Higher up the levels the groups should be smaller, so we can provide meaningful hands-on support.
- When reaching the top levels of the Academy structure, the selected participants may benefit from individual sessions, when we can ensure a detailed transfer of knowledge, expertise, and some challenging Supply Chain coaching.

* Obviously you can have several groups going through the Academy simultaneously (with sessions repeated). We can manage and run Academies **for audiences from 8 to 300 participants**.

5 Three Examples of Very Different Academies...

To help you imagine what your own Supply Chain Academy could look like, we have described below three examples. These examples are very different and illustrate just how specific to your needs and objectives we will make your Academy.

5.1 *The Streamed Academy Example*

For this Academy you might have a group of up to 15 Supply Chain Practitioners ranging from Demand Planners to Production Planners & Schedulers, including Inventory Analysts and Purchasing specialists.

You will want to raise the level of Supply Chain understanding of the group in order to:

- Raise the skills levels of the individuals and therefore boost their performance;
- Encourage better communication between the functions;
- Deliver some quick wins for the business by running cross-functional assignments, e.g. to tackle stock levels, constraint management and SKU rationalisation.

The whole group of Supply Chain Practitioners would attend all of the sessions below as one team.

The Academy could be structured as follows. Please note that each session would be separated by about 6 weeks, to enable the participants to assimilate the learning points and progress their assignments:

Session	Topic	Duration	Audience	Assignments
1	Supply Chain Planning Overview	2 days	Whole Group	Selection and Teams formation
2	Demand Planning & Sales Forecasting	2 days	Whole Group	Progress review and hands-on support
3	Capacity Planning	2 days	Whole Group	Progress review and hands-on support
4	Inventory Planning	1 day	Whole Group	Progress review and hands-on support
5	Sales & Operations Planning	2 days	Whole Group	Progress review and hands-on support
6	Supply Chain Collaboration	1 day	Whole Group	Confirmation of Achievements

5.2 *The Levels Academy Example*

For this Academy, you might have a group of Supply Chain Practitioners (Production Planners, Demand Planners and Procurement Planners), but also a group of middle to senior Managers from the Sales, Production, Finance and Purchasing departments.

You will want to implement Supply Chain Thinking across the business but the two groups will require a different level of knowledge. The discussions and expert support involved will be different for the two groups, to reflect their roles, responsibilities and therefore challenges.

The Academy will be structured to ensure that:

- All the people involved acquire the same basic understanding.
- The Practitioners are given the skills to tackle a number of improvements initiatives, supported throughout the Academy.
- The Management is given the necessary knowledge to review the Performance Measures and business drivers.

In this example, the Management (= Team 1) will be given a basic version of the sessions, with the necessary learning but without the advanced techniques. The Practitioners (= Team 2) will be given an advanced version of the sessions, with in-depth techniques and hands-on support for their assignments.

The Academy could be structured as follows. Please note that each session would be separated by about 6 weeks, to enable the participants to assimilate the learning points and progress their assignments:

Session	Topic	Duration	Audience	Assignments
1	Introduction to Supply Chain Planning	1 day	Teams 1 & 2	Allocation for Team 2 (Advanced)
2	Introduction to S&OP	1 day	Team 1 (Basic)	n/a
3	Demand Management & S& OP	3 days	Team 2 (Advanced)	Progress review and hands-on support
4	Introduction to the Theory of Constraints	1 day	Team 1 (Basic)	n/a
5	Capacity & Inventory Planning	2 days	Team 2 (Advanced)	Progress review and hands-on support
6	Supply Chain Collaboration	1 day	Teams 1 & 2	Presentation of Achievements

5.3 *The Matrix Academy Example*

This Academy has a more complex structure, particularly if you are looking to combine the following objectives, and involve different levels in the company.

- To change the culture of the company, across the hierarchy, to implement Supply Chain Thinking.
- To achieve some significant improvements in key Supply Chain processes, including better integration between functions.
- To provide selected individuals with a personal development path that will evolve them into Supply Chain Champions.

In this example, there will be several levels of knowledge and skills being taught on a same subject. As the levels advance, the teams are reduced in size based on a skills matrix agreed, perhaps, with the Human Resources department.

For certain individuals the Academy will culminate at Level 3, where one-to-one specialist coaching sessions will bring them up to Supply Chain Champion level. Such sessions may take various forms, from a day spent with the coach to telephone or email support managed by the hour. Their colleagues may need only to reach Level 1 in certain topics but Level 2 in others.

The Academy could be structured as follows. Please note that each session will be separated by about 6 weeks, to enable the participants to assimilate the learning points and progress their assignments:

Session	Topic	Duration	Audience	Assignments
1	Supply Chain Planning Overview	1/2 day	Board of Directors	n/a
2	Introduction to Supply Chain Planning	1 day	Teams 1, 2 & 3	Introduction to opportunities
3	Demand Management – Level 1	2 days	Team 1	Kick off work
4	The Theory of Constraints – Level 1	2 days	Team 2	Kick off work
5	Demand Management – Level 2	2 days	Reduced Team 1	Progress review and hands-on support
6	The Theory of Constraints – Level 2	1 day	Reduced Team 2	Progress review and hands-on support
7	S&OP (incl. Inventory Planning)	2 days	Teams 1, 2 & 3	Presentation of Achievements
~	One-to-One Specialist coaching (subject – Level 3)	As appropriate	Selected Individuals	Hands-on support

6 What to do now

Having your own Supply Chain Academy is a powerful way to boost the performance of your Supply Chain and its Practitioners. You should also understand the powerful message you would be sending out to your clients and your suppliers: they will be involved in, and affected by, your efforts to increase flexibility and effectiveness.

“Is a Supply Chain Academy right for my business?”

In order to help you progress your thinking, try and answer these initial questions:

- **What is *your* motivation?** What business benefits are you trying to achieve? What issues/weaknesses are you trying to address?
- **Whom do you see as the target audience for *your* Academy?** What functions do you want to involve? How many people does that mean?
- **How far do you want to take *your* people?** Do you want to develop the technical knowledge? Do you want to end up with a small number of real Supply Chain Champions?



Contact us on +44 (0)1494 535649 or at hugh.williams@hughenden.net to arrange a free meeting to discuss your thoughts on the above questions...

