

# The Road to Operational Excellence

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Hilversum, Mavim Connect

Jurgen van Wijck & Martijn Tolsma



## Introduction – Who we are

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# Agenda

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## ▶ Introduction

## ▶ How we look at Operational Excellence enabled by BPM

- The foundation for Operational Excellence: Business Process Management (BPM)
- Our Growth Model & Trends

## ▶ How this works in practice

- Successful application in practice
- Success factors

## ▶ Questions

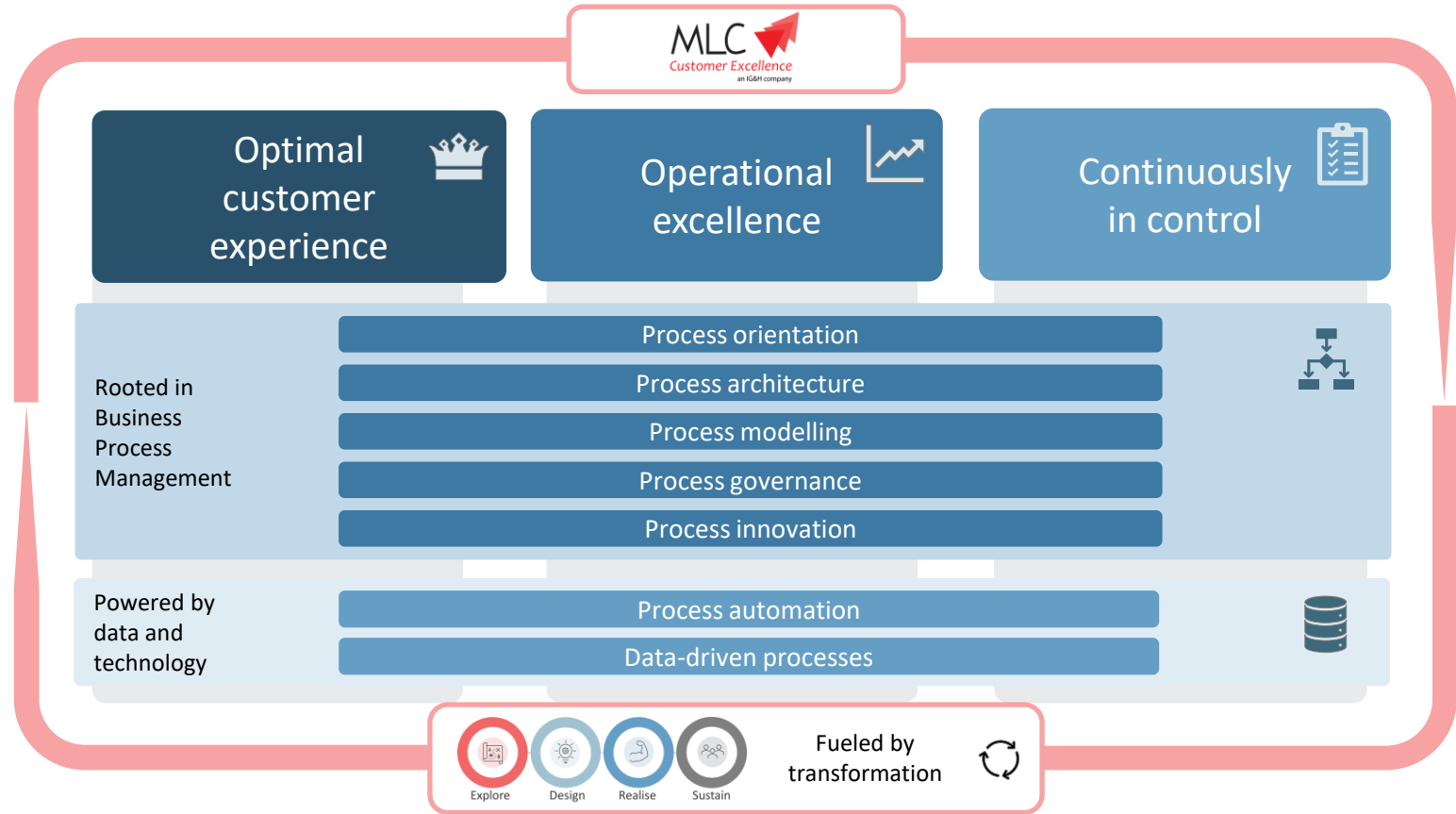




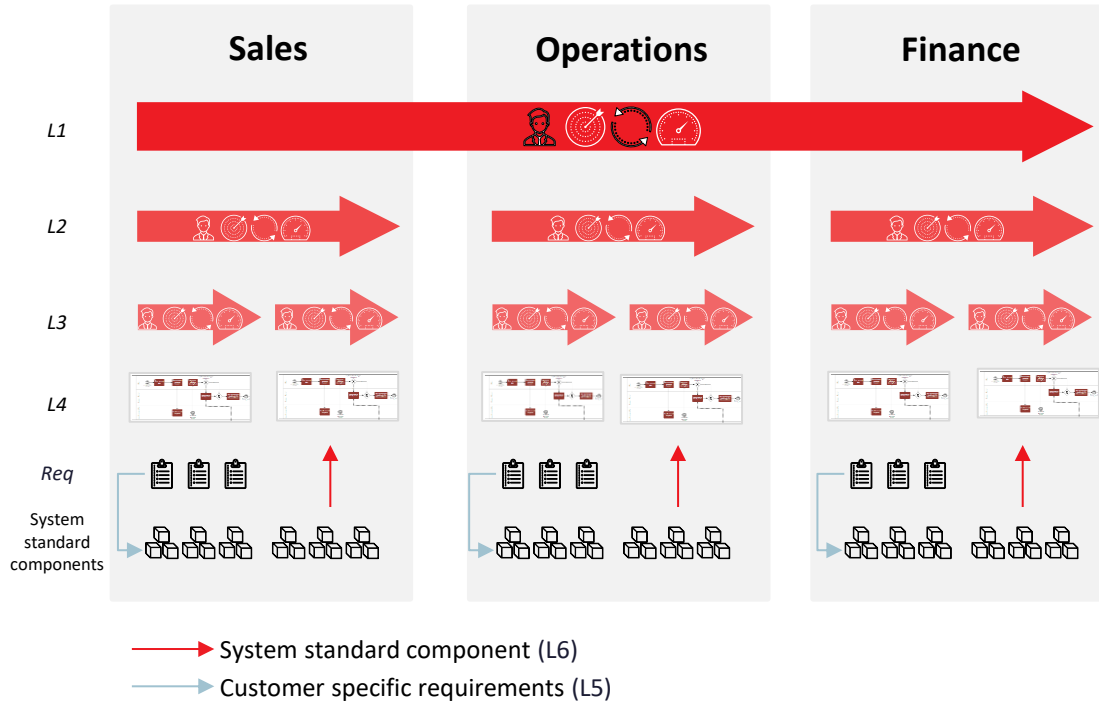
# How we look at Operational Excellence enabled by BPM



# The foundation for Operational Excellence: Business Process Management



# The foundation for Operational Excellence: Business Process Management

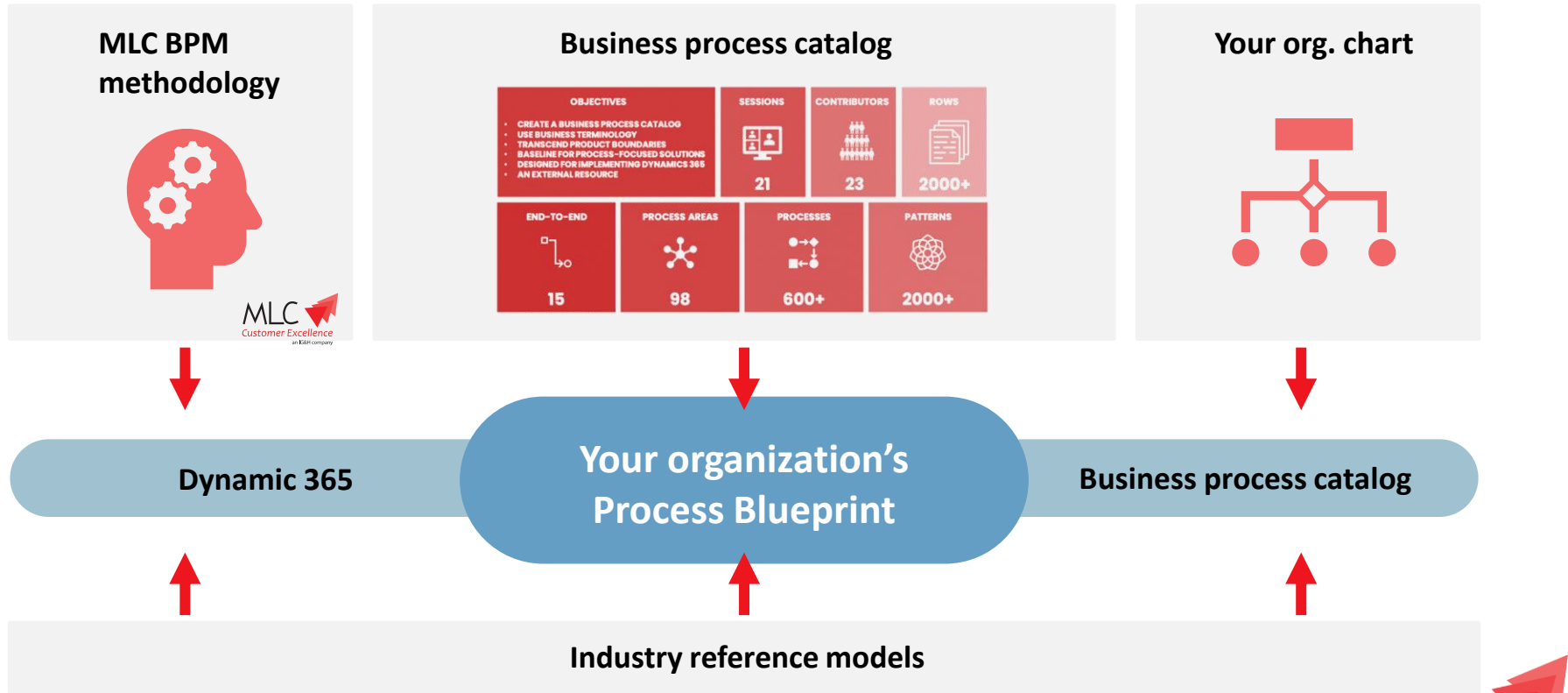


## Process centric approach

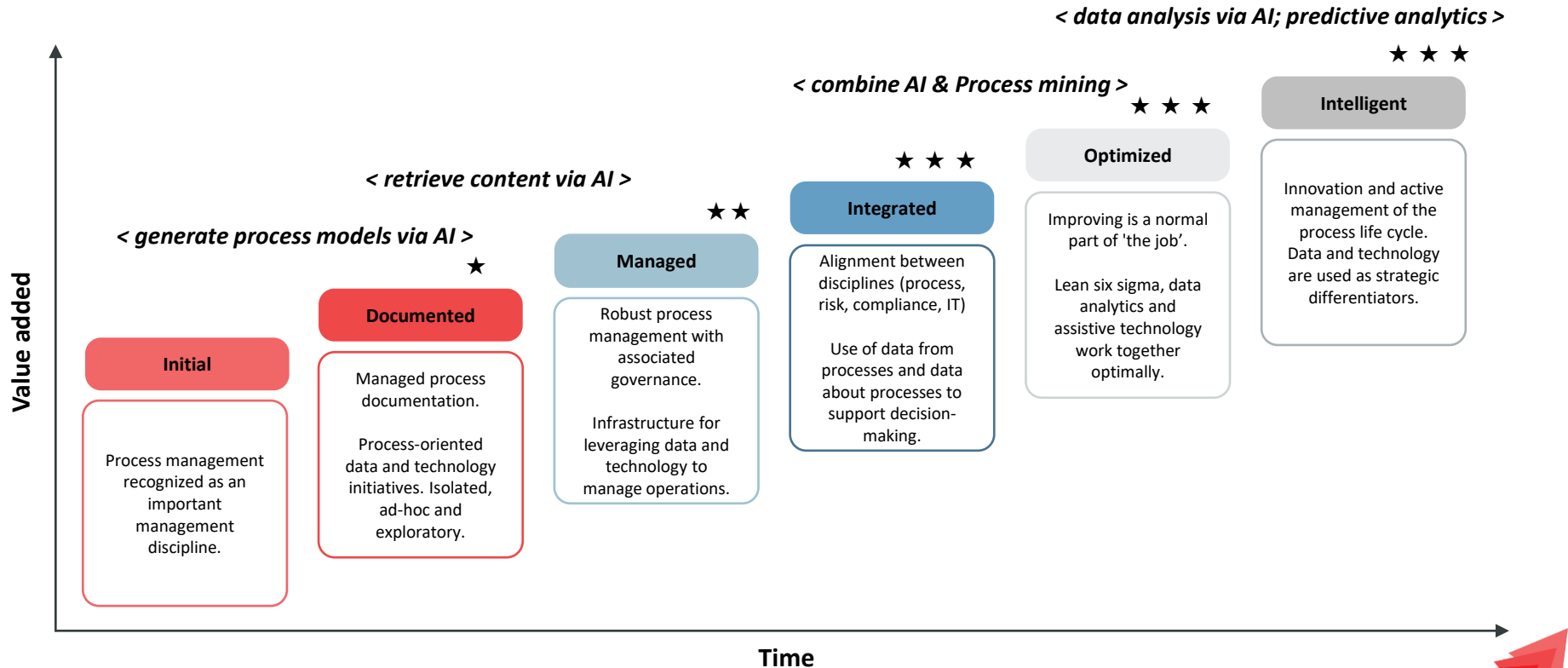
-  Scope & design processes based on **management structures** (top-down)
-  Assign process owners and managers for **horizontal steering**
-  Cascade KPI's and use data for **real time insights**
-  Define **detailed IT requirements** based on detailed process models
-  Apply **continuous improvement**



# Realizing a Process Blueprint based on different components



# Our Growth Model & Trends







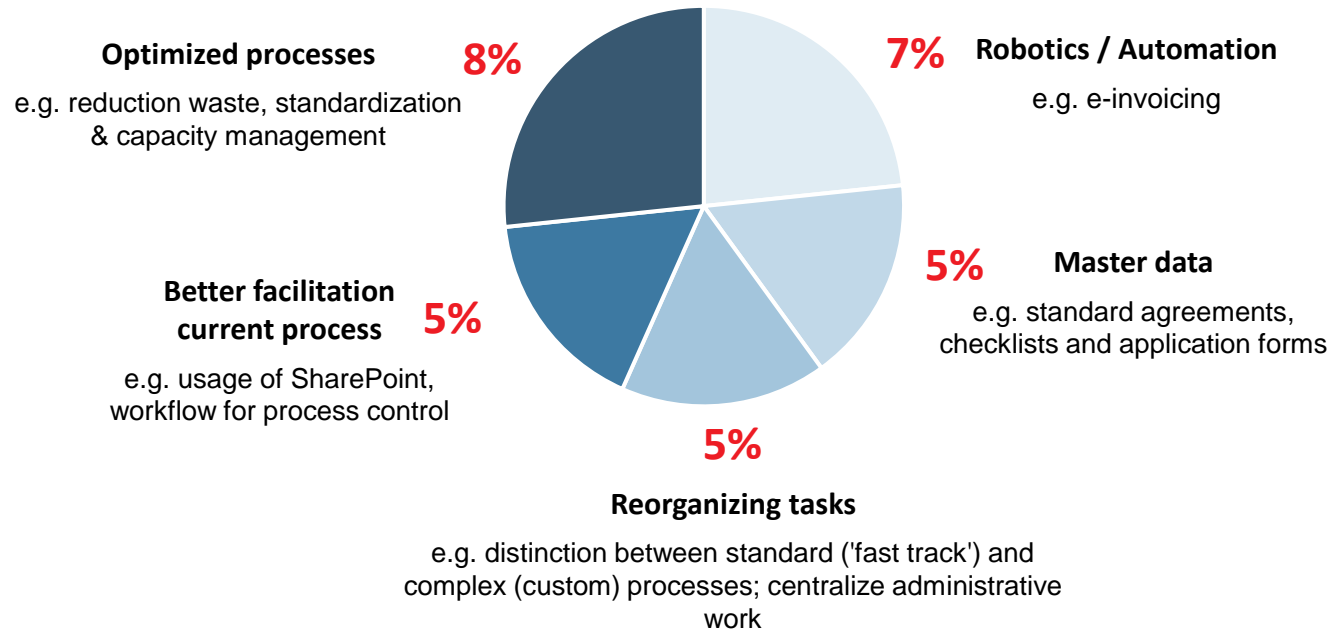
# How this works in practice



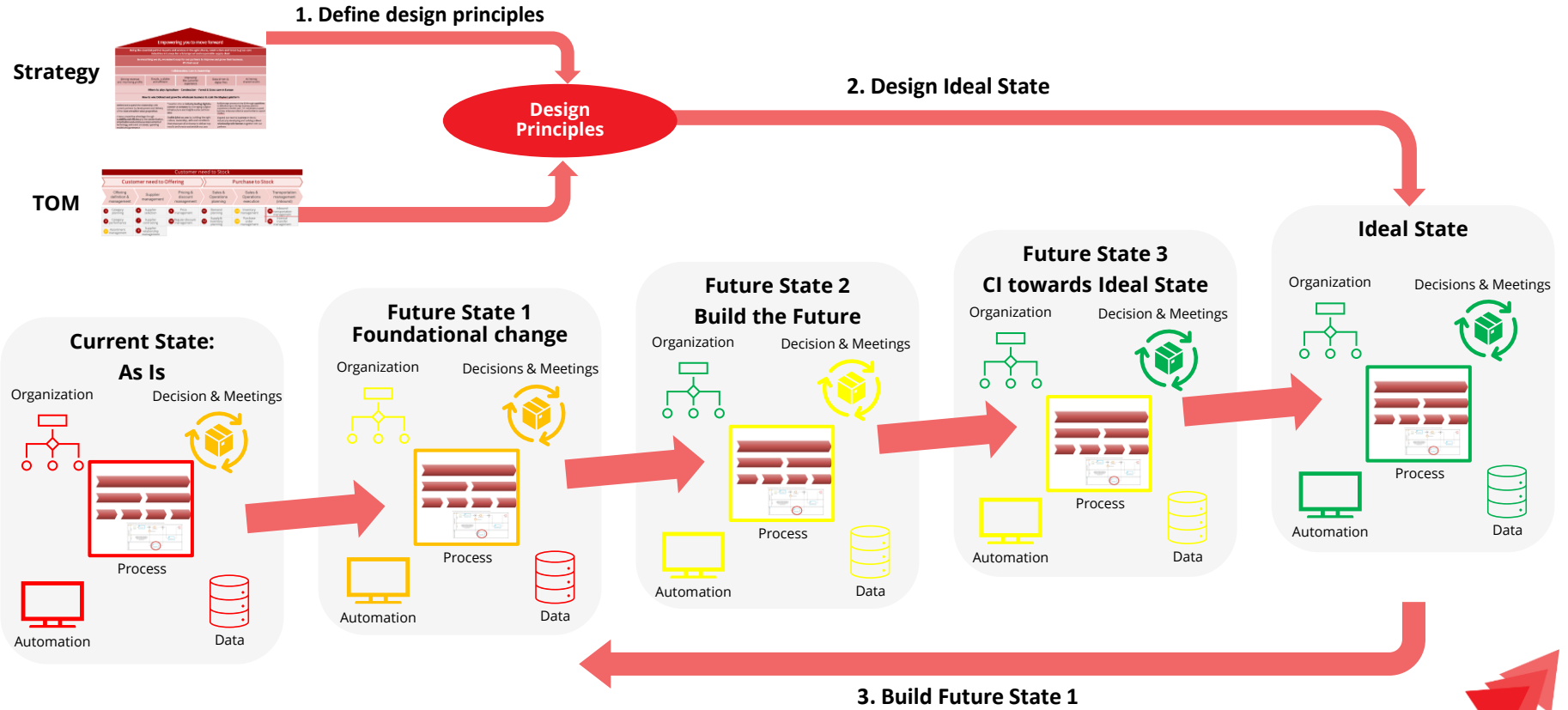
# Based on our vision we achieved 30% efficiency gains in 2 years in a reference case at a dairy trading company

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## Origin of 30% efficiency increase



# We started with strategy and TOM, based on this we created ideal state and sliced it in multiple transformation stages

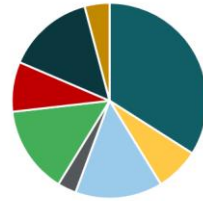


# Then we determined the current state in a pressure cooker

## “AS IS” processes mapped

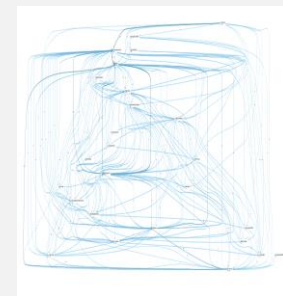
ID	Category	Sub-category	Process	Current description	Current description	Current description	Current description	Current description
1	Process	Process	Process	Process	Process	Process	Process	Process
2	Process	Process	Process	Process	Process	Process	Process	Process
3	Process	Process	Process	Process	Process	Process	Process	Process
4	Process	Process	Process	Process	Process	Process	Process	Process
5	Process	Process	Process	Process	Process	Process	Process	Process
6	Process	Process	Process	Process	Process	Process	Process	Process
7	Process	Process	Process	Process	Process	Process	Process	Process
8	Process	Process	Process	Process	Process	Process	Process	Process
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19	Process	Process	Process	Process	Process	Process	Process	Process
20	Process	Process	Process	Process	Process	Process	Process	Process
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25	Process	Process	Process	Process	Process	Process	Process	Process
26	Process	Process	Process	Process	Process	Process	Process	Process
27	Process	Process	Process	Process	Process	Process	Process	Process

## 100+ improvements per topic and subject



- Process
- Organisation
- Risk & Control
- Data
- Technology
- Governance
- Collaboration
- People

## Improvement workshop



process mining



# Mavim can support this by connecting process (AS IS & TO BE), KPI's meetings and roles & responsibilities (RACI)

The screenshot displays the Mavim Portal interface. The main dashboard, titled 'Plan demand', is published on Wednesday, September 4, 2024, in version S & OE as-is V1 1073. It features a navigation menu on the left with options like 'Description', 'Charts', 'Matrices', and 'Reports'. The central area shows a 'Chart: Plan demand' and a 'Page-1' dropdown. Below this is a detailed KPI dashboard with sections for 'Customer need to', 'Purchase to S', and 'Sales & Operations planning'. The 'Sales & Operations planning' section includes a 'Plan demand' and 'Plan supply' table with various metrics like forecast accuracy, excess stock, and warehouse capacity utilization.

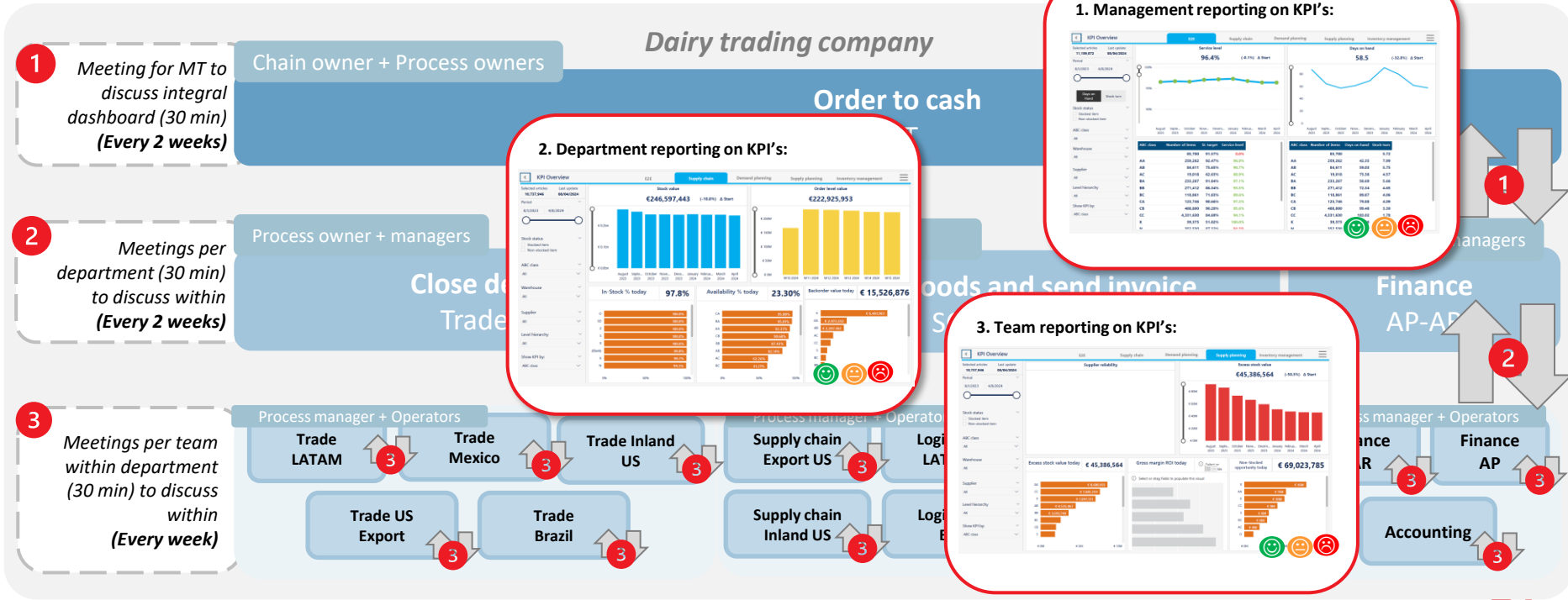
Overlaid on the dashboard is a RACI matrix for 'Plan demand'. The matrix has columns for 'Manager Integrated Supply...', 'Category Manager', 'Cluster/Country Assortment...', and 'Cluster/Country Pricing ma...'. The rows represent different tasks: 'Clean demand data', 'Generate initial statistic...', and 'Handle forecast exceptions'. The 'Handle forecast exceptions' row is marked as 'accountable' for the 'Cluster/Country Assortment...' role.

Task	Manager Integrated Supply...	Category Manager	Cluster/Country Assortment...	Cluster/Country Pricing ma...
Clean demand data				
Generate initial statistic...	X			
Handle forecast exceptions	X		accountable	

Reference case online retailer/wholesaler

# For managing the different process levels we applied the following structure

“Each level discuss the right level of KPI’s periodically to steer on their process (run & change). Here **performance, improvement and successes** are discussed”



1 Meeting for MT to discuss integral dashboard (30 min) (Every 2 weeks)

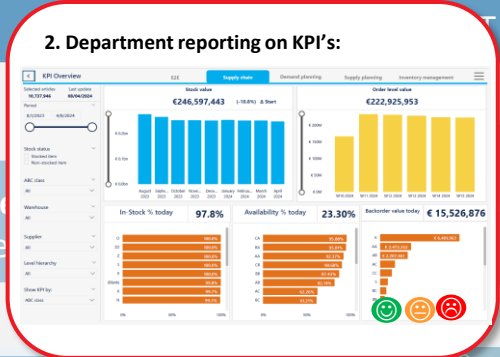
Chain owner + Process owners

2 Meetings per department (30 min) to discuss within (Every 2 weeks)

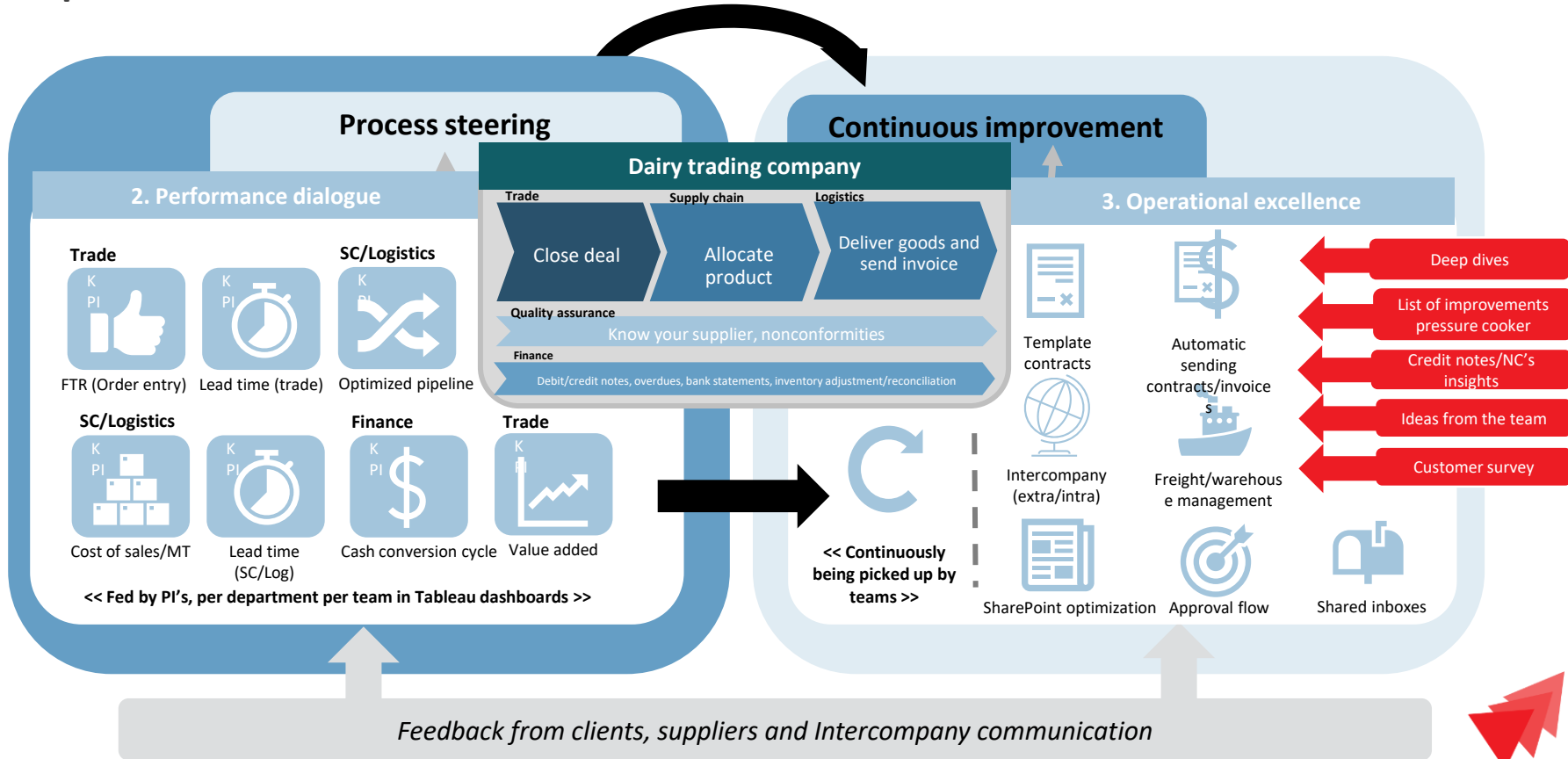
Process owner + managers

3 Meetings per team within department (30 min) to discuss within (Every week)

Process manager + Operators



# Performance dialogue for monitoring KPI performance & realizing improvements



# What are key factors for success?

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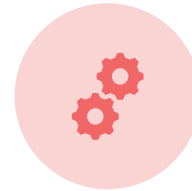
Active sponsorship  
senior management



BPM as part of overall  
strategy with clear goals



Structured approach for  
decisionmaking around  
improvements and keep  
track on results



View processes in  
conjunction with data &  
ai, kpis, technology, risks  
& controls



Build an internal center  
of excellence for  
knowledge retention







# Questions?

Let us know in case you would like more information

