

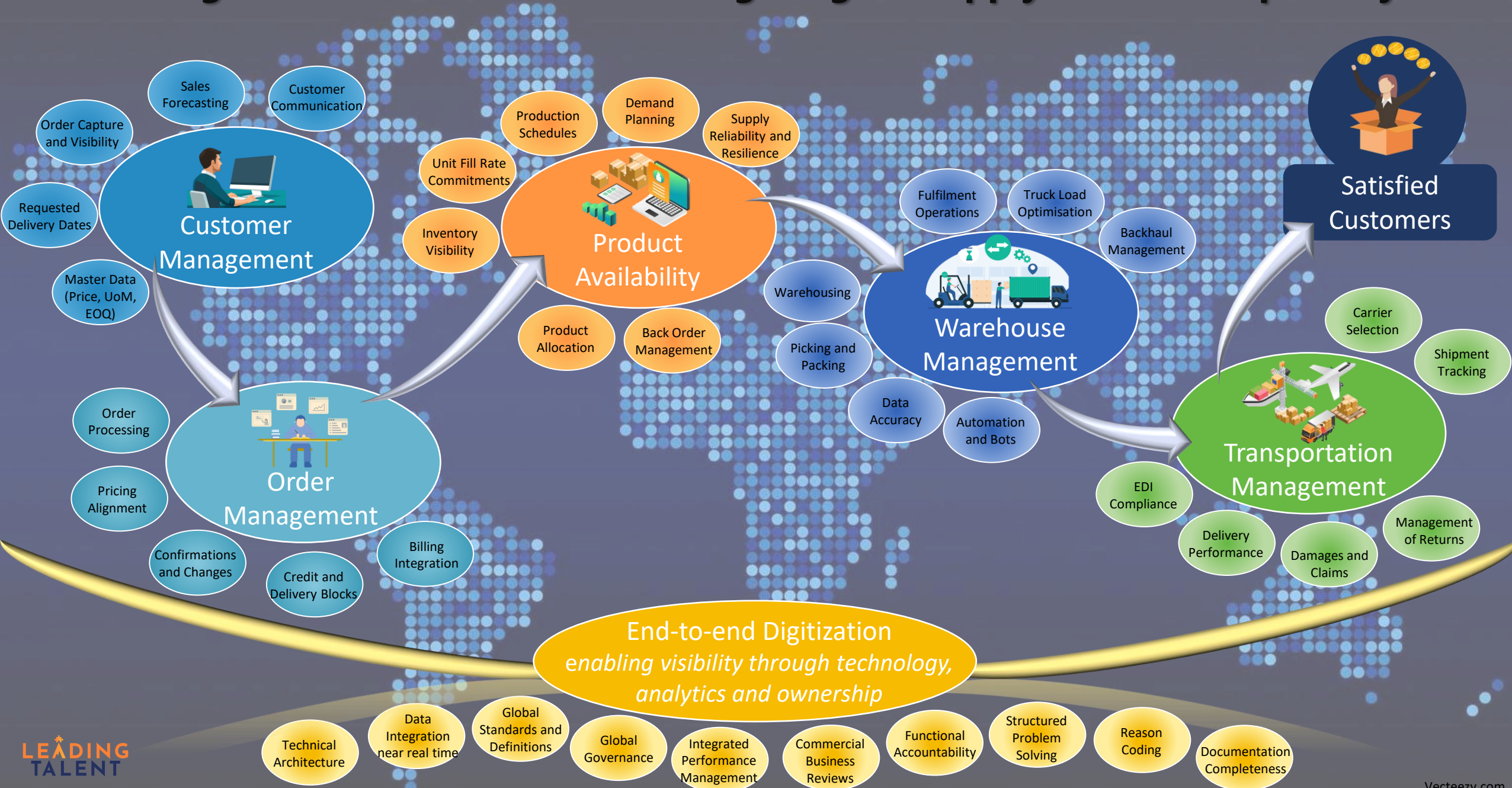
Leading Talent

Case Study – Data and Analytics – OTIF-D

(On Time and In Full at the point of Delivery to the Customer)

Leading Talent accelerated the development and adoption of the On Time and In Full metric at a Global Health Company to deliver a step change in understanding and improving Customer Service

Driving Customer Satisfaction through Digital Supply Chain Transparency



Case Study: Mastering Customer Satisfaction through end-to-end Supply Chain Performance

Client Situation

A leading Global Health Company observed an increasing cost associated with monthly fines and penalties with key Customers. The cause of these increased costs was attributed directly to incomplete product deliveries and deliveries arriving outside of allotted delivery windows. The client was struggling with fragmented visibility and inconsistent or non-existent delivery reporting. A lack of or delayed insights on delivery performance was resulting in a significant misalignment with Customers on their performance achievement, particularly with regards to their reliability as a Supplier. The impacts were seen to influence recurring sales, brand loyalty and ultimately on their ability to drive revenue growth.

The Ask

The primary means of measuring Customer Satisfaction was via Unit Fill Rate (UFR) metrics that were inconsistent and lacked a view of the final position with regards to delivery to the Customer. At this time, there was no view of the Company's end-to-end supply chain performance; the UFR metric was limited to insights related to Inventory Management practices alone and failed to consider work on the front end managing the Customer and Order processing and at the back end ensuring the last mile logistics met customer delivery window expectations.

The Senior Leadership Team recognised that UFR was insufficient to measure how happy a customer was and sought to move away from the status quo. The vision, was the adoption of a more rigorous approach to assessing end-to-end Supply Chain performance as a whole; starting from customer Order Placement through to final delivery to the Customer's premises; thereby answering the fundamental question of – **“Did the Customer get the Right Product, in the Right Quantity, at the Right Time?”**

The request, was to:

1. Perform an assessment of current business processes across the Globe and where necessary by Market/Country
2. Develop transformation logic that would use available data to measure their Customer Performance to the extent to which products are delivered to the Customer destination according to both the quantity and schedule specified on the Customer order. (From here on referred to as 'On time and In Full at Delivery' or OTIF-D)
3. Produce final visualisation of OTIF-D performance within unified dashboards

Leading Talent provided a cross functional team to collaboratively develop the global metric

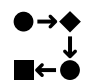
What did we do?



Defined the high-level vision for the On Time and In Full at Delivery metric including standard points of failure in the end-to-end process



Established a Global Governance Board with ownership from both Regional and cross Functional excellence teams



Analysed Business processes and standard practices across the Client's North America, Latin America, Europe, Midde East, Africa and Asia pacific markets to better understand the nuances to how operations could meet with a globally defined and consistent data led performance metric



Fully aligned on One Global definition to measuring OTIF at Delivery to the Customer's destination. This definition extended to the means of measuring 5 primary points of failure to ensuring successful OTIF Delivery



Identified new data sources (i.e. Warehouse and Transportation data) **and worked with 3rd party providers to ingest, harmonise and consume this data** for better insights on root cause analysis



Wrote Jira User Stories explaining the Business Requirement for each feature that needed to be developed within the OTIF-D algorithm. Specifically detailing what data and how the data needed to be consumed and/or transformed within the OTIF-D algorithm to deliver a specified outcome



Managed scrum teams who developed the code, front end visualisations and performed systems integration testing of all technical code



Performed Business Simulation testing and managed End User Acceptance Testing of the developed code to ensure the data transformations would deliver the expected business outcome

This work established a foundation for future analytics through data ingestion and data model development; it also achieved more than a 10% improvement in OTIF performance

Outcome Delivered

#1 Global OTIF-D Framework that works across all Regions to produce a common view of monthly performance comparable by Product, Franchise, Market, Region, Customer and various permutations of these filters.

Overall OTIF-D Improvement of 4.9 - 11.1% across in different markets

Early insights enabled the client to **proactively address issues in and blockers to** Customer Management and Order processing

Automated reason coding analysis **reduced manual effort** to determine root causes of Product Availability failures

The focus on data quality, reliability and consistently providing proof of delivery data sooner resulted in **significant improvements in Transportation management** ensuring **complete traceability** of orders to final delivery at the Customer

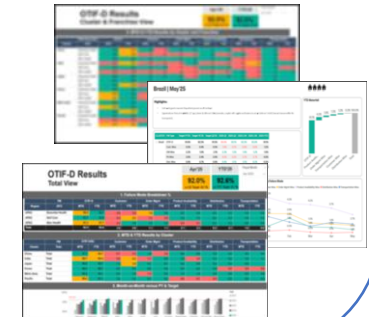
Data Ingestion from **#5 ERP** systems, **#9 TMS & WMS** providers/Control Towers and **#2 two-way integrations** with 3rd parties

#1 Core Data Model, harmonized and standardised from across all ingested systems

#1 set of Transformation Logic with automated data analysis to derive root cause insights against **#5 key points of failure** where OTIF-D was not achieved

#1 suite of dashboards and reports with fully integrated visualisations presenting performance data using extensive filter options. **Daily refresh** of the suite of visualisation dashboards and reports

Support and automated Quality Health checks that validate data ingestions and data transformation Outcomes **daily** and ensure reporting dashboards refresh, fully operational and error free



Appendix

Mastering OTIF is a continuous journey of diagnosis, adjustment, and improvement. Industry comparisons show significant financial benefits can be made whilst improving customer satisfaction levels

Benefit Drivers	Impact Areas	Key Benefit Outputs	Potential % Benefits Range
 Customer Experience	- Order Capture to Fulfilment - Credit Release - Customer delivery acceptance	- Minimised fines and penalties - Improved customer value/experience - Supplier of choice leading to increased sales - Improved partnership terms - Increased data for customer discussions/negotiations	3-6%
 Cost of Goods Sold (COGS)	- Scheduling and Execution - Shipment Ready - Carrier Collection - Transport and shipment tracking	- Reduced freight rates/3PL pricing - Increased truckload and product consolidation - Faster issue resolution - Increased carrier collaboration - Improved data visibility within control towers - Shipment tracking closer to real time	12-18%
 Inventory	- Product Availability - Material Allocation - Supply reliability and resilience	- Supply/demand forecasting accuracy improvements - Overall Inventory reductions - Reduced number of stockouts - Proactive capability management and integration of planning and manufacturing - Improved issue management through data availability	7-15%
 Order to Cash	Order Capture to Fulfilment	- Flatter or more predictable order patterns - Increased order accuracy - Reduced manual intervention/touch points - Improved invoicing/revenue recognition - Improved automation of payments	5-8%

Case Study: Getting Started on measuring On-Time & In-Full Supply Chain Performance

Client Situation

Customer centricity and collaboration were critical to the client's success. They needed a metric that accurately reflected how well they were meeting customer expectations for product delivery—specifically the ability to measure, with transparency, whether goods were supplied on the date and time requested by each customer.

The Ask

The client asked for a clearly defined and globally aligned metric that could present Supply Chain performance against the Customer Expectation for Delivery of Goods **On Time and In Full (OTIF)**.

They also needed supporting analytics to identify root causes of late or incomplete deliveries to drive performance improvements.

What did we do?

A three-month diagnostic assessment was conducted across business processes and available data sources. This included:

- Identifying what data existed and at what frequency it could support OTIF calculation
- Assessing global similarities across business operations to define a single, harmonised “version of the truth”
- Breaking down the metric to highlight areas for process improvement across the end-to-end supply chain

Outcome Delivered

The Discovery phase created a strong foundation for the next stages of building a trusted and scalable OTIF solution, highlighting key improvement opportunities and enabling the adoption of a consistent, data-driven approach to measuring and improving Customer Service performance.



Proposed architecture and data integration requirements



Regional alignment to a 'Global Definition' and data availability



Regional complexities and a Phased implementation roadmap

At Leading Talent, we don't just provide solutions, we lead the way

With deep industry knowledge and a commitment to innovation, we offer strategic guidance and hands-on support to help businesses navigate complex challenges. Our team of experts works closely with clients to develop customised solutions that align with their goals, ensuring sustainable success and measurable impact.



Digital IT & Business Transformation



Project Management



Technical & Solution Architecture



Data and Analytics



Business Application Implementations



OS Deployment & System Migration



Digital Supply Chain



Business Continuity & Emergency Planning



Cybersecurity

