

# FMCG Company Redesigns Supply Chain Planning Organization Structure Post-IBP Implementation

Change management services included assessment of planners' roles within the entire supply chain organization using a workload analysis approach, recommendation of the to-be org structure and headcount, benchmarking of the planning org structure against industry standards, and identification and recommendation of training needs.

## Business Impact

### Company

**Headquarters:** Saudi Arabia  
**Industry:** Food Processing

Middle East's leading food and beverage manufacturer/distributor and the world's largest vertically integrated dairy company.

### Challenge

- Misalignment of leadership and users in new system objective and its business process effectiveness
- Decentralized supply chain planning organization structure
- Some players play multiple roles
- Discomfort in adopting new business processes and learning new tools
- Comfort with legacy systems and manual ways of working
- Changes in roles and responsibilities and fear of job loss

### Solution

- Assessed workload of 100 planners to understand responsibilities, role dependencies and conflicts
- Training needs identification and recommendations in the areas of process and system
- Recommendations on team structure and alignment as well as time-saving areas for each planning role to perform their job more efficiently
- To-be organization structure and headcount rationalization
- Benchmarked to-be planning organization structure with global data

### Bristlecone Advantage

Ability to manage expectations, build a strategy for change, raise awareness, and increase skill and confidence through the extensive industry-specific experience of 15 certified change management experts. OCM is aligned to project management and SCM offerings. The team's center of excellence lies in the leveraging of an internationally recognized methodology, KPI monitoring and measurement, comprehensive toolkit, and change execution and governance.



Internally mobilize talent and cost savings



Better team alignment and clarity of roles, which helps boost employee productivity



Enriching experience of new system usage and its benefits



Redesign planning organization structure aligned to new processes and business objectives



Skill advancement framework and workforce management optimization