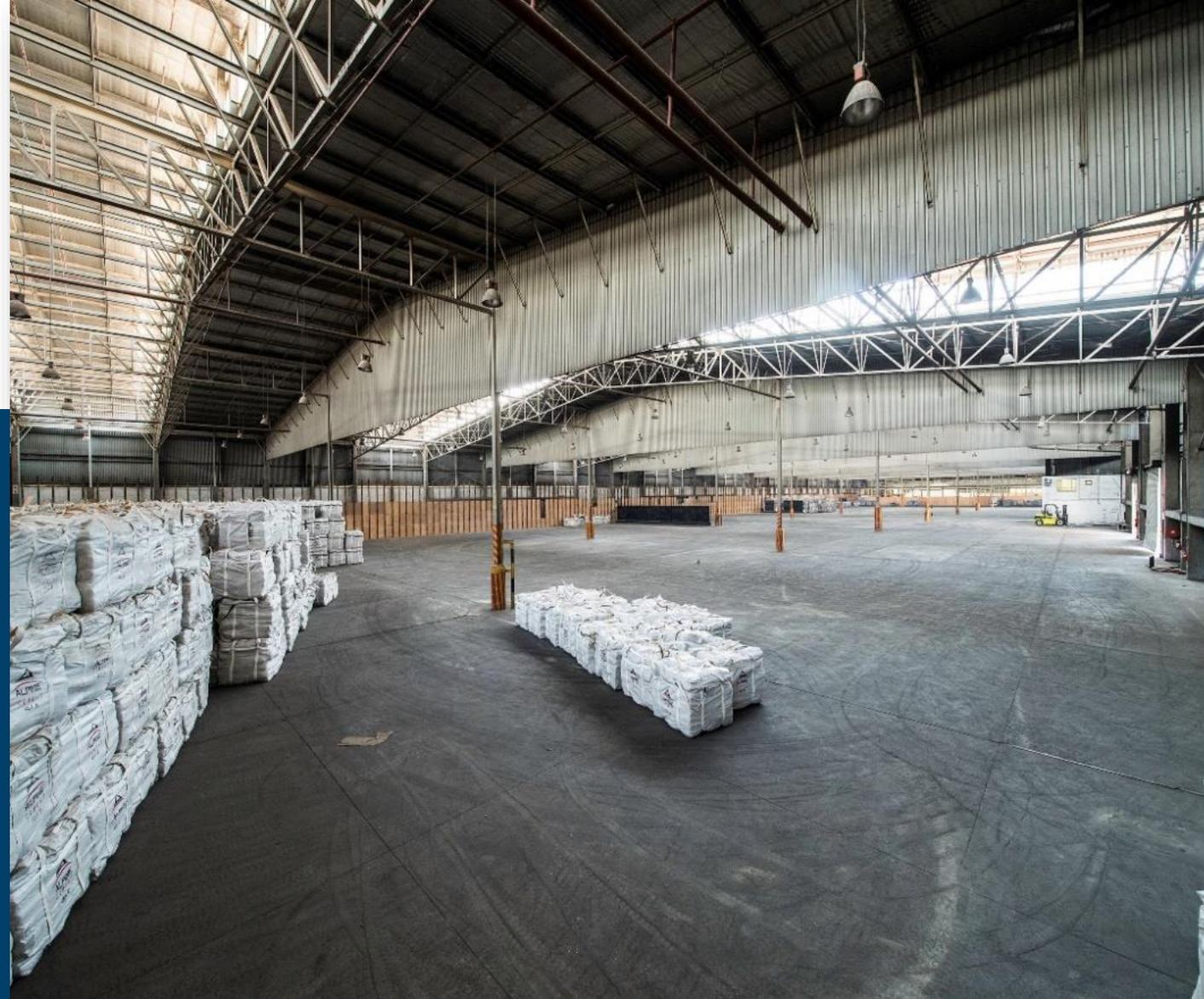




**Protea  
Chemicals**

*A member of the Omnia Group*

**OK, WHO STOLE  
MY STOCK?!**



# Member of the Omnia Group



**4 755** EMPLOYEES      **18** BILLION TURNOVER

LISTED ON THE J.S.E.      **60** YEARS

## 44% AGRICULTURE DIVISION

Ammonia, nitrate based fertilizer  
Bio stimulants, adjuvants



## 28% MINING DIVISION

Bulk emulsions, packaged explosives  
chemicals and services mining



## 28% CHEMICALS DIVISION

Full line distributor, specialty  
Base oils and lubricants



# PROTEA CHEMICALS – Sectors

*Protea Chemicals is a well established and longstanding manufacturer and distributor of specialty, functional and effect chemicals.  
A strong presence in South Africa and expanding throughout Africa*





# PROTEA CHEMICALS – Supply Chain

3 DC's



5 sites



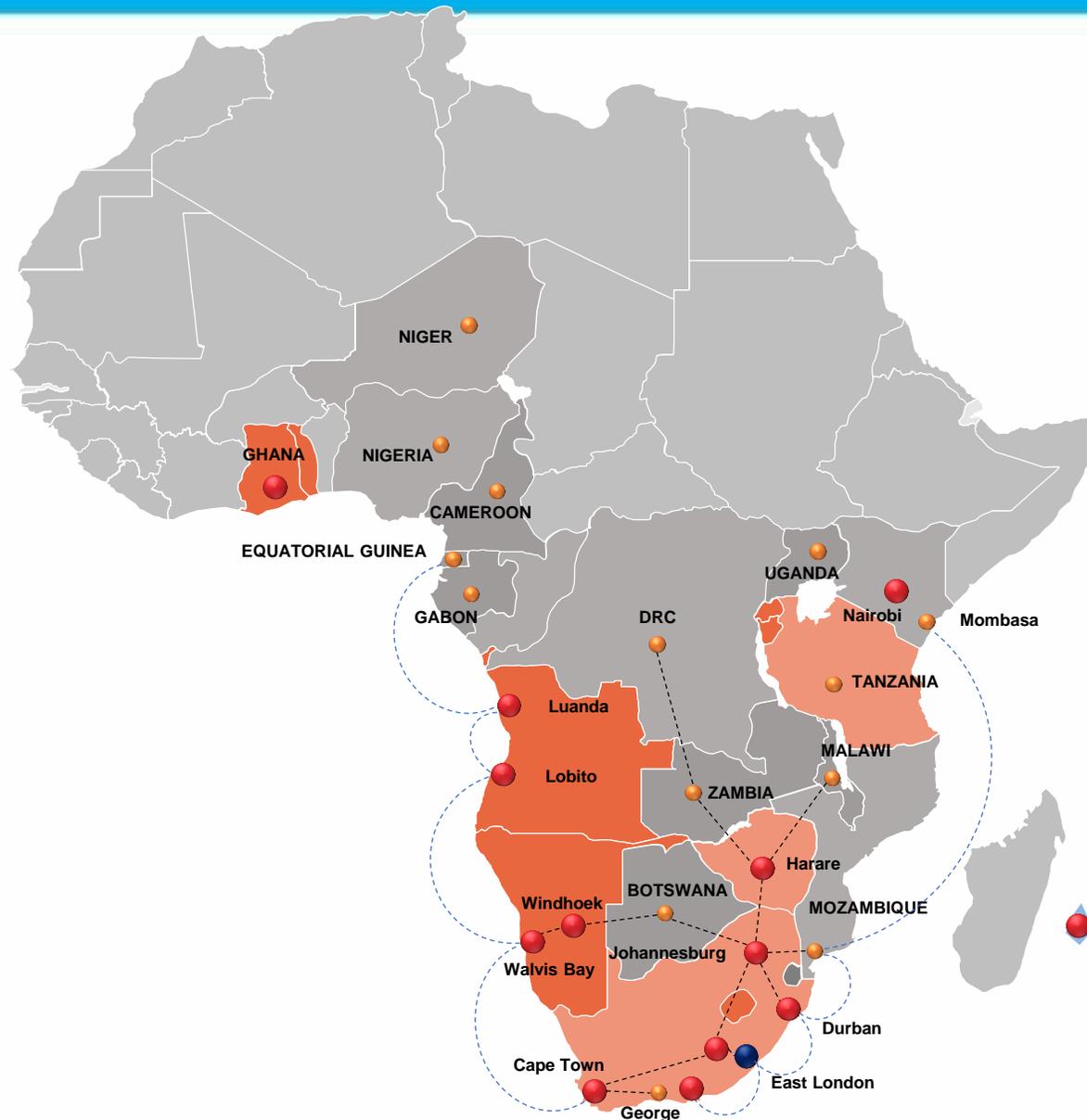
4 satellite W/H's



2100 items



8500 SKUs



**HUB:** Larger distribution sites are fully equipped distribution centres, some with blending and repacking capacity

**SPOKE:** Full sales and supply chain solution

— Distribution by ship

----- Distribution by road



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# PROTEA CHEMICALS – Supply Chain

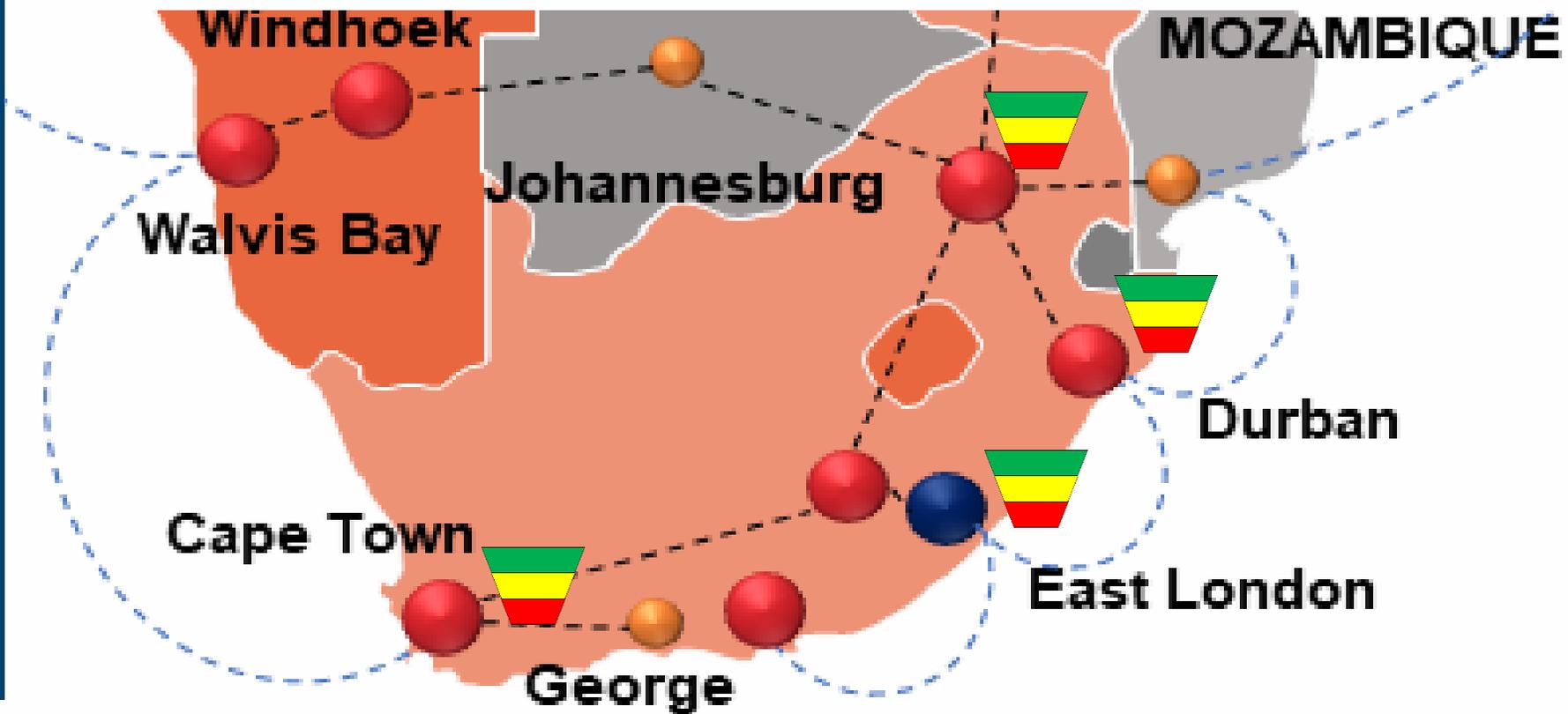
3 DC's 

5 sites 

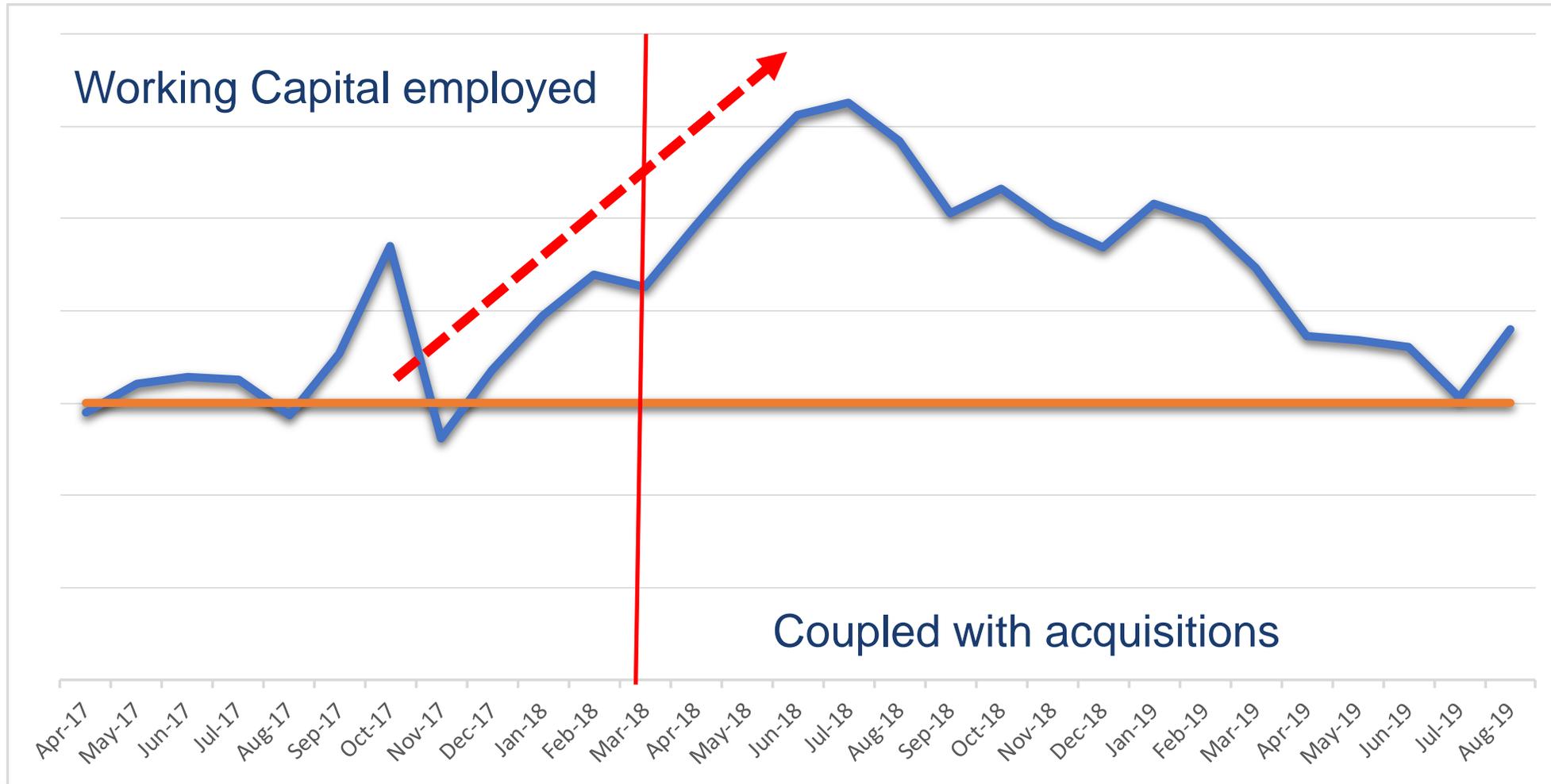
4 satellite W/H's 

2100 items 

8500 SKUs 



# PROTEA CHEMICALS – The Compelling Event

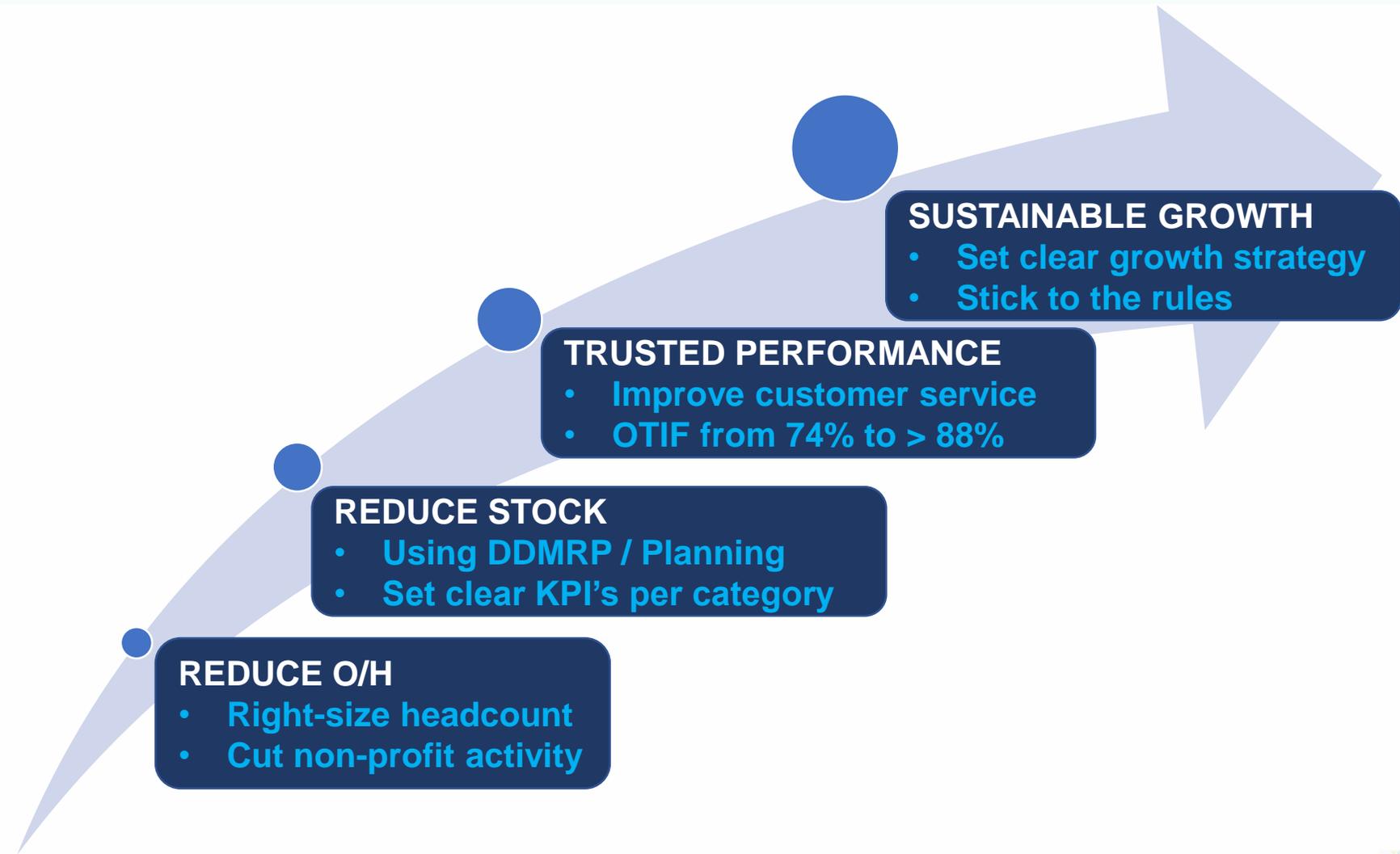


**Protea**  
**Chemicals**

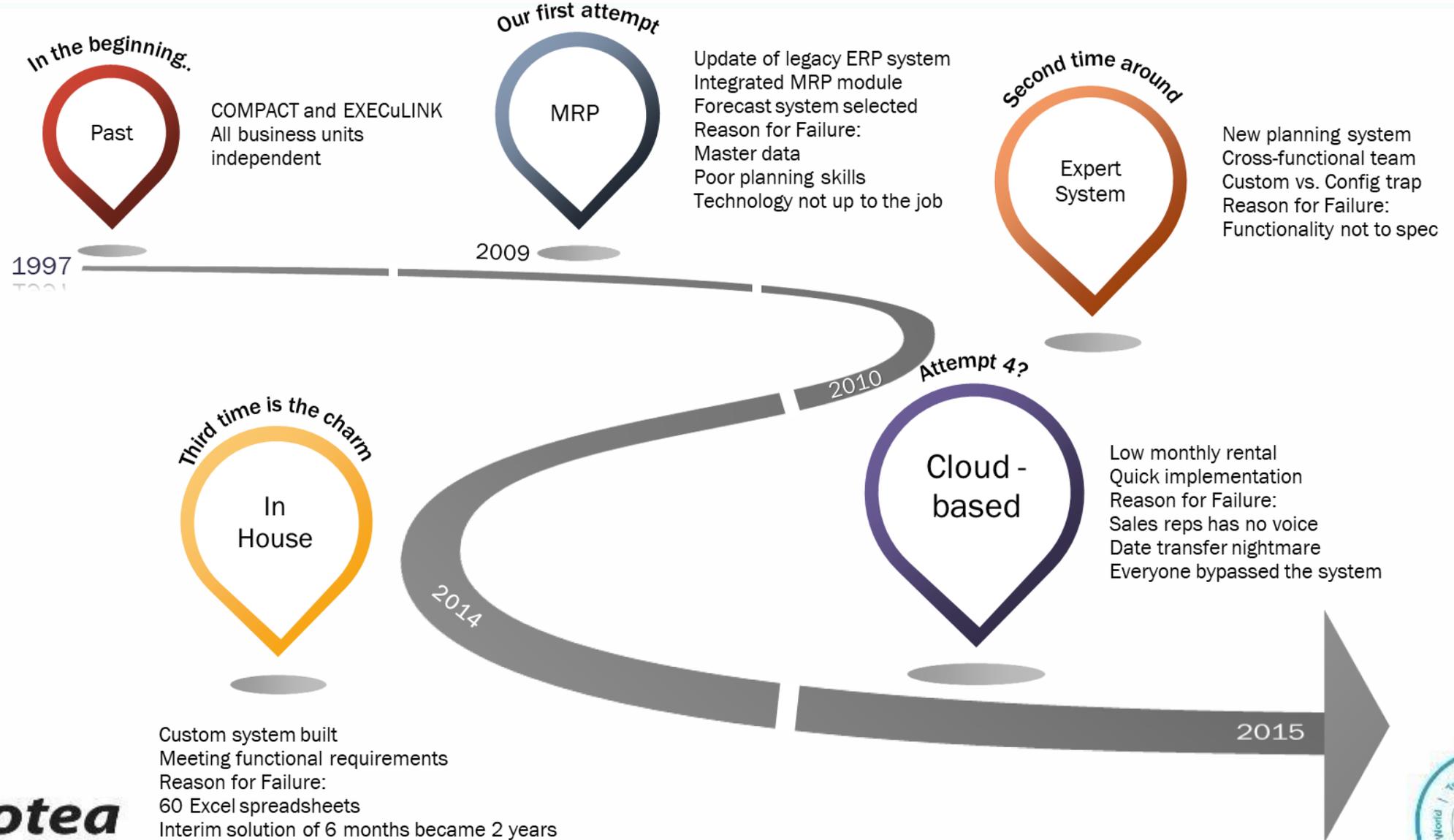
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# PROTEA CHEMICALS – MD's Challenge



# The Journey – Paying School Fees



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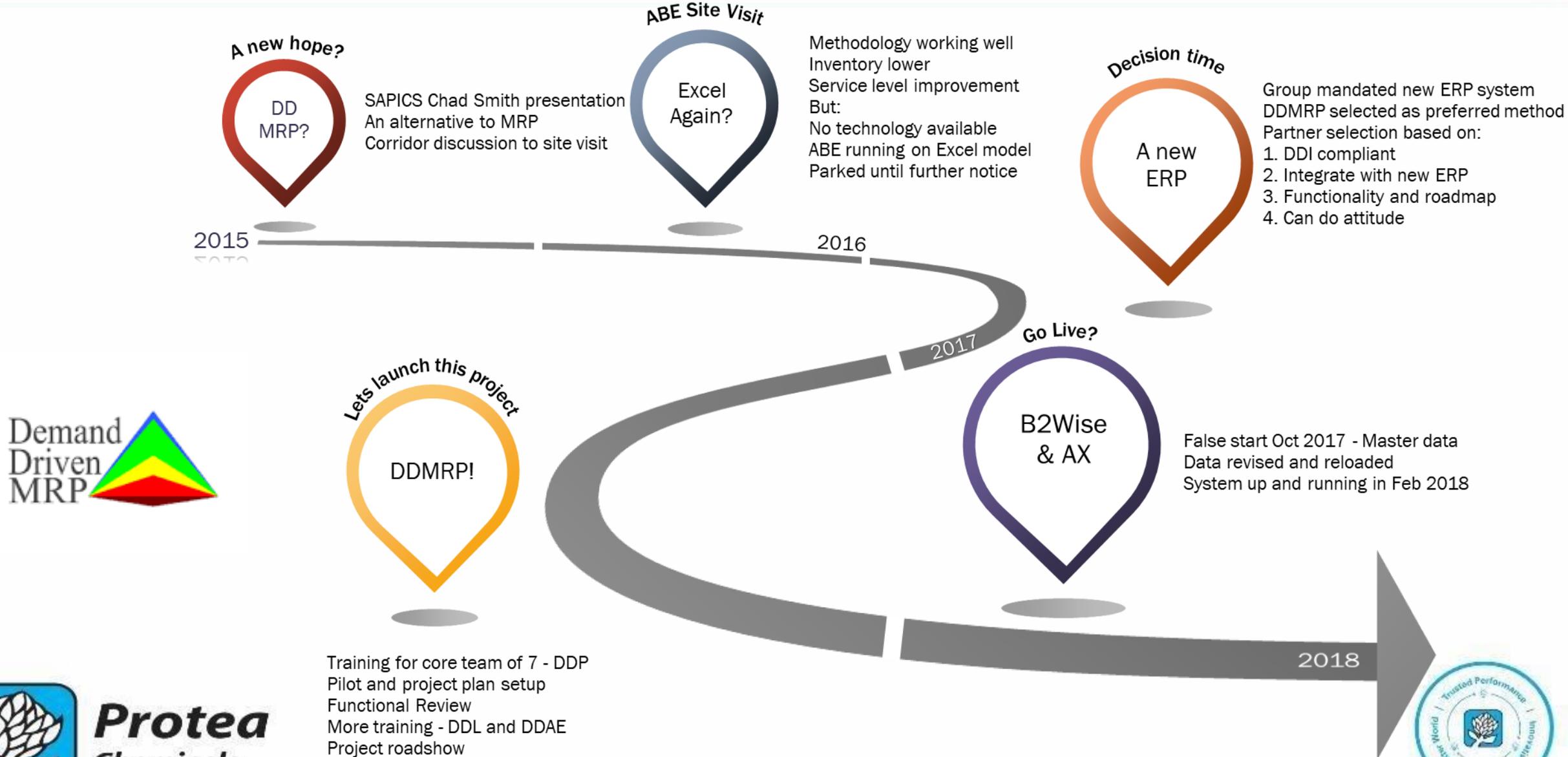




**It always seems  
impossible until it's done.**

Nelson Mandela

# The Journey – Persistence and Belief



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# Why DDMRP?

- **Current System was not delivering benefit**
  - Technical architecture too complex and time consuming for updates
  - Gaps in functionality not being addressed
- **Knew that MRP was not the solution:** 10 000 action messages daily
- **Poor visibility:** Could not rely on PO and SO due dates
- **Most planning done outside of the formal system** (Excel)
- **Poor OTIF**
- **Good feedback** from adopting the DDMRP methodology
- **Imminent ERP implementation:** so we had to change something anyway!



# Plan before Go-Live

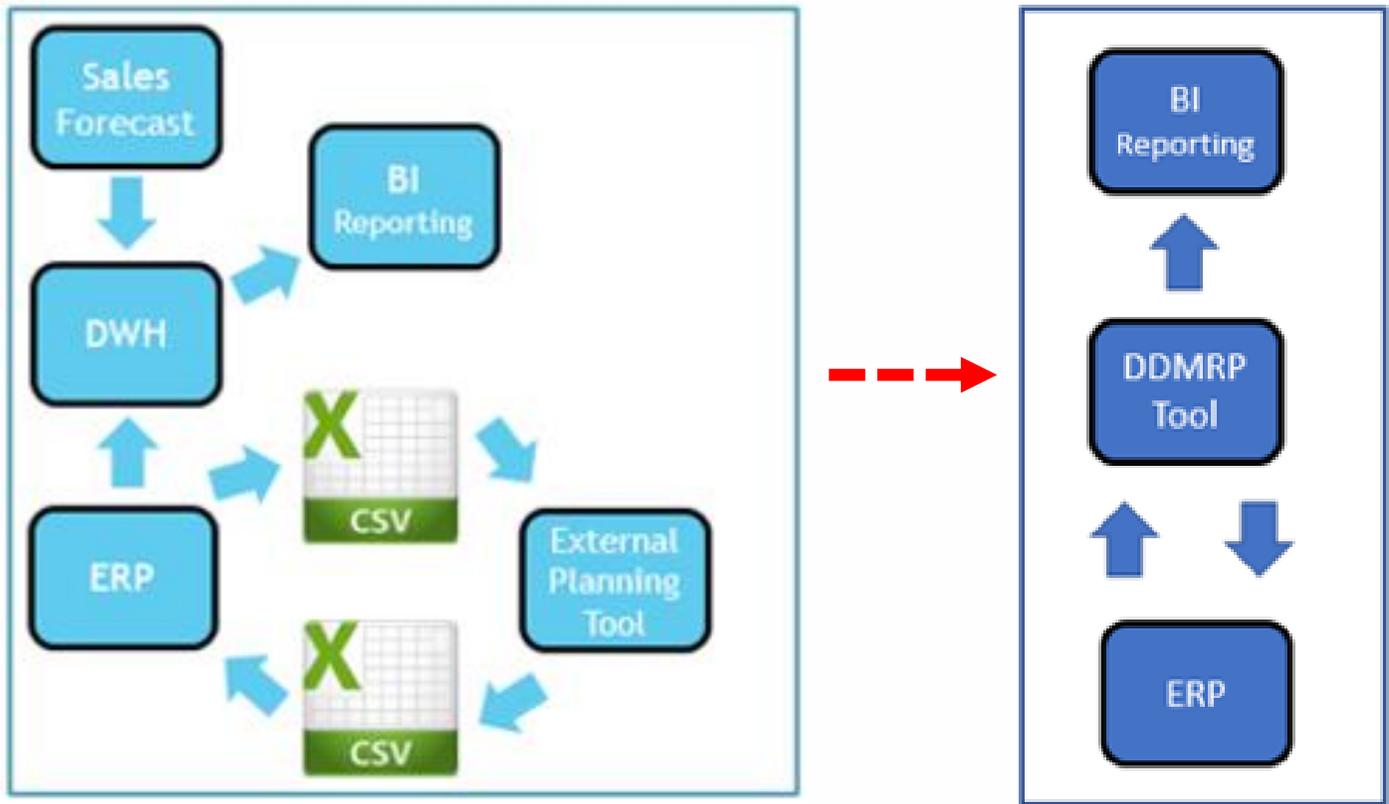
- |    |                   |     |    |
|----|-------------------|-----|----|
| 1. | Training          | Mar | 17 |
| 2. | Run a pilot       | Apr | 17 |
| 3. | Functional review | Jun | 17 |
| 4. | Master data check | Jul | 17 |
| 5. | More training     | Aug | 17 |
| 6. | Roadshow          | Sep | 17 |
| 7. | Go-Live           | Oct | 17 |
| 8. | Deployment        | Jan | 18 |
| 9. | Adaption          | Jul | 18 |

*“There is no reason to have a plan B because it distracts from plan A”*  
WILL SMITH



# Building a Stable Platform – Technology Changes

- Ok, we made it through the implementation
- Simplify and speed up technology integration



# Building a Stable Platform – Process Changes

Part Code	Part Description	Site Code	Buyer Group	SOH	SOH Alert	Open Supply	Qualified Demand	Spike	NetFlow	Net Flow Alert	New Net Flow Alert
3009801022	PLIOLITE AC80 (STYF)	5011	TT Mugwedi	15	125.00%	0	5	0	10	31.80%	99.00%
3009801084	ALCOGUM L31 (ACRY)	5011	Erica Pollok	0	0.00%	19	6	6	13	67.60%	67.60%
3007201008	POLYETHYLENE GLY	5011	TT Mugwedi	85	126.66%	0	1	0	84	45.00%	99.60%
3910001060	DIMETHICONE SILIC	5011	Erica Pollok	1	100.00%	1	0	0	2	69.60%	69.60%

Simple planning process driven by traceability and accountability



Recommended Order



Planned DDMRP order



Firm and approve order in AX



Approved order in AX fed to B2wise



# Training - the Key to Successful Change Management



## Getting everybody onboard

- ✓ Presentations to Exco
- ✓ In-house Demand Driven Planner workshops (20 people)
- ✓ In-house Demand Driven Leader workshop (8 people)
- ✓ ½ day DDMRP awareness sessions (80 people)
- ✓ DDBRIX workshops (130 people)



# Achieving More With Less

**Oct 2017**

Planning & Buying Team

13 People

5 Supply Chain Planners & 1  
Projects Planner reporting to  
Planning/Inbound Logistics/Supply  
Chain

6 Buyers reporting to  
Procurement/Inbound  
Logistics/Supply Chain

1 Distribution Planner reporting to  
Inbound Logistics/Supply Chain

**Apr 2018**

Planning & Buying Team

9 People

7 Buyer/ Planners & 1 Projects  
Planner reporting to  
Planning/Supply Chain

1 Distribution Planner reporting to  
Inbound Logistics/Supply Chain

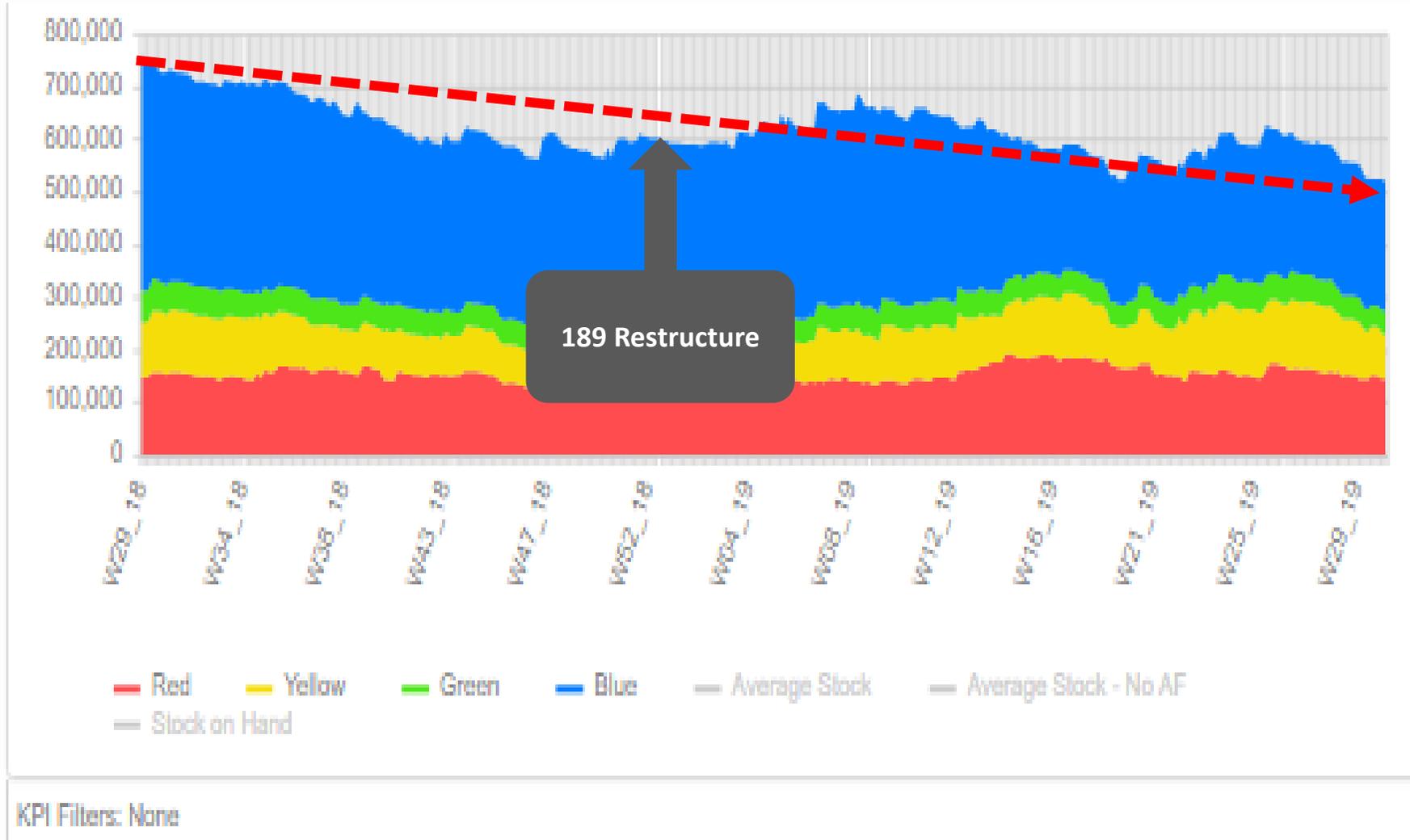
**Feb 2019**

Planning & Buying Team

7 People

3 Buyers & 4 Planners reporting to  
Planning & Sourcing

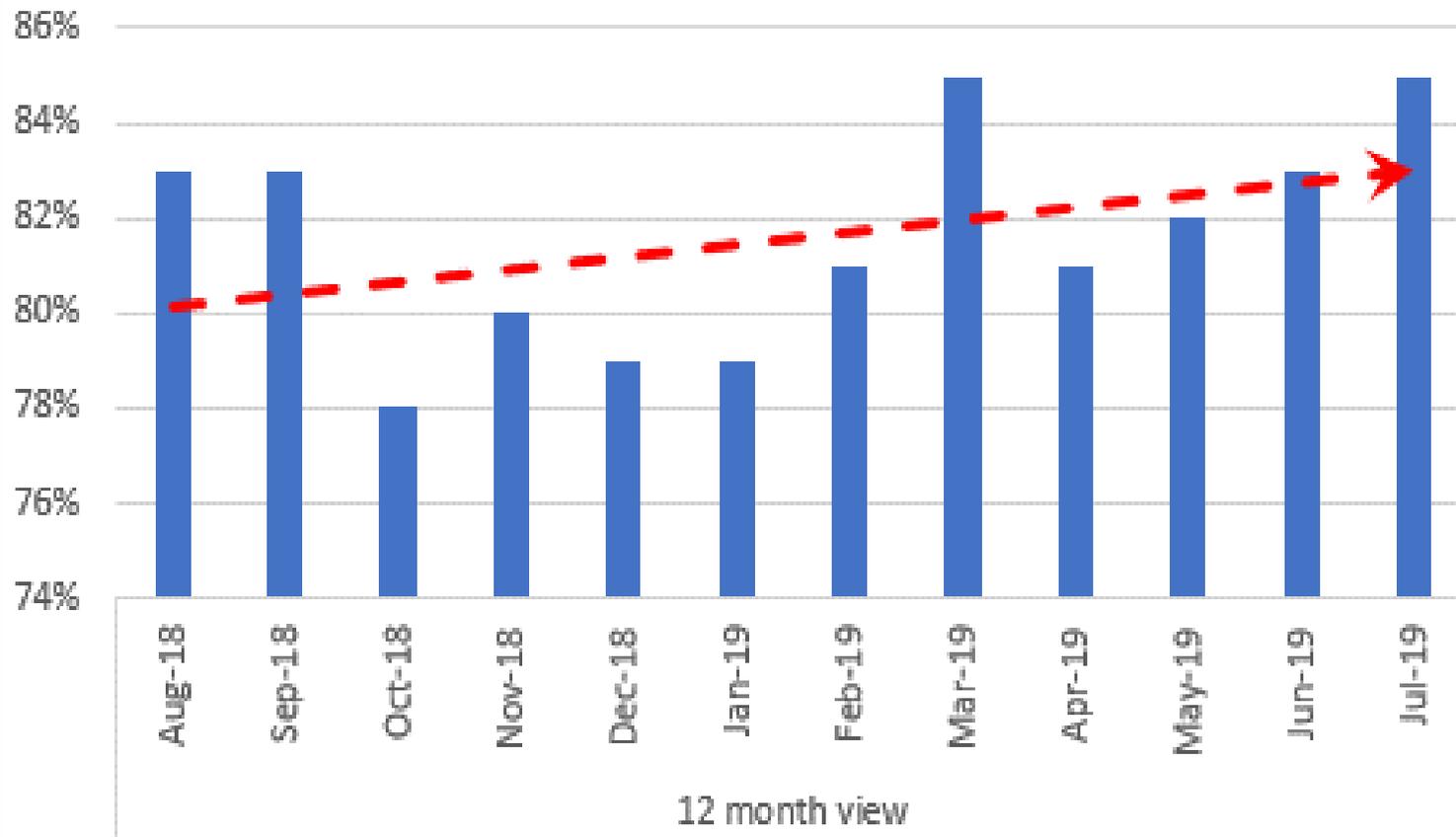
# The result – 30% stock reduction in 1 year



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- Upward trend
- Targeting 90% by end December 2019
- > 10 000 transactions per month
- To more than 2600 customers

# Continued Performance

## Improved Customer Service Levels

- Changing the conversation to red/yellow/green
- OTIF delivery improvement
- SOWD on less than 2% SKUs



## Flat Market!

- Headwinds will continue into 2020 and beyond
- The drive to profitability and cash generation is key





“As a previous vocal critic of planning systems, I am pleased to say that I have eaten my words and more recently embraced DDMRP as a planning and business tool that works. We still have a little way to go to maturing the business processes but the results we are starting to see and the visibility we now have to make accurate strategic decisions is invaluable. But for me, most pleasing is to see our people’s engagement, excitement and adoption of the tool – it really works!”

**Peter du Plessis – GM Sourcing and Planning**



“Of our 43 clients around the world Protea Chemicals is a top 3 client for B2Wise. This is in terms of results achieved, training and implementation maturity as well as in functionality development. What Ruben and his team have achieved in the challenging environment is extraordinary!”

**Alan van Vuuren – CEO B2Wise South Africa**



# Additional Benefits

- **Visibility:** the system is very visual and intuitive
- **Accountability:** automatic tracking and heightened visibility
- **Prioritised actions:** user has clear daily/weekly/monthly actions
- **Upward integration:** automated daily data transfers from the ERP to DDMRP
- **Downward integration:** DDMRP orders transferred into ERP
- **Less Excel**
- **Everybody on one system:** more than 120 DDMRP users in the company
- **Improved awareness of Planning function:** Not just a function of improving forecasts and maintaining master data



RTS: > 90 days cover	534
RTS: Due for release Today	774
Past due PO	62
RTS: SOH = 0	393

# A great achievement for the Protea team





The team that stole the stock...!