



BCE's survive & thrive DDMRP Implementation

Jaycee Kent

OVERVIEW

- INTRODUCTION
 - CHALLENGES
 - ANALYSIS
 - SOLUTION
 - IMPLEMENTATION
 - RESULTS
 - GOING FORWARD
 - KEY TAKEAWAYS
-

GUIDING PRINCIPLES

- ACTIVE PARTICIPATION
 - QUESTIONS
 - TIME CONSTRAINTS
 - CONFIDENTIALITY
-

WHO AM I?

- JAYCEE KENT, MBA (GIBS) | PGDip GM | BCom Hons Supply Chain | BCom Marketing | CSCP | CPF® | SCOR-S
- HEAD OF PROCUREMENT.
- 14 YEARS EXPERIENCE.
- 8 YEARS EXPERIENCE IN LEADERSHIP POSITION.
- EXPERIENCE IN 5 DIFFERENT INDUSTRIES.



WHO IS BCE?

SOUTHERN AFRICA'S LEADING SUPPLIER
OF KITCHEN UTENSILS, INDUSTRIAL
COOKWARE AND COMMERCIAL KITCHEN
APPLIANCES TO THE HOSPITALITY AND
FOODSERVICE INDUSTRIES



WHO IS BCE?

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OF KITCHEN UTENSILS, INDUSTRIAL
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APPLIANCES TO THE HOSPITALITY AND
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**DIVERSE PRODUCT
AVAILABILITY**



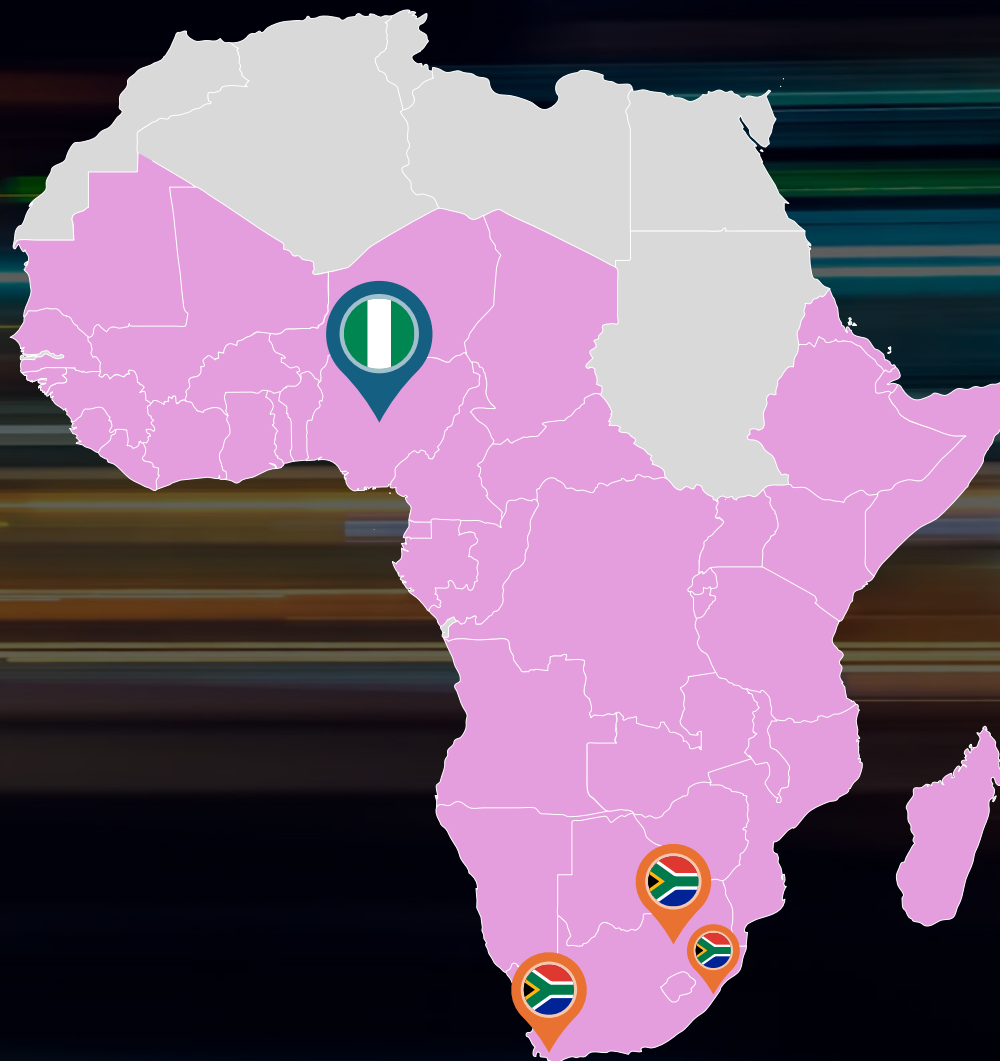
**AFTER SALES
REPAIRS**



**PRODUCT
CONSULTATION**



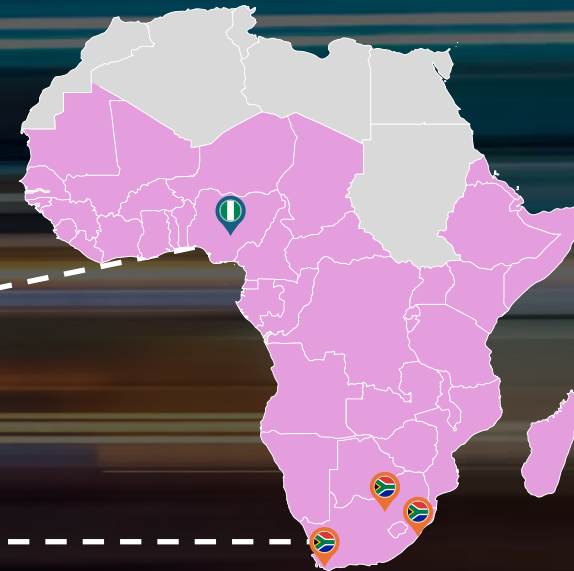
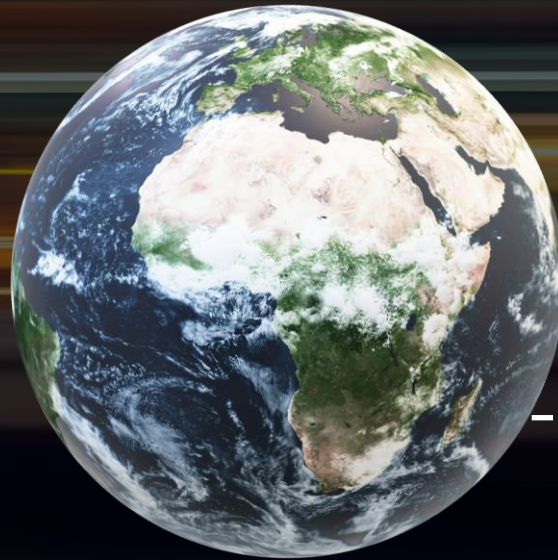
DISTRIBUTION



DISTRIBUTION

IMPORT 21+
DIFFERENT COUNTRIES

LOCALLY
SOURCE & MANUFACTURE



980+
SHIPMENTS

OUR CHANNEL

BCE WHOLESALER / DISTRIBUTOR



DEALERS / RESELLERS



END USERS

END USERS

RESTAURANTS



HOTELS



HOSPITALS



MILITARY BASES



OUR VALUE PROPOSITION



PREMIUM QUALITY & PRICE STABILITY

- 65 ENDORSED TRUSTED BRANDS
- IMPORT FROM 20 COUNTRIES
- RECOGNISED WARRANTIES
- EXTENDED PRICE STABILITY



INVENTORY & DISTRIBUTION

- 4 500 IN STOCK CATALOGUE ITEMS AND 8 500 SPARES
- DELIVERY WITHIN 24 HOURS COUNTRYWIDE
- 3 LOCATIONS



FINANCIAL & SERVICE BACK-UP

- ACT AS BANK, PROVIDE TERMS.
- IMMEDIATE SPARES AND ACCESSORIES
- 3 WORKSHOPS
- SELECTED REPAIR AGENTS



EXPERIENCE

- OVER 37 YEARS EXPERIENCE
- FOCUSING ON EXCEPTIONAL SERVICE
- QUALITY PRODUCTS THAT THE MARKET REQUIRES

BUSINESS CHALLENGES



15+ HIGH
NO# SKU



DIVERSE
PRODUCT RANGE

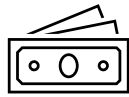


220+
SUPPLIERS

COMPLEX SUPPLY CHAIN CHALLENGES



ERRATIC
DEMAND



VARIOUS
PRICE STRATEGIES

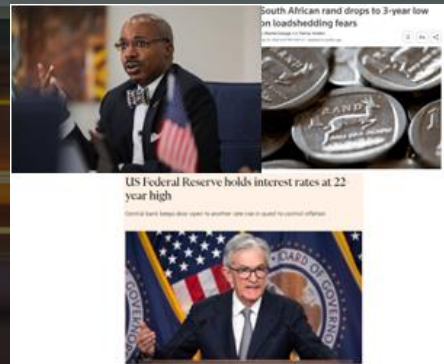
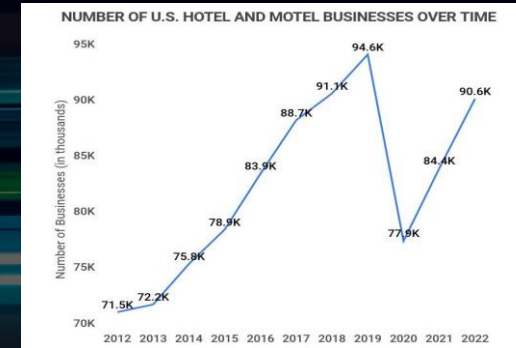
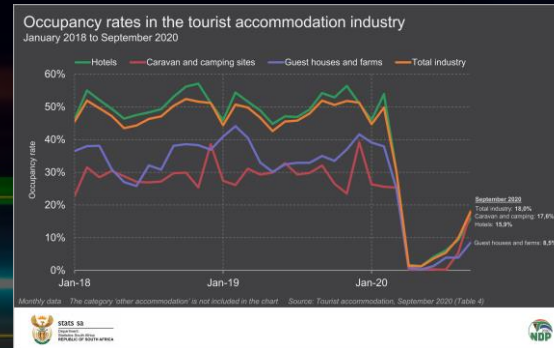


IMMEDIATE
AFTER SALES



STABLE
MARKET PRICING

BUSINESS CHALLENGES AMPLIFIED



SA port gridlock sees ships pile up

Nearly 70 container, cargo and bulk carriers were in or around Durban on Wednesday, according to ship tracking data compiled by Bloomberg.

By Paul Burkhardt, Bloomberg 22 Nov 2023 12:03



Red Sea shipping workarounds add costs, delays for suppliers, retailers

By Lisa Baertlein

December 29, 2023 3:59 AM GMT+2 Updated a month ago



SUMMARY: BUSINESS SPECIFIC PROBLEMS

BUSINESS SPECIFIC CHALLENGES:

LARGE NUMBER OF ITEMS

**VARYING LEAD TIMES ACROSS MANY
GEOGRAPHICAL LOCATIONS**

ERRATIC DEMAND LOW VISIBILITY

PRODUCT VARIETY & TRENDS

**VARIOUS STABLE PRICING
REQUIREMENTS**

EXASPERATED BY:

MACROECONOMIC CONDITIONS

GEOPOLITICAL CONDITIONS

TIMELINE OVERVIEW

DDMRP
INITIATION
EXCEL PILOT

TEAM EXPANSION
+ EARLY RESULTS

TEAM REBUILD +
STRATEGIC SHIFT

MARKET
CONDITION
ADJUSTMENTS

2018

2020

2022

2024

2017

2019

2021

2023

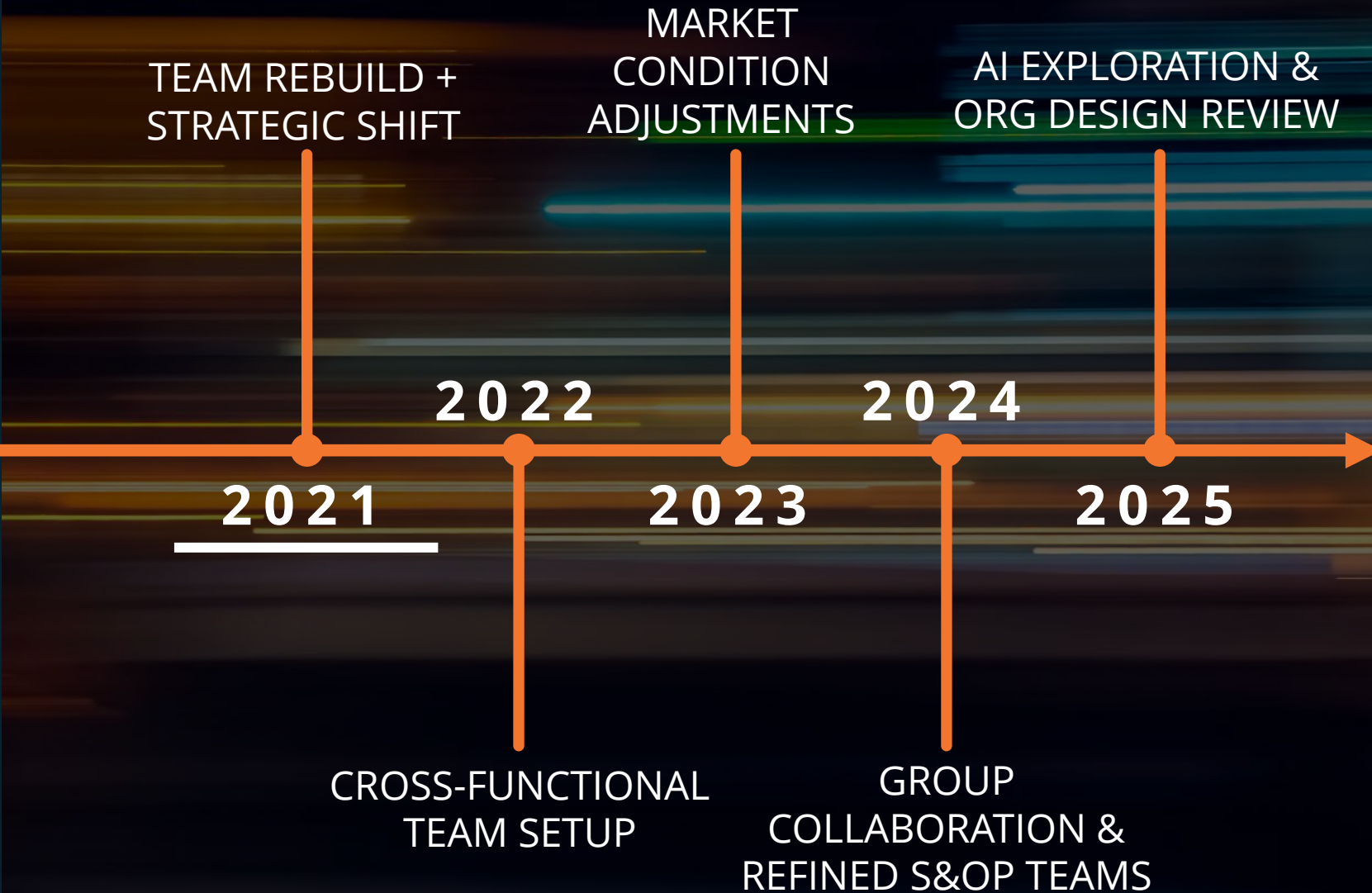
SYSTEM
IMPLEMENTATION
B2WISE SAAS

DEMAND
COLLAPSE +
SUPPLY CHAIN
IMPORTANCE

CROSS-FUNCTIONAL
TEAM SETUP

GROUP
COLLABORATION &
REFINED S&OP TEAMS

TIMELINE OVERVIEW



FULL ANALYSIS – DUCK DIVE

**REVIEW OF OVERALL SUPPLY CHAIN
REQUIREMENTS. USE OF CONTINGENCY
THEORY (FIT) DIAGNOSTIC MODEL.**

Cummings, T., & Worley, C. G. (2015) Chapter 5, Diagnosing. In *Organizational Development and Change*. San Francisco: Cengage Learning, pp. 89-106.



INITIAL 6 MONTHS

INPUT – ENVIRONMENT WE ARE OPERATING IN

**IN DEPTH TIME SPENT -REVIEWING
COMPONENTS - TECH, STRUCTURE, STRATEGY,
CULTURE, AND MANAGEMENT PROCESSES.**

**OUTPUTS – SHAREHOLDER &
CUSTOMERS REQUIREMENTS**

**SUPPORTED BY EXTENSIVE DATA
ANALYSIS**

SOLUTION – STRATEGY TRANSLATION

**FORMULATION OF PROCUREMENT STRATEGY
ALIGNED TO COMPANY OBJECTIVES AND
SHAREHOLDER REQUIREMENTS.**

FOCUSED ON FOUR AREAS

SOLUTION – STRATEGY TRANSLATION

1 **CUSTOMER** 

2 **FINANCIAL** 

3 **INTERNAL** 

4 **LEARNING & GROWTH** 

SOLUTION – STRATEGY TRANSLATION

IMPLEMENTATION OF BALANCED SCORECARD FOCUSED ON:

1 MARGIN SUPPORT (CUSTOMER & FINANCIAL)

- Optimisation Of Supply Chain Costs
- Reduction Of Backorders

2 CASHFLOW IMPROVEMENT (FINANCIAL)

- Decoupling Of Purchases / Improving flow
- Reduction In Inventory

3 STRATEGIC & TACTICAL PLANNING (INTERNAL)

- Key Supplier Collaboration
- Key Customer Collaboration

4 SYSTEMS & PROCESSES EFFICIENCIES (INTERNAL)

- Branch Replenishment
- Purchase Order Review – Delegation of Authority
- Stock-out With Demand
- Business Intelligence Tools e.g. b2Wise Alerts.
- Removal & Automation Of Non-value-added Processes.

5 PEOPLE (LEARNING & GROWTH)

- Training Of Team (DDRMP Methodology)
- Upliftment Of Team Members On Efforts
- Implementation Of KPIs



IMPLEMENTATION



INITIAL & CONTINUOUS RESULTS

BACKORDERS

TOTAL STOCK DAYS

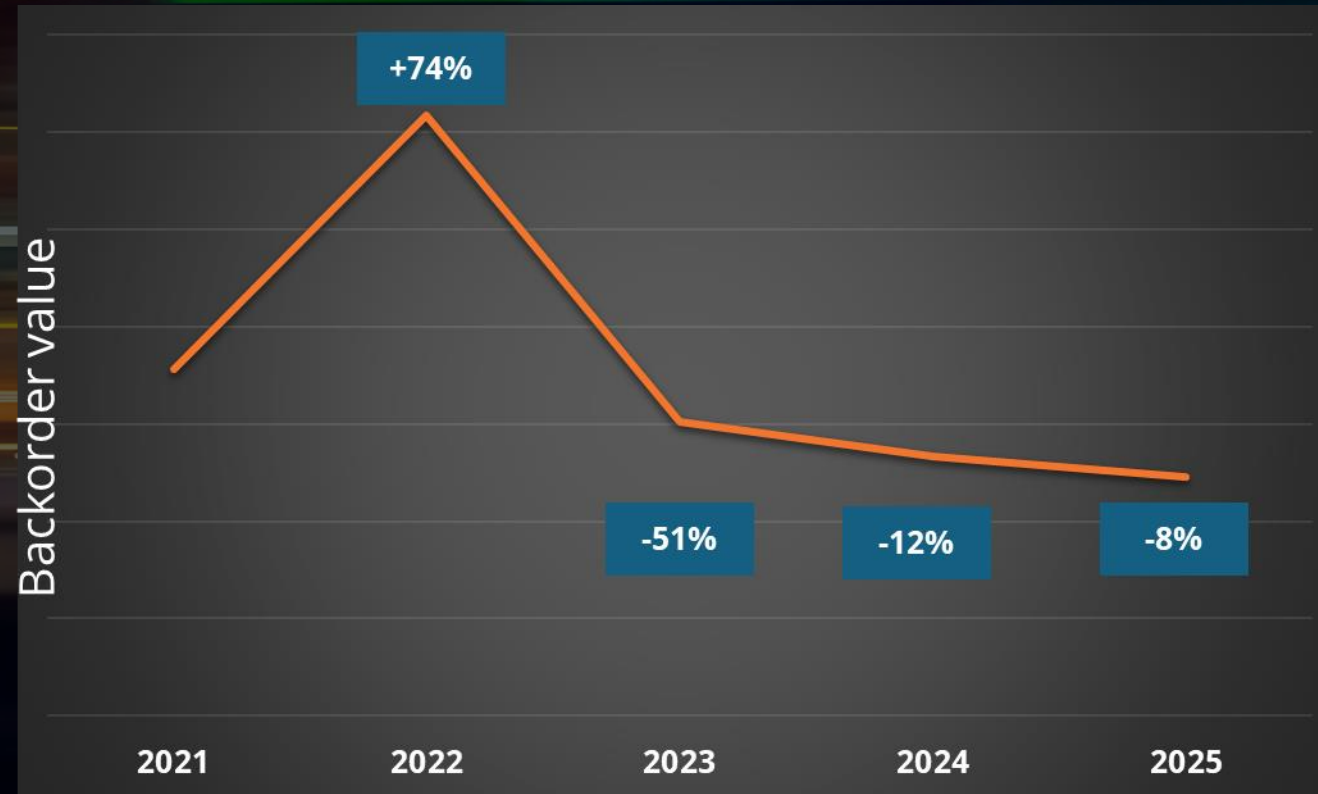
SPARE PARTS STOCK DAYS

**INVENTORY WRITE OFF
PROVISION**

**CUSTOMER WAITING TIME
(DAYS) FOR SPARE ITEMS**

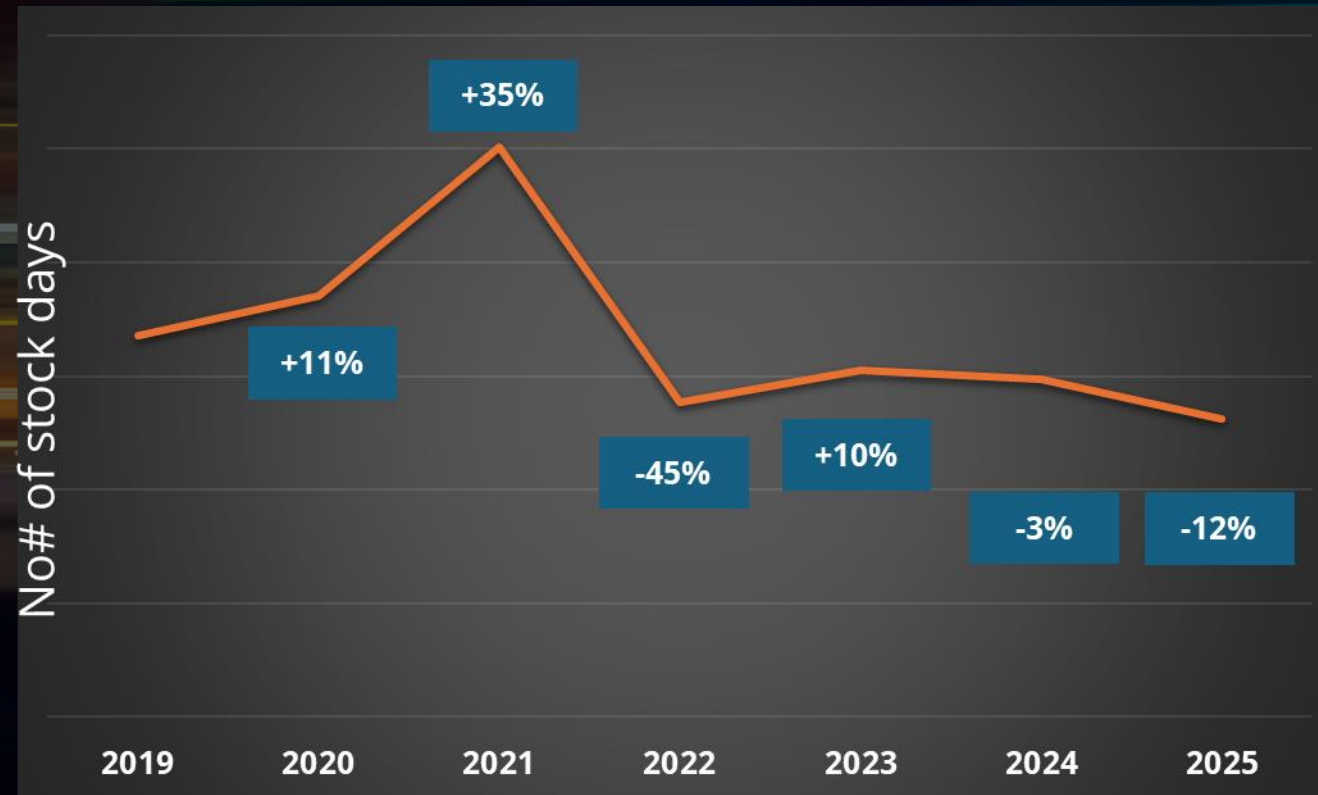
INITIAL & CONTINUOUS RESULTS

BACKORDERS



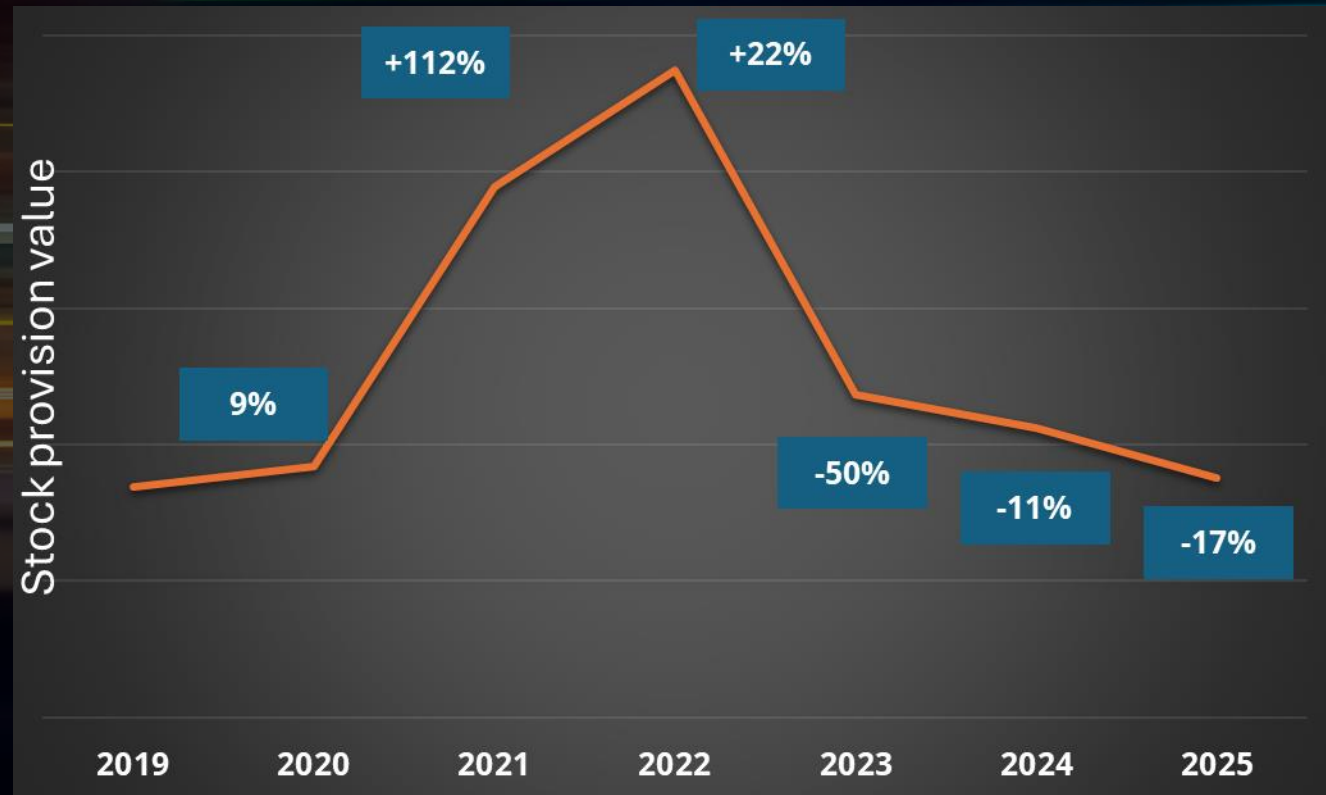
INITIAL & CONTINUOUS RESULTS

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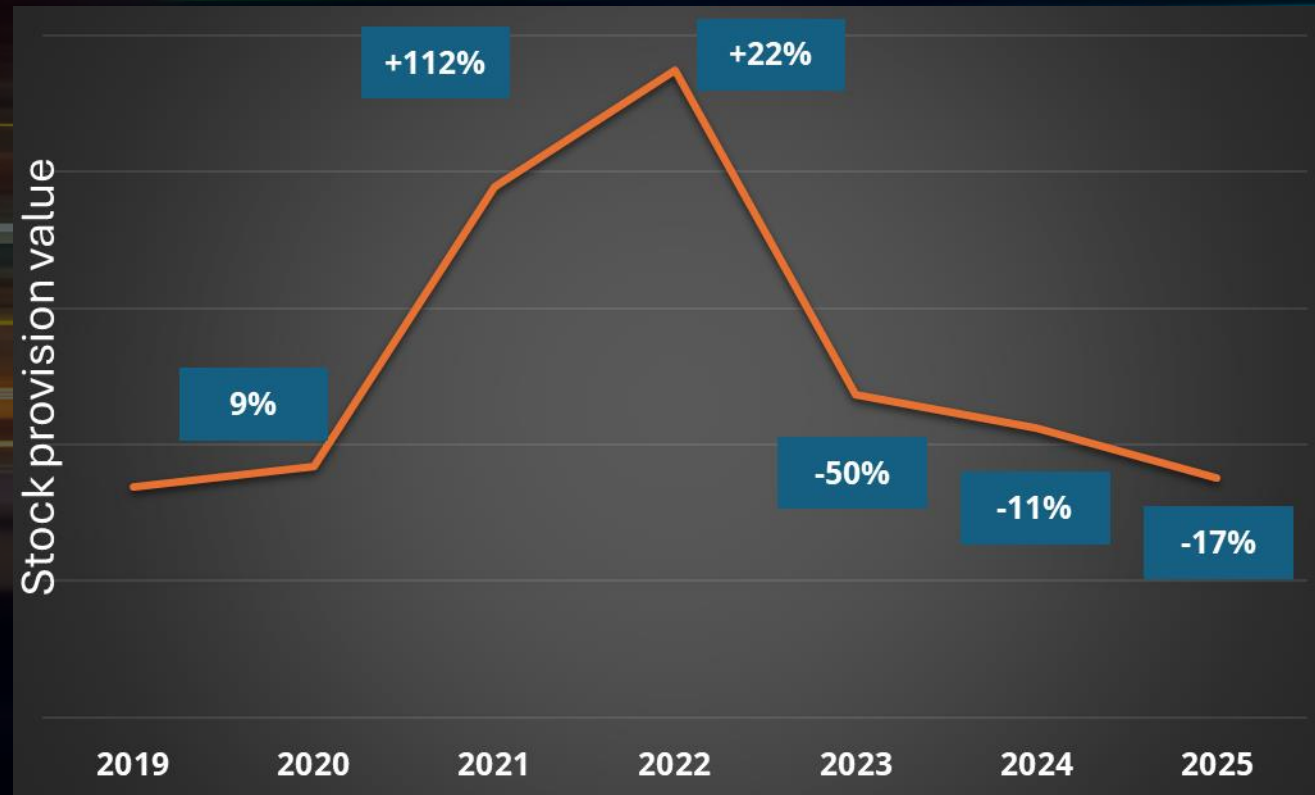
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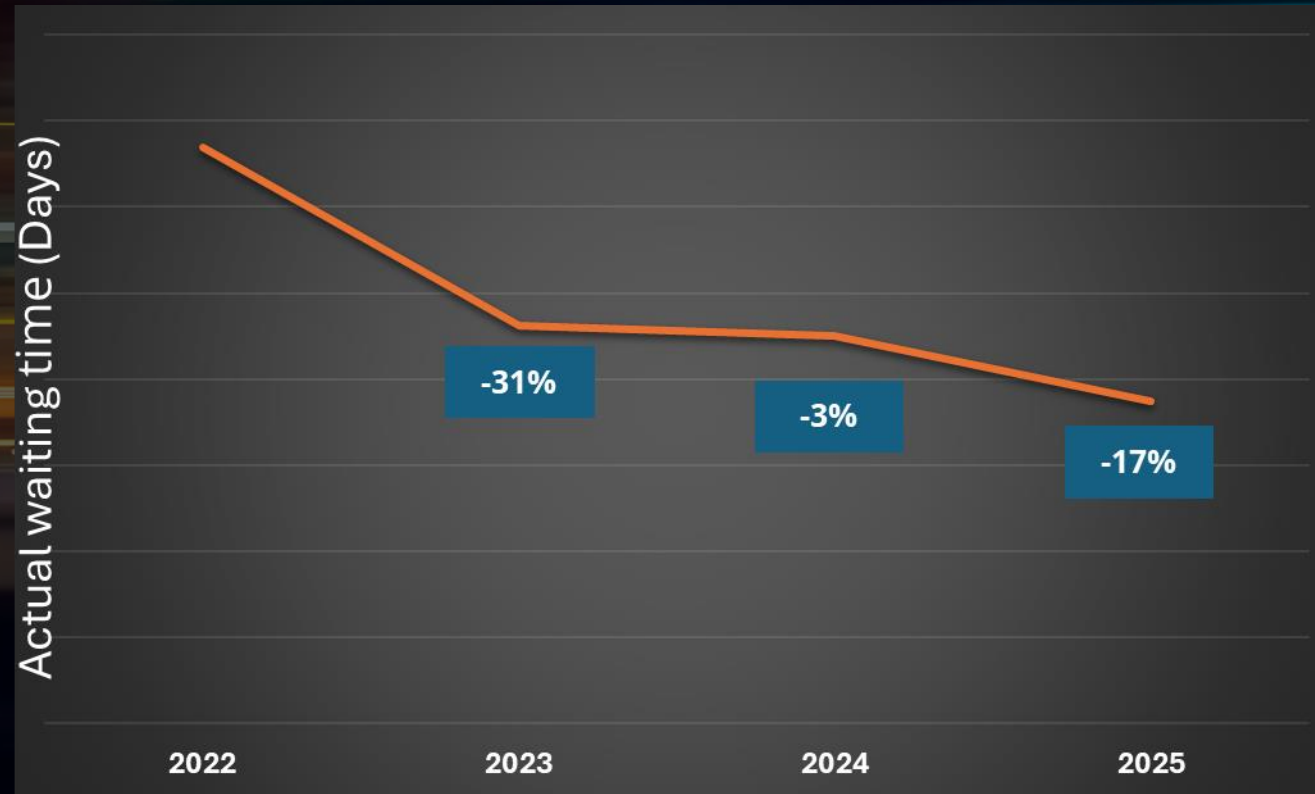
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INVENTORY WRITE OFF PROVISION



INITIAL & CONTINUOUS RESULTS

CUSTOMER WAITING TIME (DAYS) FOR SPARE ITEMS



INITIAL & CONTINUOUS RESULTS

BACKORDERS



SPARE PARTS STOCK DAYS



TOTAL STOCK DAYS



IMPROVED CUSTOMER SERVICE AND MORE EFFICIENT BUSINESS



**INVENTORY WRITE OFF
PROVISION**



**CUSTOMER WAITING TIME
(DAYS) FOR SPARE ITEMS**

WHERE FROM HERE?

AUTOMATION ORDER GENERATION

**A FOCUS ON ESG WHILE MAINTAINING
COMPETITIVENESS**

**ALTERNATIVE MARKET SOURCING
DEVELOPMENT**

ADDITIONAL ANALYTICS & AI APPLICATION

**EXPANDED GROUP COLLABORATION
SUPPLY CHAIN INITIATIVES**



5 KEY TAKEAWAYS

1

**SUPPLY CHAIN COMPLEXITY
CAN BE A STRATEGIC
ADVANTAGE**

3

**ADAPTABILITY COMES
FROM ALIGNMENT**

5

**PEOPLE MAKE THE
PROCESS WORK**

2

**RESILIENCE REQUIRES
STRUCTURAL CHANGE,
NOT JUST REACTION**

4

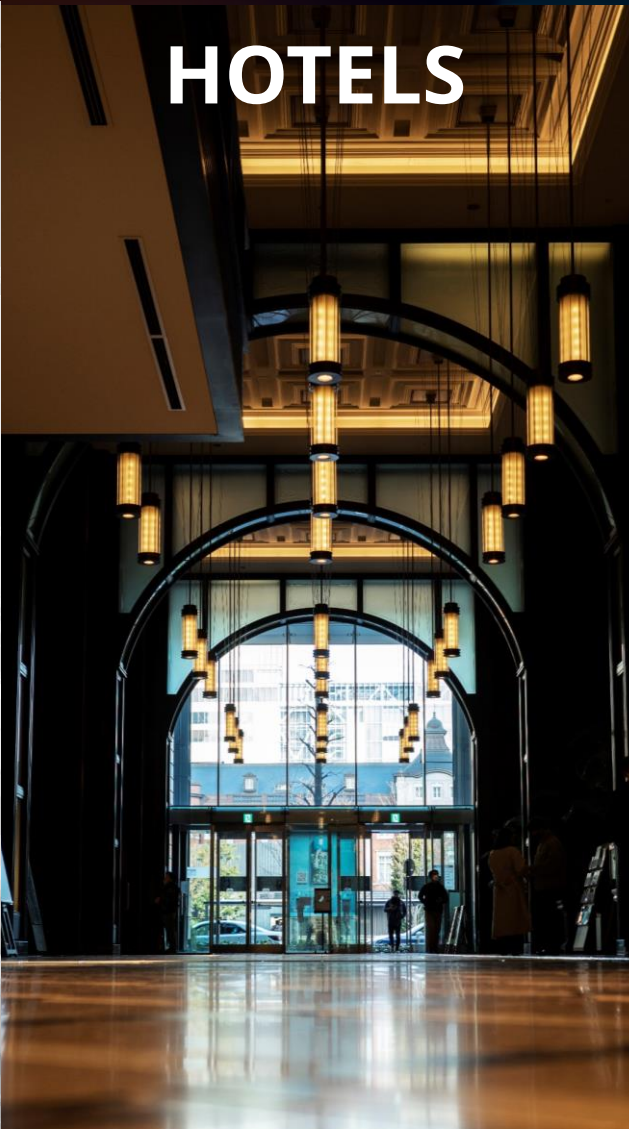
**WHAT GOT US HERE
WON'T GET US THERE**

WE HAVE A RESPONSIBILITY BECAUSE WE CAN MAKE A DIFFERENCE

RESTAURANTS



HOTELS



HOSPITALS



MILITARY BASES





THANK YOU

