



6 Years of DDMRP Success

A retrospective Report

Barry Anderson

Coca-Cola Beverages Africa



Coca-Cola Beverages
Africa

8th Largest Coca-Cola Bottler
in the World

1.1 Billion Cases
in 2024

40% of Africa's
Volume

CCBA Territories





The Journey

2016

- Company wide realization that traditional MRP planning not delivering required results
- Actively searching for alternative ways in planning for inventory
- Introduction to DDMRP in Feb 2016
- Balance of 2016 focused on gaining knowledge on the DDMRP methodology (DDI Certification)

2017

- Feb 2017 - Launch a pilot project in Namibia with a homegrown Excel model
- By Oct 2017 the Excel model is refined and launched in Mozambique

2018

- Mar 2018 – Roll out the Excel based solution to Kenya, Uganda, Ethiopia, Ghana and Tanzania
- Aug 2018 - By this time marked improvements in key KPI's are realized.
 - OOS (mid teens to high single digit)
 - OTIF (high 60's to low 80's)
 - Working Capital improvement on stock holding.
- Sep 2018 – Investigate Proprietary DDMRP Software
- Vendor selection for RFP based on DDI accreditation
- Nov 2018 - DDTech selected as software partner



The Journey Continues

2019

- June 2019 - First installation of Intuiflow (previously R+) in Namibia with DDTech project team
- Second installation in Mozambique with DDTech project team
- July 2019 to Nov 2019 – Intuiflow roll-out to Kenya, Uganda, Ghana, Ethiopia, and Tanzania (in-house project team with remote DDTech support)

2020

- July 2020 – Intuiflow roll-out to Zambia and Botswana (roll-out performed remotely due to travel restrictions)

2023

- March 2023 – Intuiflow roll-out to Malawi (first integration to SAGE ERP platform)

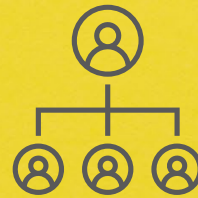
2024

- ERP change from SAP to D365 in 8 countries

Lessons Learned



"Thoughtware before Software"



Onboarding
leadership
to the DDMRP methodology



Ongoing Training
for all users



Getting through the PANDEMIC



Manufacturing locations remain open as deemed essential services albeit with skeleton crews



Planners expected to work remotely effectively supported by IntuiFlow as SAAS



Focus on top 40% SKU's
Constant review and update of raw material variability, lead times, and targeted inventory levels (shortages and extended lead times)



Maintain the Weekly PGLS routine for all in-country planners, Group Planning, Group IT, and DDTech

Post PANDEMIC



Getting back to business as usual
Focus on correcting inventory levels
Quick return to pre-pandemic standards



Overall review of planning parameters to accommodate new post-pandemic reality



DDMRP Methodology proven to support resilience and flexibility in the Supply Chain

Current Challenges



Challenges

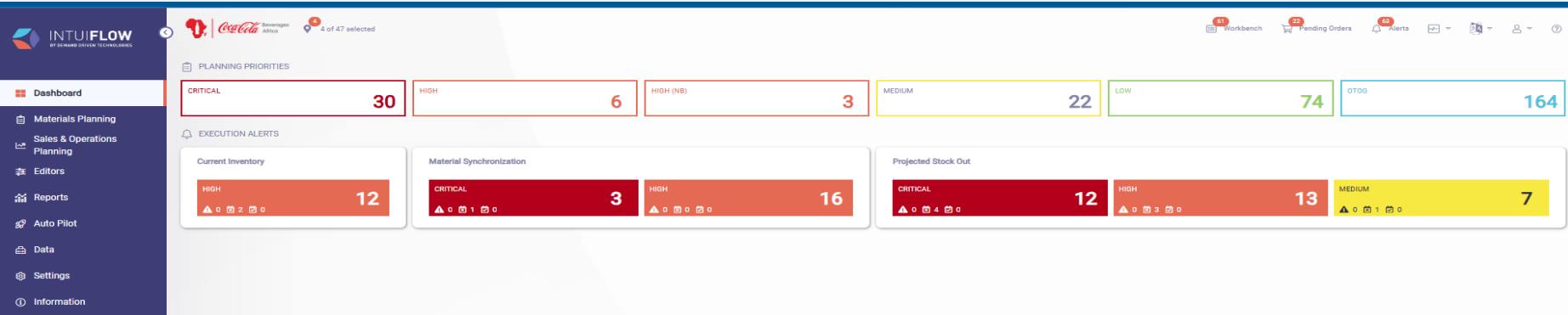
How we approach them

	People	• High planning staff turnover • Changes in leadership teams in the various countries	• Constant on-boarding and training of new planners • Routine re-introduction of the DDMRP principles and methodology to leadership teams • Weekly Community of Practice call with planners and DDTech
	Process	• Re-launch of the S&OP process • Periodic enhancements and launch of new functionality in the software	• Routine country visits • Remote monthly S&OP routines in preparation of Group S&OP • Utilization of the Intuiflow Knowledgebase and the LMS Training platform.
	Compliance	• Compliance to working in the system - utilizing the tool (DDOM and DDS&OP) • Master data maintenance and Housekeeping	• Routine audit of system usage • Development of reports to centrally audit system Master Data and Housekeeping



Using Intuiflow

Materials Planning - Dashboard



Materials Planning - Workbench

Workbench **APPROVE ALL ORDERS** **MANAGE ORDERS** **TZ Production leveling** **+ ADD NEW VIEW**

Search...

↑ Primary Resource

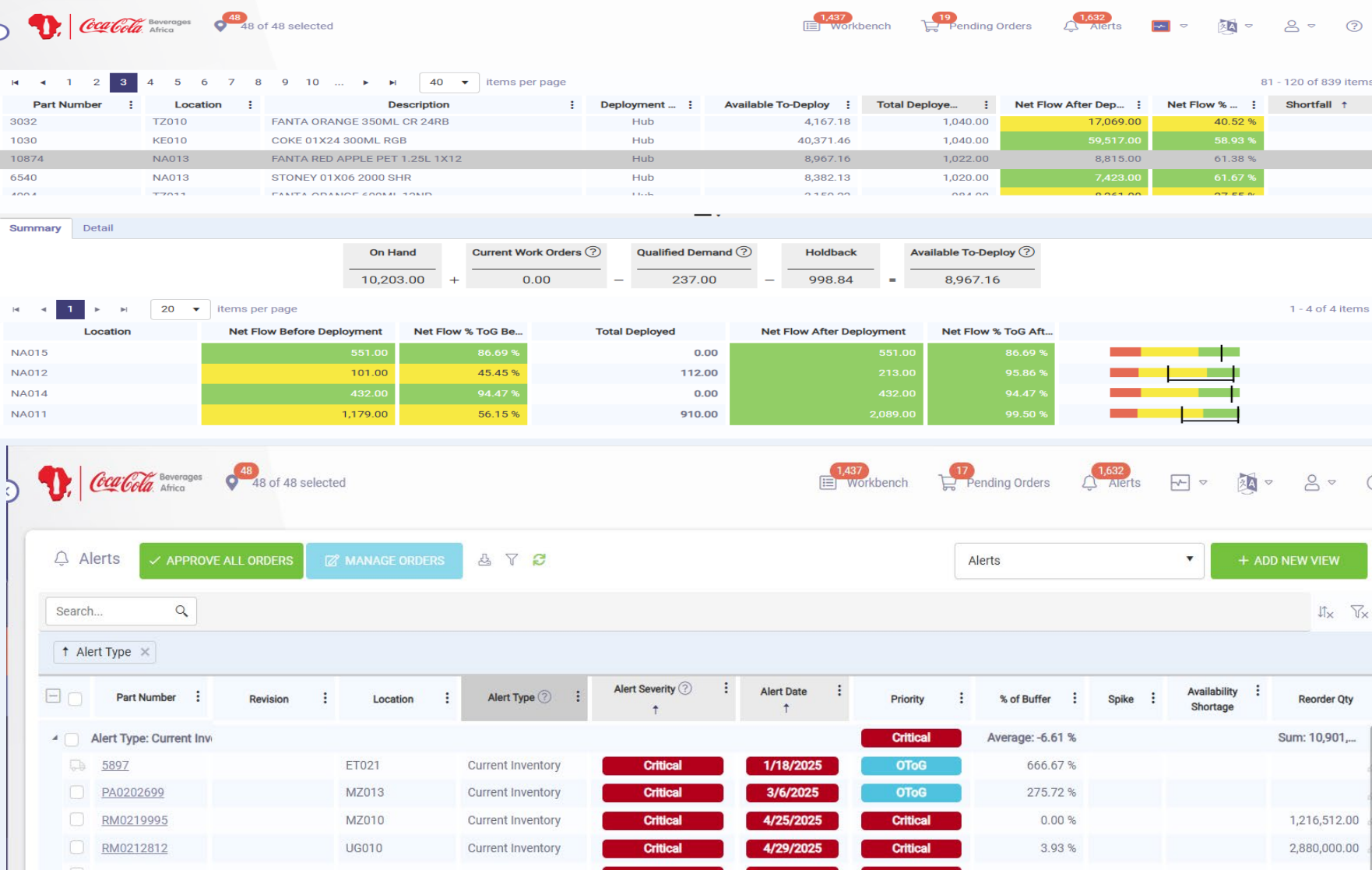
Pack	Part Number	Description	ABC Clas...	Locat...	Priority	% of Buffer	Availa... Short...	Reorder Qty	Packagi... Quantity	Pack... Unit	On Hand	Supply Orders	Demand Allocatio...	Net Fl
Primary Resource:					Critical	Average:...		Sum: 16,458.00	Sum: 0.00	hour	Sum: 0.00	Sum: 0.00	Sum: 0.00	Sum: 0.00
Primary Resource:	BOTL2TZ011RGB LINE				Low	Average:...		Sum: 52,220.00	Sum: 74.07	hour	Sum: 84,3...	Sum: 13...	Sum: 5,572...	Sum: 76...
300ml SSD R...	4230	KREST TONIC 30...	D-	TZ011	Critical	0.00 %	▲	1,112.00	1.58	hour	0.00	0.00	0.00	
350ml SSD R...	2111	SPRITE ZERO 35...	D-	TZ011	Critical	0.00 %	▲	3,816.00	5.41	hour	0.00	0.00	0.00	
350ml SSD R...	1733	COKE ZERO 350...	D-	TZ011	High	0.00 %	▲	3,656.00	5.19	hour	0.00	0.00	0.00	
350ml SSD R...	1066	SPAR PINENUT 3...	C	TZ011	High	16.32 %	▲	15,264.00	21.65	hour	3,583.00	0.00	320.00	



Using Intuiflow

Materials Planning – Distribution Planning

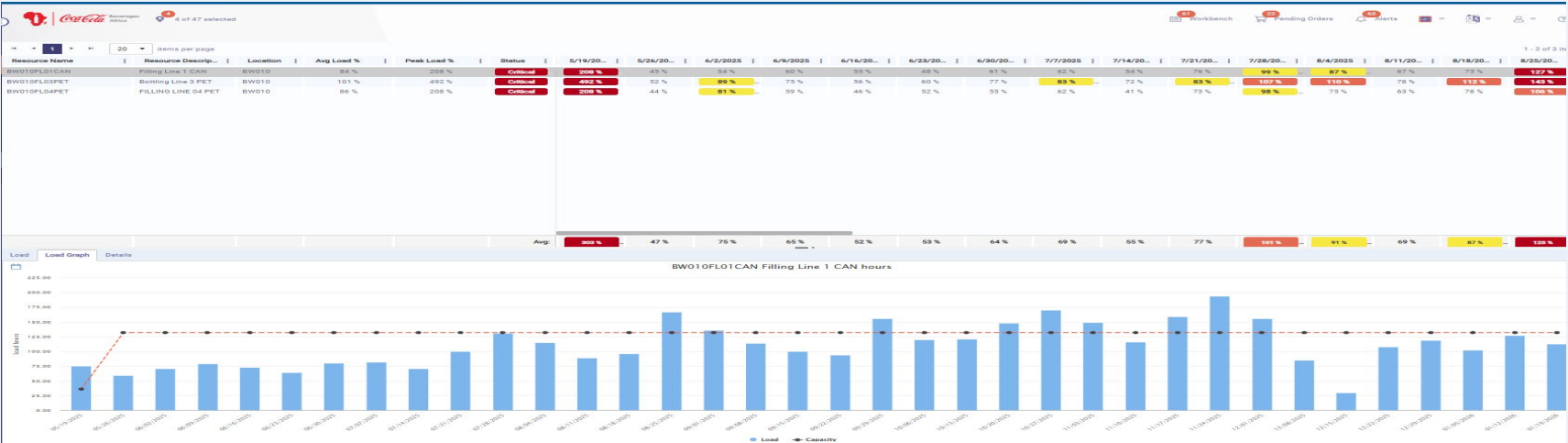
Materials Planning - Alerts





Using Intuiflow

Sales and Operations
Planning – Rough Cut
Capacity Planning



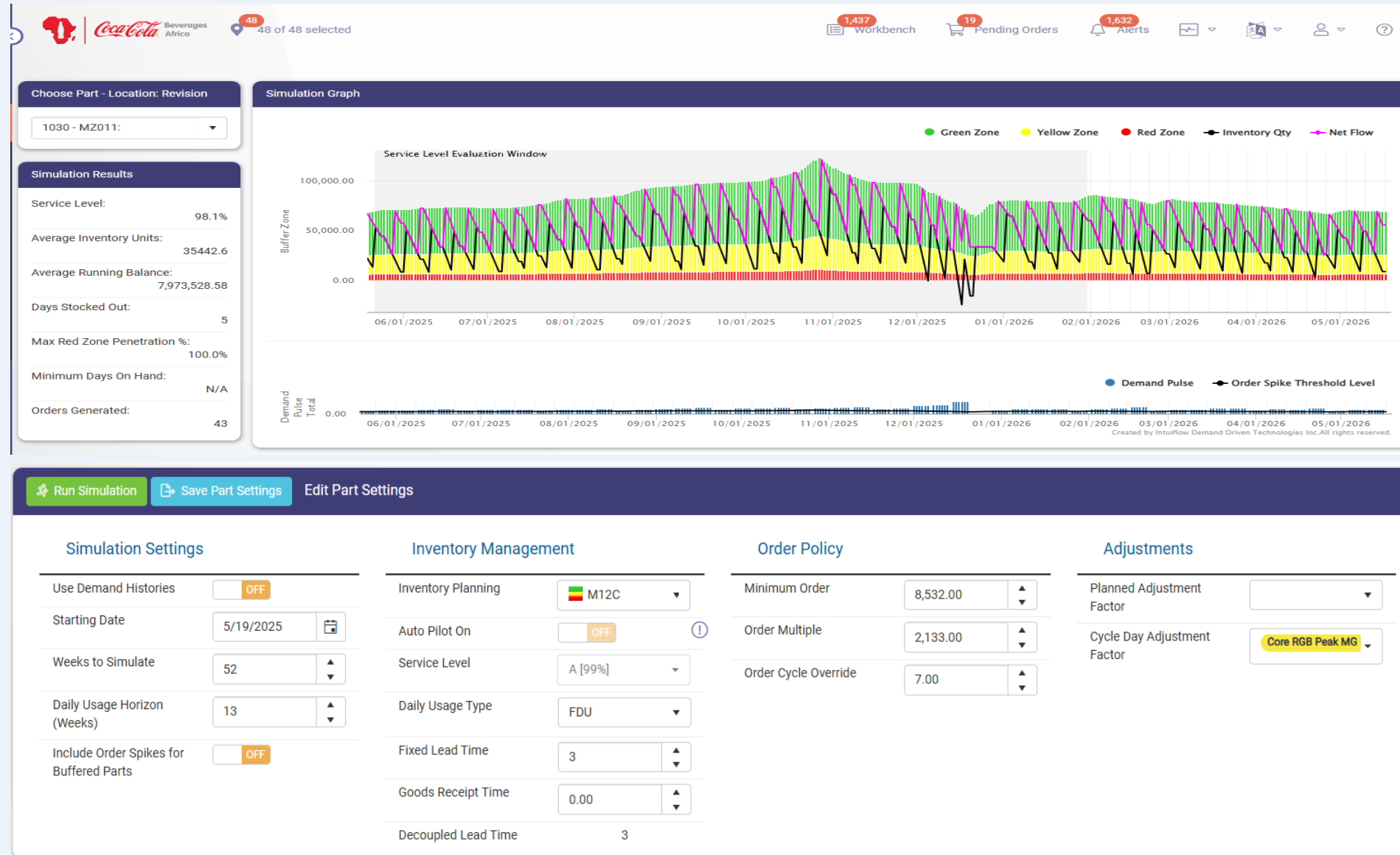
Sales and Operations
Planning – Projected
Supply

The screenshot displays the 'Projected Supply' interface. It features a table with columns for Part Number, Location, Description, To..., and a series of dates from 5/26/20... to 7/28/20... The table lists parts like FANTA ORANGE 350ML 24..., M/M TROPICAL JUICE DRI..., MONSTER ROSSI 500ML 6..., COKE 1.25L 12 S/W NP, M/M MANGO JUICE DRIN..., COKE 1L CR 12RB, M/M APPLE JUICE DRINK ..., and KREST BITTER LEMON 300... Below the table is a table with columns for Date, Order Number, Type, Order Date, Promise..., Request Date, Late, S..., Qty, Running ..., and Source. The table lists orders like 5/27/2025 KE010_3322_2025-05-27 and 5/28/2025 cd274d8e-f58a-9a47-891a-019715298b09.



Using Intuiflow

Sales and Operations Planning – Part Simulation

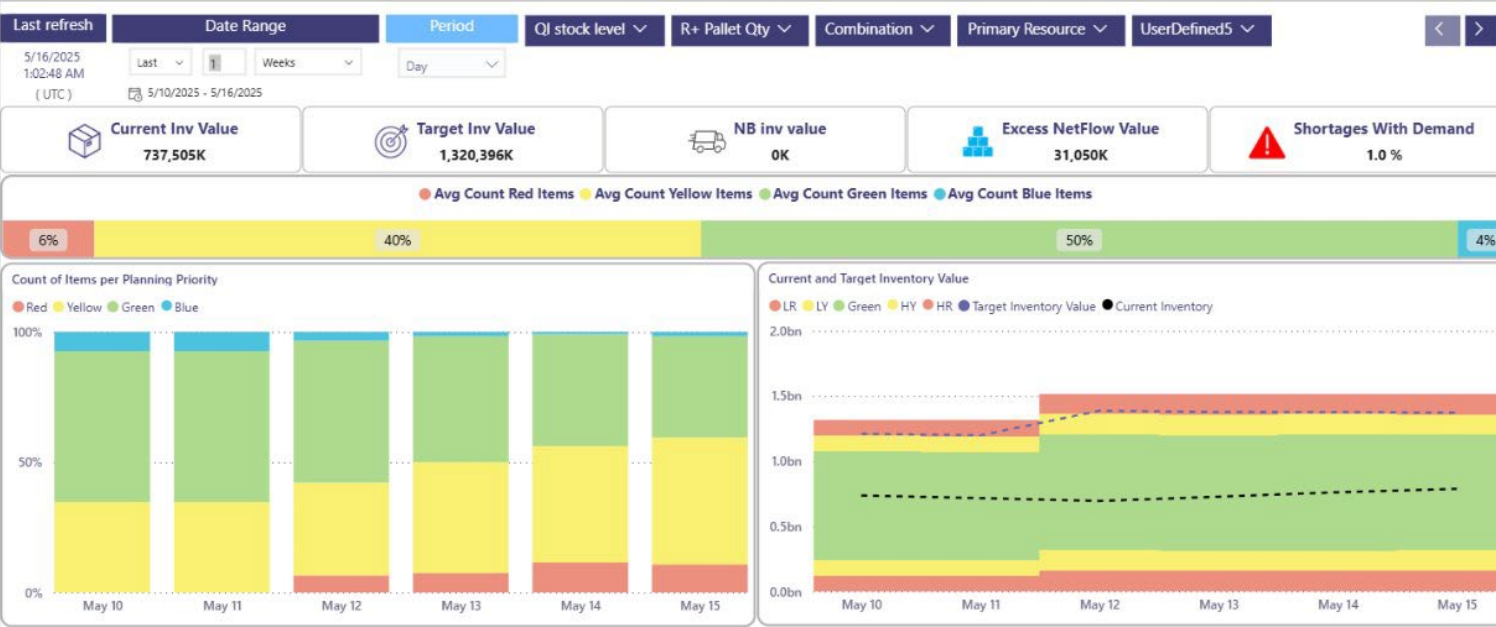
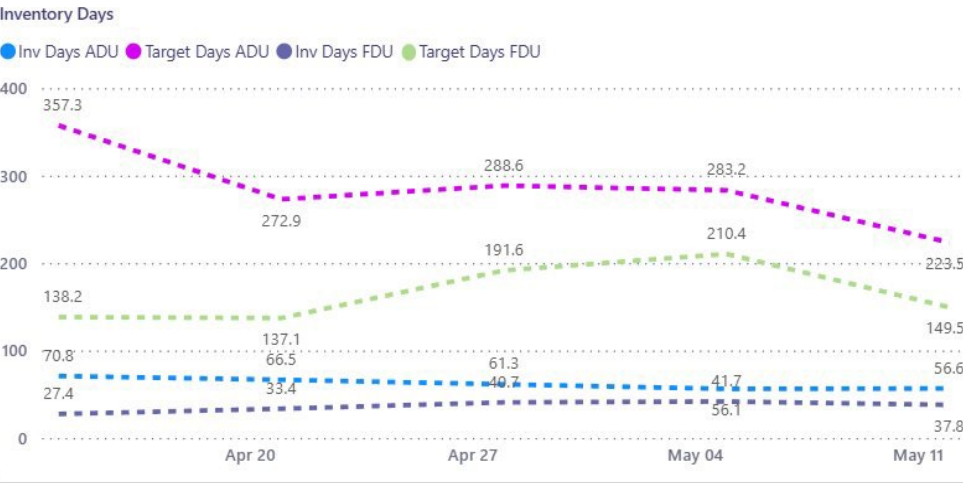
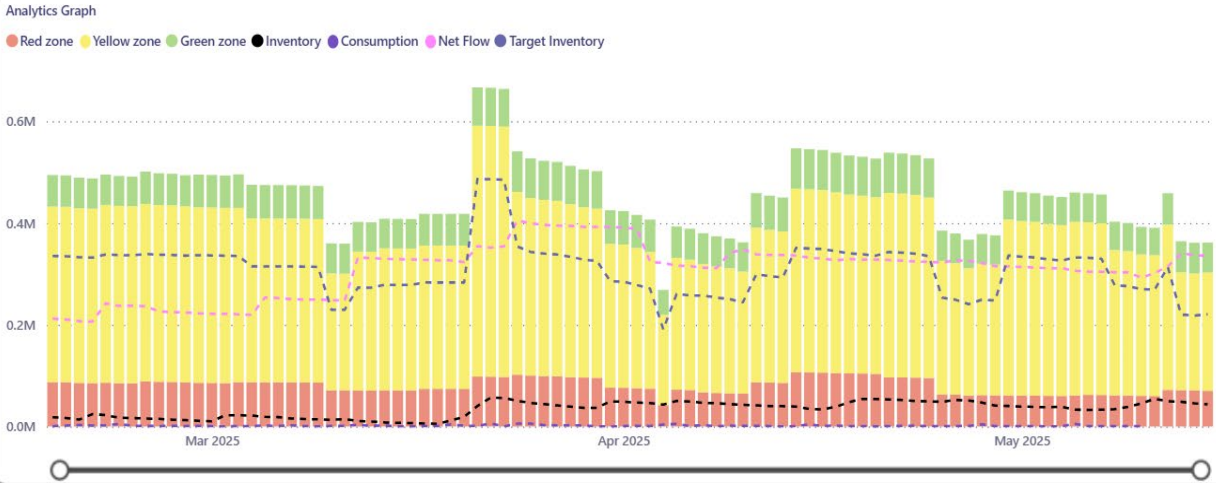




Using Intuiflow

Reporting – Analytics

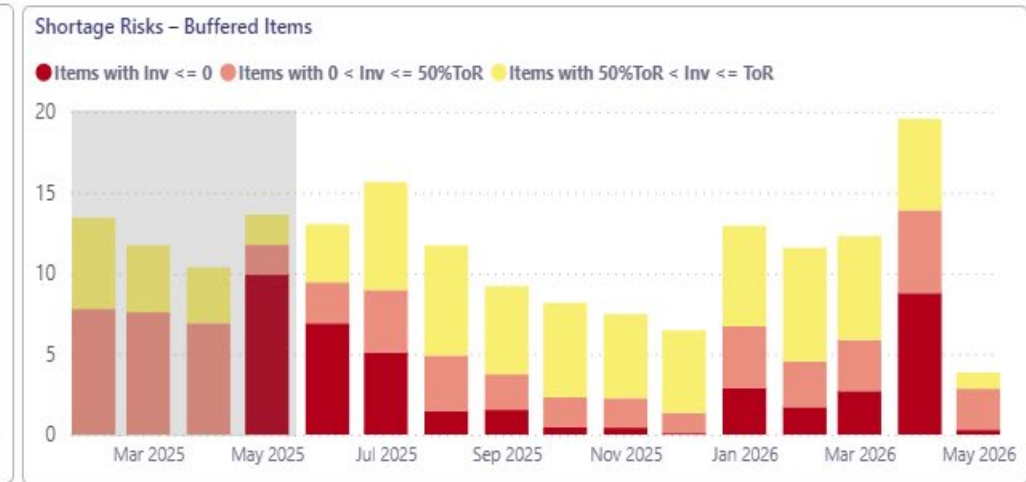
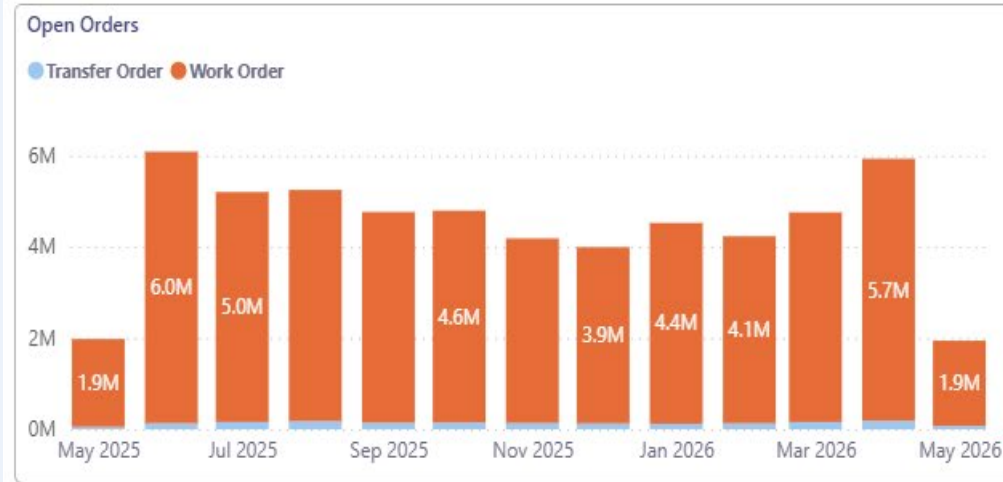
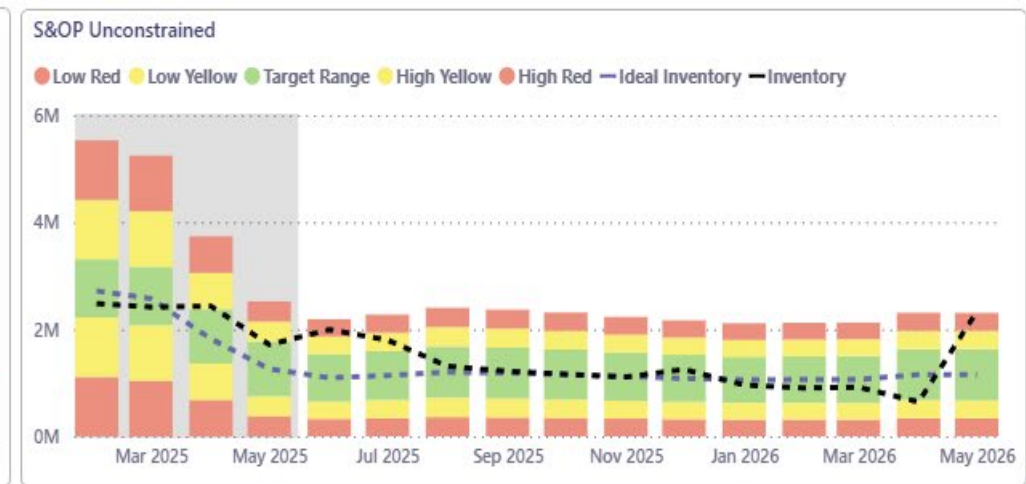
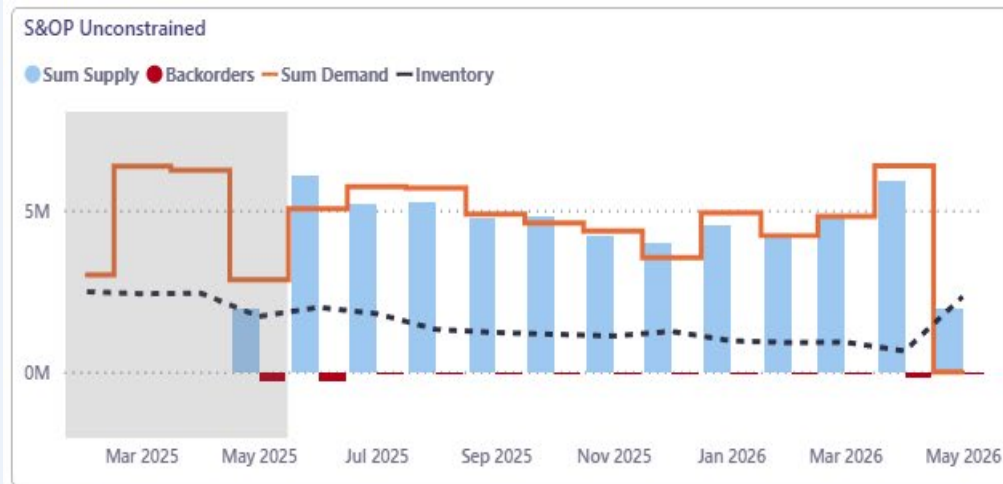
79
Days with shortages
5
Parts with shortages
94
Total Shortages
18.8
Days of shortage per part





Using Intuiflow

Reporting – S&OP





Using Intuiflow

Reporting – S&OP by Family

S&OP Family Aggregation		2/1/2025	3/1/2025	4/1/2025	5/1/2025	6/1/2025	7/1/2025	8/1/2025	9/1/2025	10/1/2025	11/1/2025	12/1/2025	1/1/2026	2/1/2026	3/1/2026	4/1/2026	5/1/2026
ABC Classification																	
⊕ A	Demand	946,928	1,740,586	1,867,533	643,985	1,287,624	1,523,290	1,601,845	1,187,335	866,759	818,024	656,703	919,702	806,096	918,039	1,181,074	
	Supply unconstrained				431,264	2,697,912	932,058	1,010,763	1,121,904	1,016,010	791,343	607,698	887,697	899,145	906,300	1,178,667	23
	Inventory Unconstrained	203,777	162,772	174,766	-32,745	859,903	1,000,236	393,012	110,256	113,135	106,312	123,417	35,313	63,231	66,474	25,195	30
	Unconstrained Inventory Days				2	22	23	8	3	3	3	5	2	3	3	2	
	AdjustmentDays				0	0	0	0	0	0	0	0	0	0	0	0	
⊕ A+	Demand	86,367	182,251	170,421	116,527	222,259	257,232	262,855	233,814	226,806	214,054	171,841	240,660	210,932	240,225	309,053	
	Supply unconstrained				142,502	211,819	277,069	265,707	237,058	214,560	221,074	206,578	211,130	190,856	241,812	248,554	8
	Inventory Unconstrained	30,296	25,977	28,809	1,750	23,337	21,647	32,142	43,499	41,152	40,223	47,564	32,615	35,356	20,112	-14,480	5
	Unconstrained Inventory Days				3	4	3	4	6	5	6	7	5	5	4	3	
	AdjustmentDays				0	0	0	0	0	0	0	0	0	0	0	0	
⊕ B	Demand	1,233,426	2,757,091	2,467,553	1,106,043	2,132,800	2,391,513	2,270,771	2,069,507	2,138,920	2,033,319	1,666,156	2,305,312	1,935,188	2,213,312	2,992,763	
	Supply unconstrained				729,713	1,884,343	2,408,015	2,308,739	2,076,404	2,191,314	1,912,417	1,973,136	2,076,949	1,929,654	2,154,781	2,699,124	96
	Inventory Unconstrained	1,570,272	1,514,538	1,547,278	882,134	414,506	328,126	369,010	523,729	477,771	437,870	513,422	411,610	320,897	353,807	114,057	94
	Unconstrained Inventory Days				11	7	5	5	7	7	6	8	7	5	6	3	
	AdjustmentDays	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
⊕ C	Demand	388,937	798,323	796,397	283,057	543,578	633,504	673,985	598,193	597,051	561,401	450,751	620,199	535,653	606,459	810,458	
	Supply unconstrained				252,803	505,783	570,748	678,215	578,242	611,353	551,837	519,480	598,364	502,254	608,110	801,899	19
	Inventory Unconstrained	230,446	200,523	236,438	199,301	145,055	101,899	73,045	87,053	91,563	91,004	109,997	62,152	70,733	60,773	4,801	25
	Unconstrained Inventory Days				8	6	5	4	4	5	5	6	4	4	4	2	
	AdjustmentDays				0	0	0	0	0	0	0	0	0	0	0	0	
⊕ D-	Demand	345,518	891,376	943,492	695,996	860,130	934,078	880,719	791,514	774,447	732,237	596,364	837,434	728,125	830,416	1,091,287	
	Supply unconstrained				423,164	786,671	1,013,231	983,895	749,774	760,556	706,821	685,850	750,622	709,164	845,074	1,002,736	45
	Inventory Unconstrained	445,249	513,627	445,448	392,073	278,976	310,173	434,101	434,388	425,035	422,739	446,003	382,203	392,831	389,628	315,445	60
	Unconstrained Inventory Days				13	12	10	13	13	14	14	16	13	14	14	11	
	AdjustmentDays				0	0	0	0	0	0	0	0	0	0	0	0	
Total	Demand	3,001,176	6,369,627	6,245,396	2,845,607	5,046,391	5,739,615	5,690,174	4,880,364	4,603,983	4,359,035	3,541,815	4,923,307	4,215,995	4,808,450	6,384,635	
	Supply unconstrained				1,979,446	6,086,528	5,201,121	5,247,319	4,763,382	4,793,793	4,183,492	3,992,742	4,524,762	4,231,073	4,756,077	5,930,980	1,94
	Inventory Unconstrained	2,480,040	2,417,437	2,432,738	1,442,513	1,721,777	1,762,082	1,301,310	1,198,924	1,148,656	1,098,148	1,240,403	923,893	883,048	890,795	445,018	2,30
	Unconstrained Inventory Days				8	12	10	7	7	7	7	8	7	6	6	4	
	AdjustmentDays	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

New Areas of Focus



Utilizing Auto Pilot
functionality for Buffer Sizing

Building Rhythm Wheel
(fixed sequence manufacturing) into the
operating model

Implementing Intuiflow
Demand Planning
(Forecasting) module in selected locations

Auto approve functionality
Piloting and extending for routine tasks

DDS&OP
Evolve understanding and use





Coca-Cola Beverages
Africa

DDMRP

THE JOURNEY CONTINUES