RESULTFOCUSED

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Are you leading with purpose?

By Anton Nieuwoudt

When one assume a position of authority, either formally or informally, one make the choice to lead. It can also be argued that management is the discipline of getting things done right (execution), and that leadership is the art of doing what is right for good of the organisation (inspiration).

Inspiration emerges from purpose, knowing what you do and why you do it. Organisational purpose emerges from the vision, mission and values of an organisation.

John Baldoni (writer of Lead with Purpose) states that 'It's a leader's job to provide his people's work with meaning'. In an article for CNN John continues by stating that leadership is a decision and that a leader must 'connect the dots' between what an employee does and why it matters to the organisation.

Being a leader is tuff and creating and managing a purposeful organisation is not simple. It requires the commitment from a team of leaders who hold themselves accountable for delivery on the organisation's mission.

The common denominator between some the greatest business leaders - think Jack Welch, Steve Jobs, Carlos Ghosn, Walt Disney, Richard Branson, Jeff Bezos, and Howard Schultz - is purpose.

Jim Collins (writer of Good to Great) identified Purpose as one of the pillars of the 'Hedgehog concept' as a fundamental guidepost for anyone trying to navigate the inevitable forks in the road to greatness (the other two being Profit and Performance).

In our lifetime our names will most probably never appear in the same sentence as the previously referred to business leaders. However, as leaders of our organisations we have similar responsibilities and accountabilities.

Living, leading and managing with purpose or with intent is a skill learned through hard work and dedication. It doesn't just happen on its own. If you have made the intentional decision to lead your organisation and your family towards a common greater goal, you are leading with purpose.

Yes, this issue of RESULTFOCUSED mainly centers around leadership and execution - from understanding that as leader, if you are careless and do mediocre work, you can't reasonably expect your employees to strive for excellence, to developing a business case for the automation of fulfillment related activities.

Enjoy the read!

The greatest achievements of man have always depended upon a marriage between intense enthusiasm and creative genius - O. A. Battista

Building the supply chain of the future

By Yogesh Malik, Alex Niemeyer, and Brian Ruwadi
(McKinsey Quarterly, January 2011)

Many global supply chains are not equipped to cope with the world we have entered since the global economic downturn. Most were engineered, some brilliantly, to manage stable, high-volume production by capitalising on labour-arbitrage opportunities available in China and other low-cost countries. But in a future where the relative attractiveness of manufacturing locations changes quickly - along with the ability to produce large volumes economically - such standard approaches can leave companies dangerously exposed.

A few pioneering supply chain organisations are preparing themselves in two ways. Firstly, they are 'splintering' their traditional supply chains into smaller, nimbler ones better prepared to manage higher levels of complexity. Secondly, they are treating their supply chains as hedges against uncertainty by reconfiguring their manufacturing footprints to weather a range of potential outcomes. A look at how the leaders are preparing today offers insights for other companies hoping to get more from their supply chains in the years to come.

Twin challenges

The stakes couldn't be higher. 'In our industry,' says Jim Owens, the former chairman and CEO of construction-equipment maker Caterpillar, 'the competitor that's best at managing the supply chain is probably going be the most successful competitor over time. It's a condition of success.' Yet the legacy supply chains of many global companies are ill-prepared for the new environment's growing uncertainty and complexity.

A more uncertain world

Fully 68 percent of global executives responding to a recent McKinsey survey said that supply chain risk will increase in the coming years. And no wonder: the financial crisis dramatically amplified perennial sources of supply chain uncertainty - notably the trajectory of trade and capital flows, as well as currency values - even as the crisis sparked broader worries about the stability of the financial system and the depth and duration of the resulting recession. While many of these sources of uncertainty persist, it's important to recognise that new, long-term shifts in the global economy will continue to pressure supply chains long after more robust growth returns.

The increasing importance of emerging markets tops the list of these uncertainties. Economic growth there will boost global energy consumption in the coming decade by about one-third. Meanwhile, the voracious appetite of China and other developing countries for such resources as iron ore and agricultural commodities is boosting global prices and making it trickier to configure supply chain assets. Worries about the environment are growing, too, along with uncertainty over the scope and direction of environmental regulation.

These long-term trends have knock-on effects that reinforce still other sources of uncertainty. Growth in developing countries contributes to volatility in global currency markets and to protectionist sentiment in the developed world, for example. What's more, different growth rates across various emerging markets mean that rising labour costs can quickly change the relative attractiveness of manufacturing locations. This past summer in China, for example, labour disputes-and a spate of worker suicides-contributed to overnight wage increases of 20 percent or more in some Chinese cities. Bangladesh, Cambodia, and Vietnam experienced similar wage-related strikes and walkouts. Finally, as companies in developing markets increasingly become credible suppliers, deciding which low-cost market to source from becomes more difficult.

Rising complexity

Manufacturing and supply chain planners must also deal with rising complexity. For many companies, this need means working harder to meet their customers' increasingly diverse requirements. Mobile-phone makers, for example, introduced 900 more varieties of handsets in 2009 than they did in 2000. Proliferation also affects mature product categories: the number of variants in baked goods, beverages, cereal, and confectionery, for instance, all rose more than 25 percent a year between 2004 and 2006, and the number of SKUs at some large North American grocers exceeded 100,000 in 2009.

Meanwhile, globalisation brings complexities as rising incomes in developing countries make them extremely desirable as markets, not just manufacturing hubs. Efficient distribution in emerging markets requires creativity, since retail formats typically range from modern hypermarkets to subscale mom-and-pop stores. In Brazil, for example, Nestlé is experimenting with the use of supermarket barges to sell directly to low-income customers along two tributaries of the Amazon River.

Meeting the challenge

In such a world, the idea that companies can optimise their supply chains once - and for all circumstances and customers - is a fantasy. Recognising this, a few forward-looking companies are preparing in two ways. First, they are splintering their traditional monolithic supply chains into smaller and more flexible ones. While these new supply chains may rely on the same assets and network resources as the old, they use information very differently-helping companies to embrace complexity while better serving customers.

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Second, leading companies treat their supply chains as dynamic hedges against uncertainty by actively and regularly examining - even reconfiguring - their broader supply networks with an eye toward economic conditions five or ten years ahead.

In doing so, these companies are building diverse and more resilient portfolios of supply chain assets that will be better suited to thrive in a more uncertain world.

From one to many

Splintering monolithic supply chains into smaller, nimbler ones can help tame complexity, save money, and serve customers better. Let's look at an example.

Splintering supply chains: A case study

A US-based consumer durables manufacturer was losing ground to competitors because of problems with its legacy supply chain. Years before, the company - like many global manufacturers - had sent the lion's share of its production to China while maintaining a much smaller presence in North America to stay close to the majority of its customers. One legacy of the move: all of its plants, relying on a unified production-planning process, essentially manufactured the full range of its thousands of products and their many components.

Now, however, increasingly volatile patterns of customer demand, coupled with product proliferation in the form of hundreds of new SKUs each year, were straining the company's supply chain to the point where forecasting- and service-related problems were dissatisfying key customers. In response, the company examined its portfolio of products and components along two dimensions: the volatility of demand for each SKU it sold and the overall volume of SKUs produced per week. Armed with the resulting matrix, the company began rethinking its supply chain configuration.

Ultimately, the company decided to split its one-size-fits-all supply chain into four distinct splinters. For high-volume products with relatively stable demand (less than 10 percent of SKUs but representing the majority of revenues), the company kept the sourcing and production in China. Meanwhile, the facilities in North America became responsible for producing the rest of the company's SKUs, including high- and low-volume ones with volatile demand (assigned to the United States) and low-volume, low-demand-volatility SKUs (divided between the United States and Mexico). Ramping up production in a higher-cost country such as the United States made economic sense even for the low-volume products because the company could get them to market much faster, minimize lost sales, and keep inventories down for many low-volume SKUs. Moreover, the products tended to require more specialised manufacturing processes (in which the highly skilled US workforce excelled) and thus gave the company a chance to differentiate itself in a crowded market.

However, the company didn't just reallocate production resources. In tandem, it changed its information and planning processes significantly. For the portfolio's most volatile SKUs (the ones now produced in the United States), the company no longer tried to predict customer demand at all, choosing instead to manufacture directly to customer orders. Meanwhile, managers at these US plants created a radically simplified forecasting process to account for the remaining products-those with low production runs but more stable demand.

For overseas operations, the company continued to have its Chinese plants produce finished goods on the basis of long-run forecasts, as they had done before. The forecasts were now better, though, because planners were no longer trying to account in their models for the 'noise' caused by the products with highly volatile demand.

Together, the changes helped the company reduce its sourcing and manufacturing complexity and to lower its cost of goods sold by about 15 percent. Meanwhile, it improved its service levels and shortened lead times to three days, from an average of ten. Quality also improved across the company's full range of products.

> **'In our industry the competitor that's best at managing the supply chain is probably going be the most successful competitor over time. It's a condition of success.'**
>
> **Jim Owens, former chairman and CEO of Caterpillar**

How many splinters?

The first question for organisations exploring multiple supply chains is how many are needed. Answering it requires a close look at the way the supply chain assets that a company uses to manufacture and distribute its products matches up against the strategic aspirations it has for those products and their customers.

This requirement seems obvious, but in practice most companies examine only the second half of the equation in a sophisticated way; they can, for example, readily identify which products they see as leaders on cost, service, innovation, or (most likely) some combination of these. Fewer companies seriously examine the operational trade-offs implicit in such choices, let alone make network decisions based on those trade-offs.

Oftentimes, a good place to start is to analyse the volatility of customer demand for a given product line against historical production volumes and to compare the results against the total landed cost for different production locations. This information provides a rough sense of the speed-versus-cost trade-offs and can even suggest locations where supply chain splinters might ultimately be located. A global consumer-packaged-goods maker, for example, quickly saw that two-thirds of the demand associated with a key product line (about 40 percent of the company's product portfolio) could be moved from a higher-cost country to a lower-cost one without hurting customer service.

Of course, companies must carefully check these broad-brush analyses against customer needs. The consumer goods company, for instance, found that packaging innovation was a differentiator for some of its products and thus configured a single production line in the new, lower-cost location to make packaging for several markets quickly. By contrast, in automotive and other assembly-based industries, we find that the customers' responsiveness and the complexity of individual products are important inputs that help determine where supply chains might be splintered.

Second-order benefits

While dividing a supply chain into splinters may seem complicated, in fact this approach allows companies to reduce complexity and manage it better because operational assets can be focused on tasks they're best equipped to handle. At the same time, the added visibility that a splintered approach offers into the guts of a supply chain helps senior managers more effectively employ traditional improvement tools that would have been too overwhelming to tackle before.

After the consumer durables maker divided its supply chain into smaller ones, for example, it was able to use formerly impractical postponement approaches (producing closer in time to demand to keep holding costs low). The company's US plants now combined various SKUs into semifinished components that could quickly be assembled into products to meet customer orders. Indeed, the lower inventory costs this move generated partially offset the higher labour costs of the US factories.

Likewise, the global consumer-packaged-goods maker found that after splintering its supply chain, it was more successful at applying lean-management techniques in its plants. Among the benefits: much faster changeover times in higher-cost production locations, enabling them to handle product-related complexity more effectively.

Use your network as a hedge

The advantages that multiple supply chains confer are most valuable if companies view them dynamically, with an eye toward the resiliency of the overall supply chain under a variety of circumstances. Will the various strands of a particular global supply network, for example, still make sense if China's currency appreciates by 20 percent, oil costs $90 a barrel, and shipping lanes have 25 percent excess capacity? It's critical for organisations to determine which of the many questions like these are right to ask and to invest energy in understanding the global trends underpinning them. Some companies are already thinking in this way. Nike, for example, long a leader in emerging-market production, manufactured more shoes in Vietnam than in China for the first time in 2010.

In fact, we believe that the ability of supply chains to withstand a variety of different scenarios could influence the profitability and even the viability of organisations in the not-too-distant future. In light of this, companies should design their portfolios of manufacturing and supplier networks to minimize the total landed-cost risk under different scenarios. The goal should be identifying a resilient manufacturing and sourcing footprint-even when it's not necessarily the lowest-cost one today. This approach calls for a significant mindset shift not just from operations leaders but also from CEOs and executives across the C-suite.

At the consumer durables manufacturer, for example, senior executives worried that its reliance on China as a hub could become a liability if conditions changed quickly. Consequently, the company's senior team looked at its cost structure and how that might change over the next five to ten years under a range of global wage- and currency-rate conditions. They also considered how the company could be affected by factors such as swinging commodity prices and logistics costs.

The company determined that while China remained the most attractive manufacturing option in the short term, the risks associated with wage inflation and currency-rate changes were real enough to make Mexico a preferable alternative under several plausible scenarios. Consequently, the company has begun quietly building its supplier base there in anticipation of ramping up its manufacturing presence so that it can quickly flex production between China and Mexico should conditions so dictate.

Similarly, the global consumer-packaged-goods manufacturer is examining where dormant capacity in alternative low-cost countries might help it hedge against a range of labour cost, tariff, tax, and exchange-rate scenarios. The company is also factoring in unexpected supply disruptions, including fires, earthquakes, and labour-related strife.

A North American industrial manufacturer chose to broaden its footprint in Brazil and Mexico to hedge against swings in foreign-exchange rates. In particular, the company invested in spare capacity to make several innovative, high-end components that it had formerly produced only in Europe and the United States because of the advanced machining and engineering required. The investment is helping the company hedge against currency swings by quickly transferring production of the components across its global network to match economic conditions. Moreover, the arrangement helps it better support its supply partners as they serve important growth markets. - *RF*

Are leaders expected to be perfect?

By Scott Seroka
(gordontraining.com, 8 May 2012)

Just about any parent will tell you that kids are horrible listeners. They are, however, keen observers of human (their parents') behavior and tend to imitate what they see. After all, whatever Mom or Dad does must be the right thing to do. It's the reason people comment that little Becky is just like her mother. It's explains the phrase, 'like father like son.' If Dad uses a lot of profanity, so will the kids, regardless of those lame comebacks parents typically use such as 'do as I say – not as I do.' Or, if Mom smokes, she is indirectly telling her children that smoking is a perfectly acceptable thing to do in spite of her lectures that smoking is very bad.

As a leader, you will unwittingly create your own culture by what you do and don't do, how you make decisions, and especially how you act under pressure. You will also be judged on your leadership style in how you interact with your colleagues and employees.

So what does this have to do with leadership? Everything. Leaders, that is, anyone holding a management or supervisory position, are watched and scrutinised with very discerning eyes by everyone, including employees as well as other managers and colleagues. As a leader, you will unwittingly create your own culture by what you do and don't do, how you make decisions, and especially how you act under pressure. You will also be judged on your leadership style in how you interact with your colleagues and employees.

As the leader, if you are careless and do mediocre work, or if you don't respect and follow company protocol, you can't reasonably expect your employees to follow procedure, double-check their work and strive for perfection. If you talk disrespectfully about difficult customers or other employees, expect some of your direct reports to follow suit and be just as disrespectful in an attempt to get on your good side. (Remember, you can judge the character of someone by how they speak of others.)

Neither would I nor would anyone ever suggest that leaders should be 100 percent perfect and free from the freedoms of making legitimate mistakes. We're all human, and mistakes are necessary for personal and professional growth. However, leaders are expected to consistently set examples of practicing a strong work ethic along with other noble traits such as honesty, integrity, admitting mistakes, practicing good listening skills, empathy, and remaining composed under pressure. In fact, in one of my previous blogs, I stressed that one of the most courageous things a leader can do is admit to their mistakes or lapses in good judgment.

Someone will always be looking to you as an example of how to act, and they are counting on you not to let them down. Being a leader is one of the most difficult jobs there is because not only must you perform your job to the best of your ability every day in every way, there are also people counting on you for direction, good decisions and as a means to get their needs met. - ***RF***

'Imagineering' a supply chain

By Scott Seroka (gordontraining.com, 8 May 2012)

Disney's supply chain executives coined the term 'imagineering' to describe the convergence of precise engineering and execution with the imagination and 'magic' that makes the company one of the world's cultural icons.

If you've spent any time at Walt Disney World's Magic Kingdom in Orlando, Florida, USA, you may have been struck by the total absence of trucks, vans, or other delivery conveyances traversing the grounds.

There's a reason for that. As a filmmaker, Walt Disney knew movie audiences had no interest in seeing the klieg lights, boom mikes, and other unglamorous equipment necessary to support the film's production. When his company built a theme park out of Central Florida's orange groves in the 1970s, it decided to follow a similar principle when it came to its supply chain. To make material handling and movement invisible to the parkgoer, Disney constructed its 'Utilidor'-short for 'Utility Door'-a one-square-mile-wide labyrinth below the park's main streets.

The Utilidor feeds goods to the park's attractions and plays a pivotal role in ensuring that merchandise is available when the customer wants it. Disney's goal is to keep three days of inventory on hand at the Magic Kingdom's stores as a safeguard against stock-outs.

To Disney's supply chain executives, the Utilidor exemplifies the company's logistics model at work. They have even coined the term 'imagineering' to describe the convergence of precise engineering and execution with the imagination and 'magic' that makes the company one of the world's cultural icons. But while the supply chain may be a critical contributor to the 'story telling' that's at the heart of Disney's value proposition, it remains firmly in the background, never interfering with the 'magical' aura that Disney cultivates.

For the Disney supply chain organisation, the biggest opportunity-and the biggest challenge-may lie ahead.

Within the next three to five years, Disney will open a US $4.4 billion theme park in Shanghai, China. The projected attendance numbers for the new park are staggering. John Lund, senior vice president, Disney parks supply chain management, estimated that 300 million people live within two hours of Shanghai and are, in his words, 'income-qualified' to pay for admission to the park.

While the scale of the Shanghai park may be unprecedented, it is unlikely that Disney will alter its fundamental operating model to fit the new location. Its goal is to leverage flawless supply chain execution to create 'tangible memories' for its customers.

Whether in the United States or China, if a seven-year-old girl has her heart set on a yellow dress like the one worn by Belle in 'Beauty and the Beast,' the company wants to make sure that dress, in her size and in that colour, will be there when she is. - ***RF***

Building the business case for investing in automation

By Forte (Whitepaper) (supplychainbrain.com, 13 February 2013)

Gaining authorisation to invest in distribution center (DC) improvements, including automation, is a challenging endeavor in most organisations. Overall economic conditions, along with individual business concerns such as availability of capital, competing capital projects and myriad obstacles potentially stand in the way.

Reasons commonly cited for rejecting or delaying investments to substantially improve DC operations include:

- Prioritisation of capital toward top line growth, e.g., manufacturing capacity expansion, new product development, sales and marketing initiatives, etc.
- Concern about temporary decline in sales or reduction in sales growth due to competitive pressures and/or economic conditions
- Limited availability of capital due to recent business conditions
- Unwillingness to put capital at risk due to an unfavorable regulatory climate

Given these immediate obstacles to obtaining investment approval, the development of a sound, thorough business case is essential for the distribution operations management team that wants to move this project forward successfully. This article outlines the key requirements for development of an effective business case that will increase your likelihood for receiving senior management support.

A project business case solely based on financial impact will have little hope of successfully navigating its way through the array of capital competition and other business issues blocking its path to approval. Inclusion of relevant benefits beyond the pure dollars and cents, such as increased storage and throughput capacity, improved order accuracy, ability to better meet customer ship date requirements, etc., are generally needed to drive the investment request across the finish line.

Financial impact

The primary factor when considering capital authorisation within most companies is the financial impact of the investment: What is the resultant additional profit or reduction in costs? If this hurdle can be overcome to the satisfaction of the senior management and/or board, the additional factors outlined below become less critical, yet still important.

Understanding the required criteria for approval is the first step in the process of developing the financial portion of the business case. Many companies focus on Simple Payback Period (payback) as the primary measure of financial impact, with some organisations rejecting out-of-hand any initiative not providing a minimum payback within a 1.5- to 2-year time frame. When considering investment in software or automation through material handling systems, these hard and fast requirements are challenging to meet with projected labour savings alone. Other, less obvious savings often need to be quantified to drive estimated return high enough to gain approval.

Listed below are quantitatively verifiable opportunities for savings through software and material handling systems that are often overlooked during the business case analysis:

- Reduction in customer-related, non-compliance penalties through improved control of order accuracy
- Reduction in outside storage (warehouse and/or storage trailers) expenses, as well as the associated loading, unloading, handling and administrative/clerical labour. By more efficient use of existing warehouse space, elements that have previously been outsourced may be able to be brought back inside the four walls of the operation.
- Avoidance of labour cost increases by containing (if not reducing) operational cost per unit, cost as percent of sales and/or other pertinent metrics. (Note: The projected additional cost of not making the investment should be included in the analysis.)
- Compliance with government or regulatory agency requirements for recall or information-tracking initiatives. The penalty for non-compliance not only impacts the bottom line, but also the ability to continue day-to-day operation of the business.
- Reduction in inventory and related carrying costs. With more efficient processes and improved inventory visibility, it may be possible to reduce safety stock levels, improve inventory turns and reduce the amount of product stored on hand.
- Reduction in disposal of expired product or product that is nearing the end of its shelf life
- Transportation savings related to improved equipment utilisation through more accurate cartonisation and pallet-build functionality
- Improvement in workforce quality by making strategic reductions in the workforce, thereby raising the collective average productivity of those who are retained

Investment in distribution capabilities can enhance the customer experience through:

- Improved order accuracy: shipping the right product, in the right quantity, to the correct address, at the right time
- Customer-specific labeling and/or other value-added-services (VAS)
- Improved communication of relevant information, i.e., carton/pallet level detail, license plate data, delivery contents and advance shipping notices
- Consistency of packing, cushioning, labeling, and carton-sealing quality, leading to reduced damage and improved appearance of package to end customers
- Shortened delivery lead time. By becoming more efficient and increasing distribution capacity, product gets to the customer faster than the competition

A project business case solely based on financial impact will have little hope of successfully navigating its way through the array of capital competition and other business issues blocking its path to approval.

Increased capacity

Ensuring sufficient capacity to meet customer requirements, particularly for fast-growing companies, is a critical and, to some degree, predictable operating variable. Nothing can constrain a rapidly growing company as quickly as its inability to meet demand. A warehousing initiative providing additional order processing capacity or higher service levels can support or lay the groundwork for a new marketing project, or business expansion requiring multi-channel fulfillment capabilities. The value of dynamic distribution operations and networks that are able to react to and accommodate changes in the business may only be apparent when an operation fails to adapt.

When including capacity increases as a contributor toward the overall business case, it is critical that the overall ability for the distribution network or DC to accommodate your company's growth projections be understood. Otherwise, the business case will not be approved, or even worse, the investment will be made with the potential to fail to meet senior management's expectations.

Improved customer experience

According to Gartner analysts in a webinar entitled, Supply Chain Solutions: Growth Opportunity for Software Providers, conducted in July 2012, the desire to improve customer service and the customer experience is the number-one business priority for companies today. There is obviously the perception of a high correlation between the customer experience and top line growth among today's senior level executives.

Below are some examples of customer-related benefits that should be incorporated into the business case if applicable.

- Improved customer retention and same-customer growth through demonstration of accurate, consistent and timely fulfillment
- Turning improved distribution operations into a superior customer experience to drive growth as a differentiator over competition in the marketplace

Employee safety/ergonomics/ environment

Reduction of employee exposure to physically demanding and/or extreme repetitive motion activities is a key benefit of introducing technology and automated equipment into the DC work environment.

Through automation, fatigue and exposure to work tasks that have the potential to result in injuries can be greatly reduced. Additionally, the introduction of technology, such as voice recognition technology, can eliminate the need to carry replenishment reports, pick lists and other documents so workers have both hands to lift, transport and place product.

Obviously, any improvement in employee safety and ergonomics would be viewed as an extremely favorable impact and enhance a marginal business case.

In today's business environment, most DC initiatives requiring substantial investment are closely scrutinized. To increase the likelihood that your project will be funded, when it is competing with multiple initiatives from sales, marketing, manufacturing and information technology, a compelling business case is essential. Inclusion of all potential financial impacts, measured from multiple perspectives, along with other relevant business benefits, will provide a much more effective case for investment in DC improvements.

Collaboration with other functional areas in your company, for example, sales and finance, during the development of the business case will create buy-in and a feeling of ownership among key executives, which will foster support for your initiative. By developing a comprehensive business case with active support from your peers in other sections of the company, you will greatly enhance your chances for approval, funding and a successful project. - ***RF***

Note - All credit goes to the particular author and/or publication of the articles shared in this publication

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integrity • independence • results

Result focused logistics and supply chain advisory services

By Anton Nieuwoudt / Niels Rudolph

dasResultat is a results focused logistics and supply chain management advisory company with greater than 30 years combined experience in various functional areas of logistics and supply chain management across diverse industries.

Our primary objective is to support our clients to reduce operational costs and increase their service offering to their clients through optimising their supply chain, by offering a wide range of services based on our own practical experience.

dasResultat stands under joint leadership of Anton Nieuwoudt and Niels Rudolph.

Leadership

Anton has more than 12 years experience in logistics- and supply chain management across various industries.

Prior to co-founding dasResultat as a boutique logistics and supply chain advisory company, Anton was at Accenture where he was involved in various projects in the Retail, Mining, FMCG and Energy sectors. Here he was able to expand and apply his fulfillment, supply chain management, supplier management, project management and business consulting expertise.

Anton also worked at DB Schenker where he gained experience in integrated logistics management, spare parts logistics as well as inbound- and outbound logistics solution implementation.

Anton holds a Bachelors degree in Marketing, an Honors degree in Logistics Management from the Rand Afrikaans University and a Masters degree in Logistics Management at the University of Johannesburg.

Niels has close to 20 years experience in logistics- and supply chain management mainly within the 3PL industry.

Prior to co-founding dasResultat as a boutique logistics and supply chain advisory company Niels founded ORAscm as a specialised logistics consultancy company. He also worked at DB Schenker and PriceWaterhouseCoopers in Germany as a project consultant.

Niels spent the largest part of his career at DB Schenker in various roles in Germany, Singapore, Malaysia and South Africa. During his last role at DB Schenker in South Africa, Niels was responsible for logistics development, reporting directly to the CEO. Here he applied and expanded his knowledge to develop logistics solutions across the local automotive, high-tech and retail industries.

Niels holds a Diplom Betriebswirt (BA) from Staatliche Berufsakademie, Mannheim (Germany).

Functional experience

Our functional experience include among others warehouse design & management, transportation management, inventory management, demand planning, supply planning, supply chain planning, supplier relationship management and project management.

Industry exposure

We have had exposure to industries such as retail, automotive, consumer goods and services, petrochemical, mining and defense aerospace.

Core offerings

Through our core offerings we can support our clients to achieve strategic, tactical and operational results. These offerings cover areas such as Strategic Supply Chain Planning, Fulfillment, Sourcing & Procurement, and Project Execution.

Credentials

Since founding the company in the fourth quarter of 2012 we've been involved in various projects.

Our primary engagement has been with a leading global third party logistics company. Here we've been tasked to support them in their turn-around of their contract logistics department.

Secondary engagements during our first quarter of operations included a warehouse performance assessment at the Cape Town operations of a global apparel company, supporting a logistics service transition at a German automotive manufacturer and providing warehouse implementation support for an agricultural equipment manufacturer. - *RF*

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