

Transforming Supply Chains

Enhancing Resilience, Optimizing Costs, Ensuring efficiency

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A hand is shown holding several white dice. The dice are arranged in a row to spell out the word 'PROACTIVE'. The letters 'P', 'R', and 'O' are on the top faces of the first three dice, while 'R', 'E', 'A', 'C', 'T', 'I', 'V', and 'E' are on the front faces of the remaining seven dice. The background is a blurred green and blue gradient.

Reactive vs. Proactive

Committing to a Company Culture

Reactive vs. Proactive

Reactive Companies are:

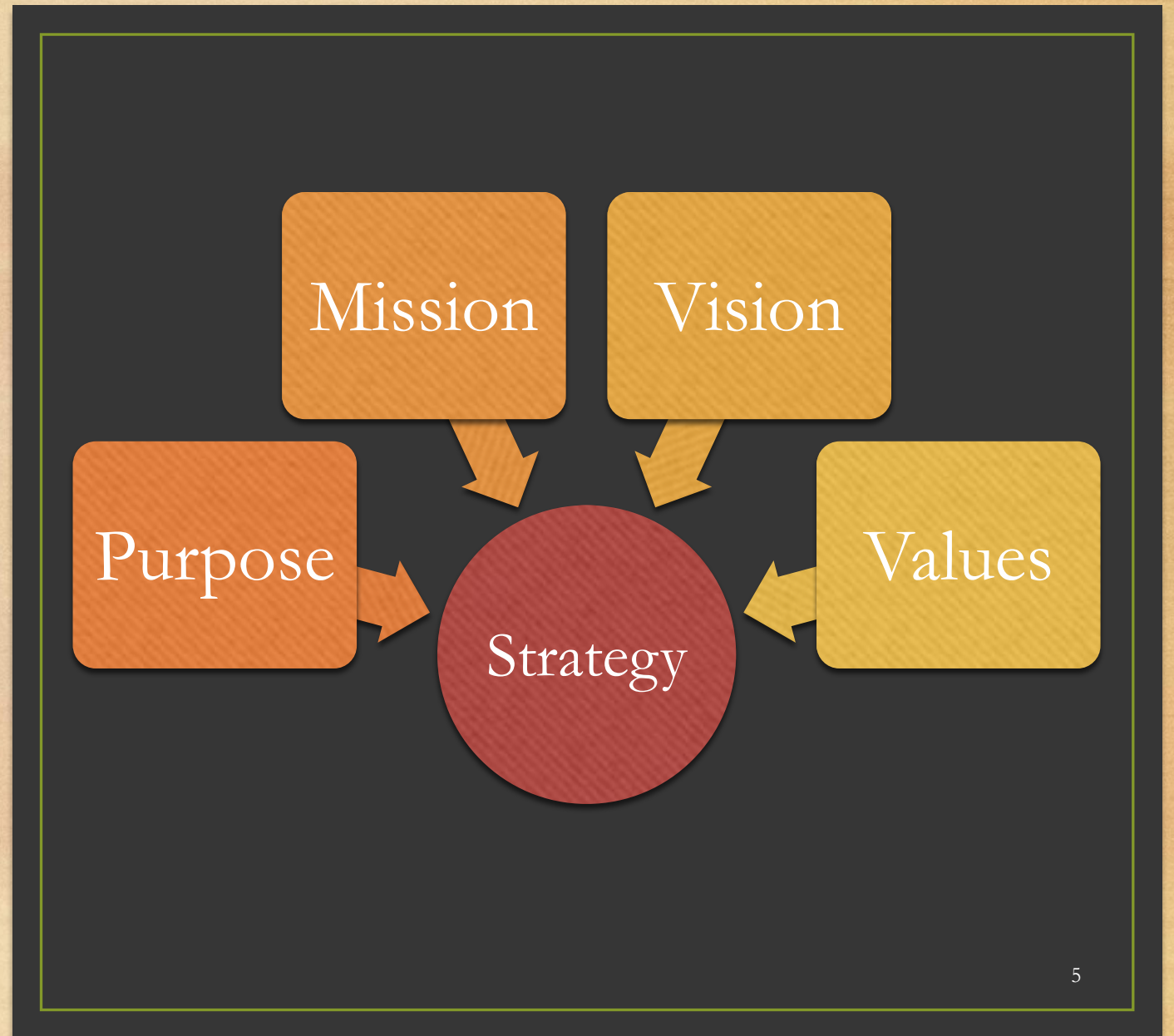
- Unprepared for sudden events
- Unsure what to do when emergencies happen
- Recover slowly, if at all
- Less equipped to continue serving customers
- More likely to experience employee turnover
- Left open to more legal complications

Reactive vs. Proactive

Proactive Companies:

- Are prepared for most eventualities
- Know what steps to take during emergencies
- Recover from disruption faster and easier
- Are better able to satisfy customers during a crisis
- Are less likely to experience employee turnover
- Experience less legal distress

Strategy Alignment



Data

The background is a dark teal color with various digital and data-related elements. There are several vertical bars of varying heights and widths, some in a lighter teal and some in a reddish-orange. A faint world map is visible, composed of small dots. There are also various circles and lines scattered throughout, some in red and some in white. The overall aesthetic is modern and tech-oriented.

The Lynchpin of Transformation

METRICS

How do we decide?

Quantitative measures of performance are often useful. But research indicates that over-reliance on metrics can lead to a loss of confidence and reliance in the expertise of those who know the full effects and consequences of an action. Lack of awareness of possible side effects and the potential for indiscriminate use may result in negative reactions outweighing the benefits (...) The cure is sometimes worse than the disease. – V.F.

Ridgeway *Dysfunctional Consequences of Performance Measurements*

BAD ADVICE

GOODHART'S LAW

WHEN A MEASURE BECOMES A TARGET,
IT CEASES TO BE A GOOD MEASURE

IF YOU
MEASURE
PEOPLE ON...

NUMBER OF
NAILS MADE

WEIGHT OF
NAILS MADE

THEN YOU
MIGHT GET

1000'S OF
TINY NAILS

A FEW GIANT,
HEAVY NAILS



sketchplanations

WHOSE JOB IS IT?

This is a story about four people named
Everybody, **Somebody**, **Anybody**, and **Nobody**.



There was an important job to be done
and **Everybody** was asked to do it.

Everybody was sure **Somebody** would do it.
Anybody could have done it, but **Nobody** did it.

Somebody got angry about that,
because it was **Everybody's** job.



Everybody thought **Anybody** could do it but
Nobody realized that **Everybody** wouldn't do it.

it ended up that **Everybody** blamed **Somebody**
when **Nobody** did what **Anybody** could have done.

sketchplanations

EMBRACE THE RED

- Metrics vs. KPIs
- Red \neq bad job
- Red means:
 - Action needs to be taken
 - Opportunity for improvement
 - Opportunity for savings



Accuracy Matters



- Foundation of every supply chain decision — from forecasting to production and logistics
- Inaccurate data leads to poor demand signals, excess inventory, and service failures
- Enables trust and alignment across departments and partners
- Real-time reporting
- Reduces costs associated with rework, expedited shipping, and stockouts

Planning and Inventory Management

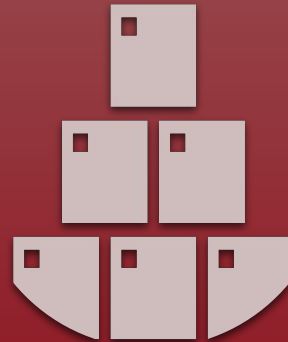
Turning Insights into Actions

Types of Planning



Demand Planning

- Analyzes historical data
- Forecasts future sales
- Trend analysis
- Product allocation



Inventory Planning

- Strategic process to determine inventory targets
- Involves quantity and dollar targets



Replenishment Planning

- Tactical processes for inventory planning
- Right inventory in the right place at the right time



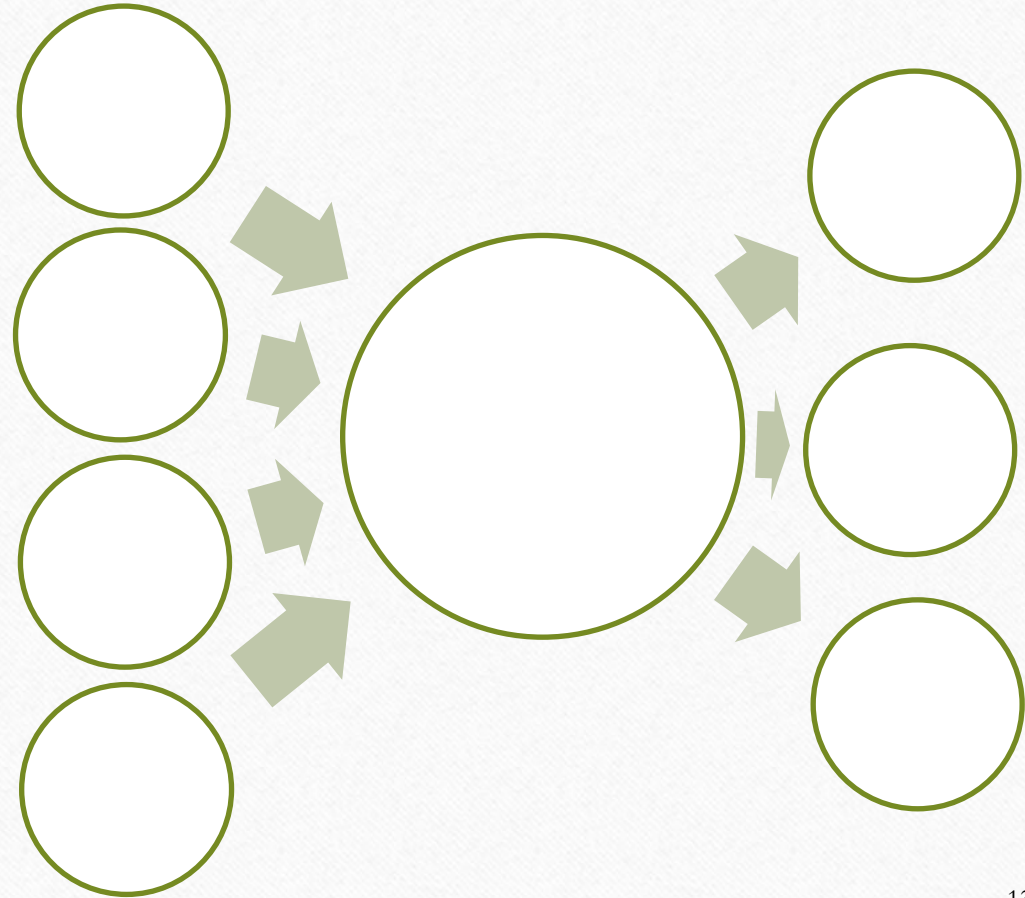
Supply Planning

- Create and manage production floor schedules
- Production planning
- Production Scheduling
- Material planning

Material Requirements Planning (MRP)

MATERIAL REQUIREMENTS PLANNING

- MRP considers demand, supply, inventory and the bill of materials.
- Generates what should be made, bought or transferred to meet business needs
- Requires very accurate data





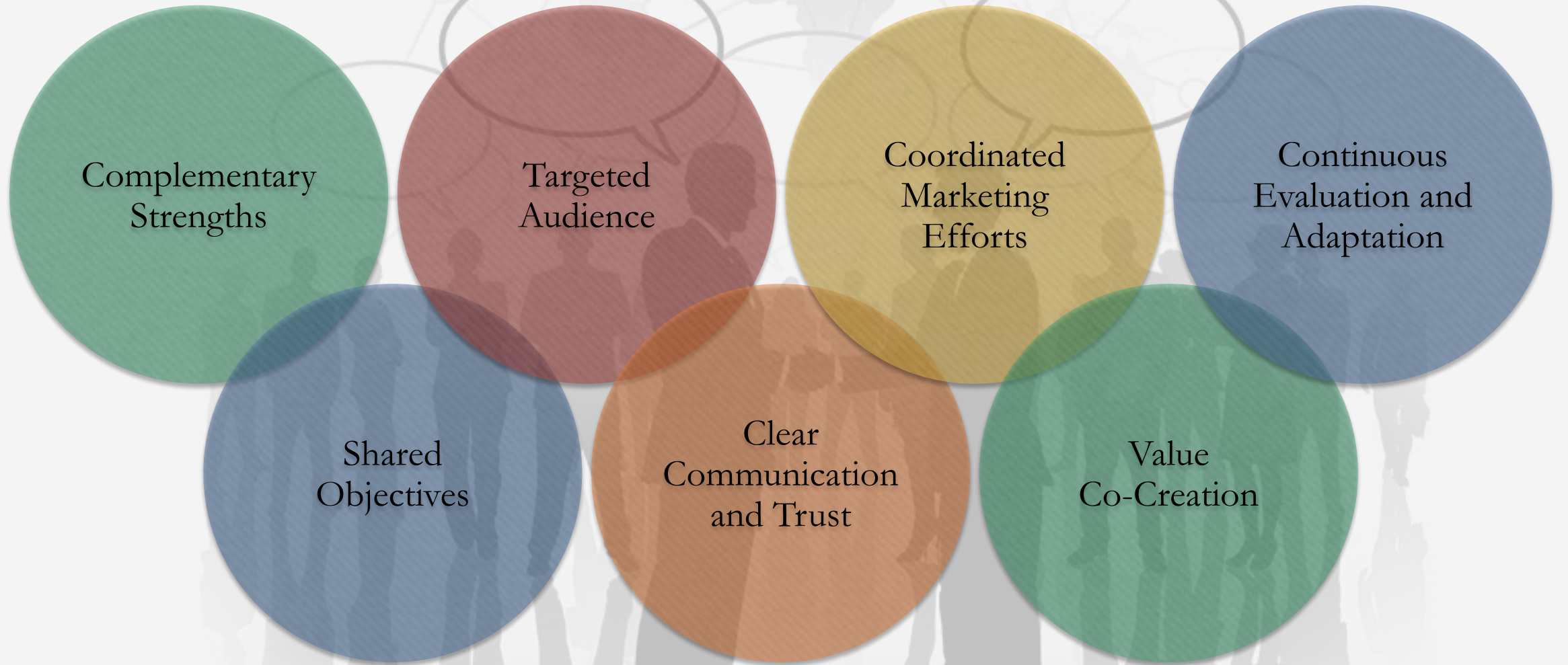
Strengthening Supplier Partnerships

Driving Agility and Mitigating Disruptions

Strengthening Supplier Partnerships



- Move from transactional to strategic relationships



Strengthening Supplier Partnerships



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- Move from transactional to strategic relationships
 - Risk diversification: dual sourcing, nearshoring



Dual Sourcing

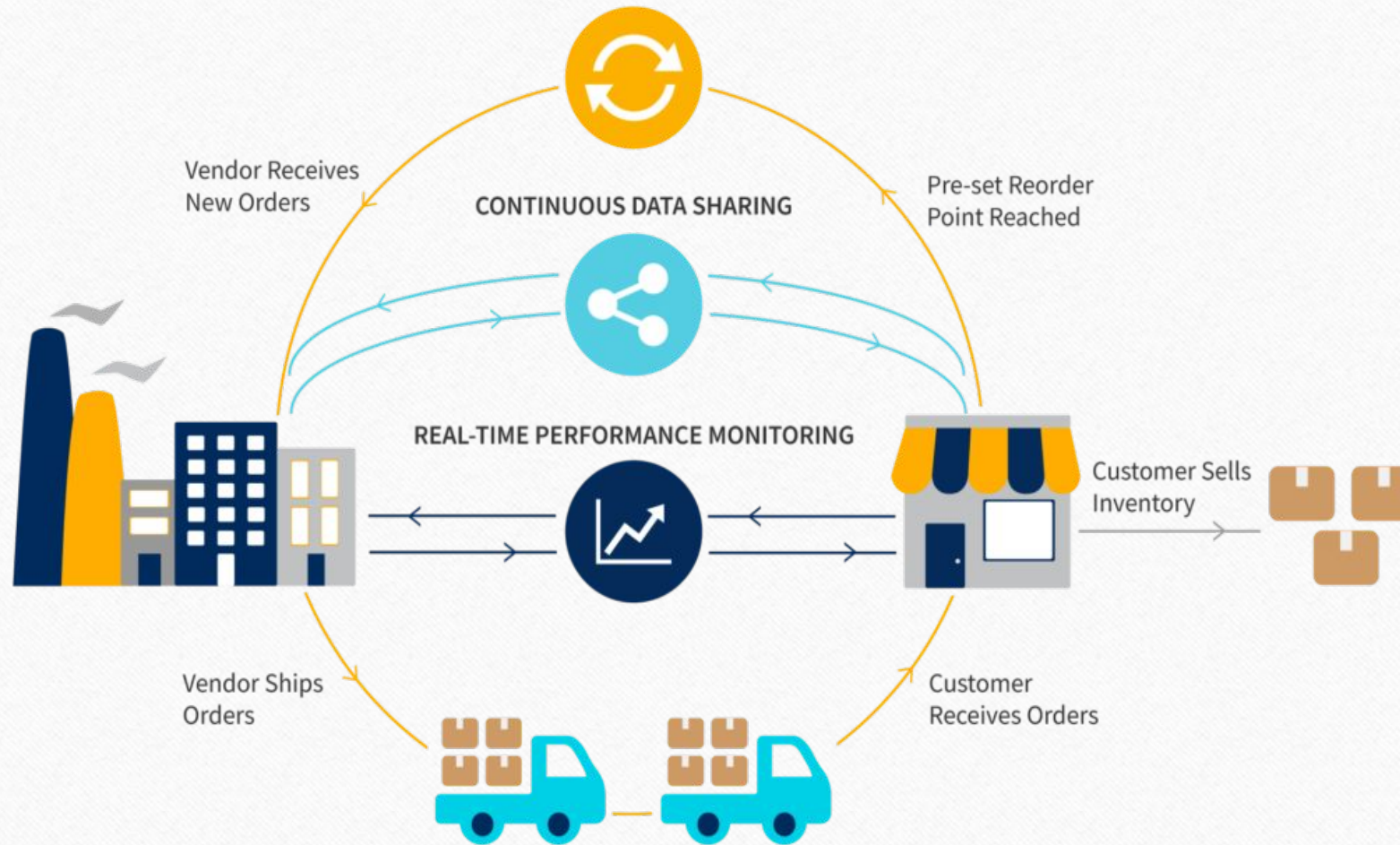
- Critical Components
- Supply Interruption Mitigation
- Pricing Strategy
- Innovation Needs
- Capacity Limitations
- Geographical Accessibility

Single Source

- Proprietary Items
- Unique Capabilities
- Standardization
- Low Order Volumes
- Marketing Partnerships
- Cost Savings

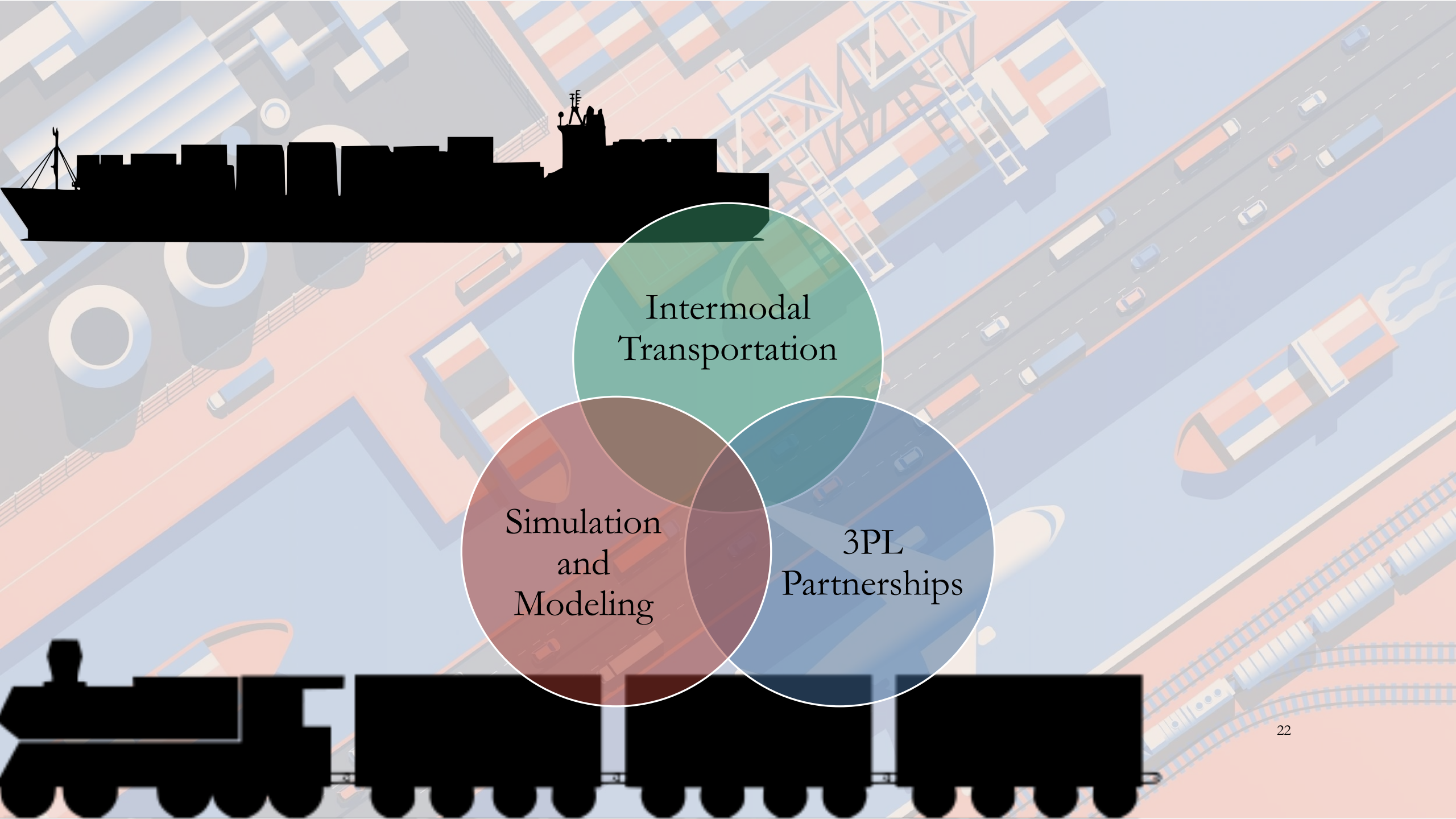
Strengthening Supplier Partnerships

- Move from transactional to strategic relationships
- Risk diversification: dual sourcing, nearshoring
- Joint planning and shared contingency strategies



Optimizing Logistics and Warehousing Strategies





Intermodal
Transportation

Simulation
and
Modeling

3PL
Partnerships

Element	Core Function	How They Work Together
Intermodal Transportation	Provides modal flexibility and cost efficiency.	Simulation models identify optimal intermodal routes; 3PLs execute and manage them.
3PL Partnerships	Offer operational scalability, technology, and expertise.	3PLs operate intermodal networks and share performance data for continuous optimization.
Simulation & Modeling	Supports strategic design and continuous improvement.	Models use data from 3PL operations and modal performance to refine future logistics plans.

The Critical Element





Questions?
