

# Proxima Partners

## Supply Chain as a competitive advantage

We are in the first place Supply Chain executives, and after years of various experiences on the field we moved to Consulting: your partners, at your side. Our Hands-On Consulting consists in finding and implementing pragmatic solutions that work, on the long term, for you. Located in the Paris area, our coverage is countrywide and international.



## Hands-On Consulting, for your Supply Chain to become a Competitive Advantage

The Supply Chain as a competitive advantage: We strongly believe in this vision, now widely shared.

« *In all business areas, the Supply Chain is truly a daily challenge, but it can become the generator of a significant competitive advantage, not only in execution, but also in strategy definition* » (Deloitte - Supply Chain Trends)

And this includes, of course, reaching service expectations, every day - operational excellence and reactivity - but also anticipate change, innovate, and master complexity, in a nimble way.

### Who We Are (and also, Who We Are Not)

Supporting your business with you, this is our second professional life. Because our first professional life was like yours : managers of the Supply Chain, in charge of daily execution, for our companies we ensured end-to-end information and product flows monitoring, and achieved as well various projects to satisfy our companies' customers.

This is why, focused on results and close to operations, we will focus on results, concrete solutions. With you, we search for comprehensive answers, executable actions plans, to support efficiently your operational performance goals and your development plans for your Supply Chain.

Our knowledge come from our own field experiences. But make no mistake: their number, their diversity and what we've learnt from them don't make us the experts for everything, everywhere. Our personal ethic, this is to tell you, when we don't know. This is also our commitment to search for the expert that knows, by activating our extended network.

Our target is the optimization of your Supply Chain processes. As efficient processes rely on an efficient people organization, with skills leveraged by the appropriated tools, we focus on two simultaneous directions. The technical skills, as a prerequisite, but moreover the added value at the « soft skills » level:

The many different operational challenges encountered, the diversity found in projects successfully achieved in various countries and markets: These experiences have strengthened our technical knowledge... More important, this told us how to move beyond the solely technical topics, in order to focus on where lay the key success factors to reach business goals assigned and set up a resilient organization: The people, their roles and responsibilities, clear and efficient execution processes, teamwork.





*Excerpt from the « Services » round-table conference – Entrepreneurs' Event, France*

***Alexis Genel, first of all, why Proxima Partners ?***

My goal, through the creation of Proxima Partners, is to share with my partners the benefit of 20 years of Supply Chain work experience in International Supply Chain Management, covering numerous operational fields and many different projects managed. To support our customers, we offer the services of senior profiles with strong operational backgrounds.

***You've spent many years working for multinational companies; what were your first steps ?***

With my Master's Degree in General Engineering in hand, I set off to Moscow, joining L'Oréal Russia. It was a fantastic experience, as everything was to be built for the company just starting in Russia, when the whole country was going through tremendous changes just after the collapse of the Soviet Union. Customer Service creation, Sales Force management, Manufacturing implementation and planning, transportation and warehousing, this is a summary of the challenges I successfully met. After that, I joined in Paris the International Supply Chain of the Perfumes Division, then I was appointed Head of Supply Chain of a factory in France, managing with my peers from the other plants a program aiming to reshuffle productions throughout Europe.

***Mainly focused on day-to-day challenges then, also with a « creative » transformation axis. What came next?***

After 7 years spent with L'Oréal, BIC offered me to join the newly-created Europe Division, to set up the Supply Chain processes. Targeting operational excellence began with key initial steps, such as a unique item master, a harmonized Sales Forecasting process, the creation of inventory reporting - then was extended to Supply centralization, logistic network simplification, planning processes alignment, powered with an APS, all this covering 20 subsidiaries.

***You were then more in a position as « process advisory and optimization », a bit further away from the daily operations?***

Not at all! Thanks to my operational background, I constantly acted with a « hands on » attitude, aiming to offer solutions by working closely with people on the field, in the different countries, factories, warehouses, with my team and stakeholders from all departments: Everyone is involved in Supply Chain achievements!

***And after Europe Supply Chain processes optimization?***

I had the opportunity to expand my international experience, as designer and roll-out Director for the Global Supply Chain monitoring program at BIC: best practices alignment across continents and countries, common processes set-up and roll-out, design and implementation of a tool set: Supply Planning, Reporting and Item Master.

And, starting from 2010, still for BIC I built up the Supply Chain for the Middle-East and Africa: I defined the strategy, then re-engineered the logistic network, created a logistic hub in Dubai for the Middle-East, and supported the operations upgrade in South Africa. And, well, of course, during all these transformation projects, I sustained operations monitoring for our customers with a very international team – smart people I had pleasure to work with - between France, the United Arab Emirates and Africa: a great experience for me, as a manager, and as a man.

## Network and Partnerships

Our network includes skilled experts, and small size consulting businesses. The mortar of our network is the mutual trust, based on specific expertizes of each of us and added value for our customers, experienced through common achievements. Our partners are located in Paris area and in France, but also in several other countries.

And better than claiming we can do everything, our preference is to address specific topics to the appropriated experts. As an outcome of your warehousing productivity enhancement project, a WMS is to be selected for implementation? We will discuss this specific topic with a WMS specialist, who has gone through numerous implementations. The future footprint of your international logistic network could be impacted by specific regulations of one or several Free Trade Agreements? We propose to strengthen the project resources with the support of a customs optimization expert, for a risk & opportunities assessment and recommendations.

## Our Customers: Feedbacks

« A great breadth of experience and capacity, able to focus on both details and capable of keeping in mind the bigger picture... (...) can equally provide sound strategy and advice, and get hands-on where necessary “

*General Manager Middle East, FMCG MNC*

“Focused, projected oriented, but with an open mind of inclusion”

*General Manager Emerging Markets, FMCG MNC*

“Strategic vision, Team work, and an ability to develop collective intelligence to achieve common challenges targets”

*Logistics Business Unit Director, Logistics Services MNC*



## Areas of Expertise

Amongst the numerous Supply Chain topics, we offer you a specific know-how in several areas, based on our backgrounds:

**Supply Chain Strategy**, or how to make Supply Chain act as a key –and efficient- contributor to the future successes for your company.

**Supply Chain Information flows monitoring**: Organization, Processes and Systems to improve your Sales Forecast, plan your replenishments, your purchases or your productions with the best service, at the best possible cost!

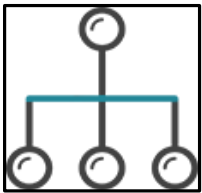
**Sales & Operations Planning**: Decision-making process for the General Management, the S&OP aims to ensure that the plans and goals are truly aligned and consistent with the company strategy.

**Logistics** : two specific topics, the first one focusing on **Warehousing Performance**, the second one targeted on how to design and implement your **International Logistic Network**.

**Monitoring your Item Portfolio complexity**: How to address the reality of the costs, and to create a dynamic for simplification.

And more: with the **various fields of expertizes of our partners**, members of our network, we will bring you extensive know-how and create synergies.

### Supply Chain Strategy & Organization



Ensuring operational excellence, now, on a daily basis, the best service at the best cost, is key. But even better is to build your Supply Chain strategy, to contribute to the long term growth for your company, and to keep on delivering this excellence in the future!

What makes a company to last long is its profitability, but not only: more than that, by finding the best position at the crossroads of financial goals, environmental care and social responsibility that a consistency for the best can be reached, where each of the three elements will contribute to the performance of the two others.

The definition of your Supply Chain strategy will be aligned with this vision.

Consistently with the strategy, your Supply Chain organization should support the day-to-day business now, and at the same time invent the future.

Not reduced to organization charts or job descriptions associated to titles and territories, an efficient design of your organization will come from the processes description, together with the roles associated with these processes. We offer you to create a Roles & Responsibilities Matrix (RACI), as a reliable, clear and flexible methodology:

Reliable, as based on business processes. Clear, as for every task is given the level of responsibility of the roles involved, for this corresponding task. And, eventually, flexible: attached to roles and not to job positions or people, responsibilities can be transferred easily.

### Sales & Operations Planning



... a.k.a. SIOP, or more recently, IBP: under different names, and as numerous as un-precise definitions, the Sales & Operation Planning is too often seen as a process aiming to aggregate Supply Chain information. Indeed, the initial setup of S&OP has often to go first through a significant, and time-consuming, data crushing & reliability & consolidation, upgrade. And then people feel that the objective is met when reporting becomes eventually reliable, after such tremendous efforts. But this is only, even highly needed, a first step to ensure critical conditions are ready to sustain the S&OP itself.

Step by step, we support you to build and run a S& OP process consistent with the maturity of your Supply Chain, as a help for decision-making and a progress enabler for your organization : a « true » S&OP is an iterative process : bottom-up to aggregate reliable data and select key information to address critical decisions to be taken, submit an overview and the « hot topics » to the top management ; then top-down : translate into operational changes the decisions given by the Top Management.

## Supply Chain information flows monitoring

Organization, Processes and Systems to enhance Sales Forecasts, run your Supply Planning, your Purchasing or Production Plan for the best service, at the best cost!

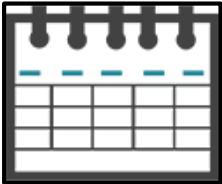
### Sales Forecasting



A widespread pitfall: a company wants reliable forecasts. And to do so, invests by purchasing a dedicated sophisticated software. Sadly, this doesn't work. Just because the « secret » for issuing reliable sales forecasts is not hidden in the algorithms, charts and spreadsheets of a software, but definitely can be the outcome of commitment and alignment, common objectives of Top Management, Marketing, Sales, Finance, Supply Chain and HR, all together involved in a process to collect, share and validate the forecasts.

We help you to define your Sales Forecasting Process, the associated organization, the roles and responsibilities of the different stakeholders, the converging objectives, the KPI's and the incentives linked to them, how to issue the forecasts themselves (and, at this time, the question of implementing a dedicated software will be answered), how to broadcast the forecast along the value chain, how to measure their accuracy.

### Supply Planning

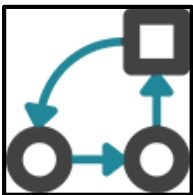


... Or how to offer the best planning processes to ensure satisfaction for Customers (service level), Sales (more inventory available), Marketing (new products and promotions first, a large offer, every day, a dedicated product for every single consumer), Finance (less inventory, get rid of old stock a.s.a.p), Manufacturing (restricted product offer, mass production, no plan change for a better OEE): Supply means Trade-Off!

We help you to define your Demand (Sales Forecasts Vs. Customer Orders: How to aggregate), your inventory target policy, your supply planning process, its setup and evolution, how to leverage the needed skills, the planning softwares, calculation and control of the supply planning, the purchasing process.

And we pay attention to master the power of APS: so developed, that it can be tantalizing to push up sophistication, by combining their multiple parameters, showing infinite possibilities. This is where the danger is, should the meaning of the outputs become out of reach for the users: « Well, Hmm, I placed this order because this system said so » - is this really what you'd like to hear from your team mates? Our goal here: help you to keep control, with comprehensive proposals, by simplifying the set-up, for your users to keep ownership over technology, and have them to be able to maintain the parameters accurately.

### Production Planning



Common energy dedicated by all stakeholders on Distribution side, leading to upgrade forecasts reliability and sustain efficient supply planning, would be useless, should this stream stop at the factory's gate.

How to fulfill demand and optimize production load, avoid bullwhip effects, ensure a smooth production output consistent with Overall Equipment Efficiency goals, use at the best your machinery and people resources - This is the goal we will target with you, by organizing your planning. Taking into account your production capacity constraints: where your bottlenecks lay, how to minimize their effects, search for alternatives or anticipation, with the best possible resources allowance.

## Logistics: Warehousing Performance and International Logistic Network

**Where are your customers today, where will there be tomorrow? Where to store your goods, how to define the best path for the orders to reach your customers, ensuring an efficient service level ?**

### Warehousing Performance



We help you to assess your warehousing costs and performance, identify productivity improvements and cost savings to leverage. Looking at a warehouse like at a factory, with a mindset inspired by manufacturing cost controlling, we think all costs can be seen as variable, and every « production » step – inbound process, storage, outbound, can be given its cost per stock unit.

Should you decide to outsource your warehousing operations, we support your project. Consistently with the level of expertise and availability of your internal resources, our services will fit with your needs, and this can include : pre-selection of logistic providers, RFI, tender writing, Q&A during submission step, proposal analysis, comparison between the different offers, short-list recommendation, pricing and services negotiation. Agreement of the contract terms themselves must be conducted in close co-operation, and under guidance of your Legal department.

And, as you know, setting the framework can be seen just as the end of the beginning, we also offer you to extend our services until the effective go-live of the contracted operations, and the final closure of the project.

### International Logistic Network



Your logistic footprint, warehousing and transportation lanes, incoming and outgoing flows, what is in-house and what is outsourced, might have been inherited from the past. But how does this current scheme fit with your current business goals? How will this response to your development plans for the future? How nimble is it? What are your strengths, your weaknesses, how can you save time and money, enhance customer satisfaction?

And, should your geographical scope be of international dimensions (beyond EU boundaries), what about not only costs and leadtimes, but also, country risks, level of maturity of the logistic partners, are there reliable, efficient? What about the customs duties impacts? How do you assess the legal compliance of all the stakeholders involved in your Supply Chain operations, how can you guarantee the Social Responsibility of your chain?

Based on business projections we build up with you, we select then assess different logistic scenarios, run comparisons between them and Vs. current setup, issue recommendations. We submit the associated roadmap and action plans to implement the configuration you choose. We help you to measure and control the risk levels.

Monitoring the transition between the initial logistic footprint and the targeted network is the most critical step: operations go on while the inventories move, some locations close and others resume, and costs, service and CSR goals remain unchanged: We also support you during this challenging period of time.

## Monitoring item portfolio complexity : a key transversal project



The critical need to offer a larger and larger product portfolio to your customers seems impossible to reconcile with the not less critical need to reduce costs by reducing the product offer? Revenue growth would come along with larger quantities in total, but less and less per item sold? A highly transversal concern, widely shared by numerous companies!

We have developed a specific expertise to address this topic at the crossroad of Supply Chain and the other company departments: this consists in identifying the major axis of product complexity, to act on the major cost savings components, and re-include in product costs the true impacts of complexity, thanks to revisited, activity-based, cost allocation keys.

These combined moves allow to strengthen your control on portfolio complexity, entering a virtuous circle: a product portfolio consistently revisited (lot size / product cost / market quantity alignment), a streamlined item creation process, for a monitoring on the long term of a profitable and attractive product offer.





## Our Approach

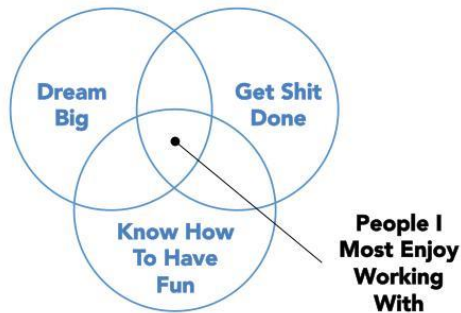
...Is to set the path with you, walking for the initial idea to the vision, from vision to the project, then to action plans implementation, their assessments and improvements.

We share the same ambition for your goals, sticking to the reality of your business. And, last but not least, with pleasure!

Our goal: Designing for you and with you efficient business processes, using when needed IT tools to sustain these processes, and giving you the full control at the soonest.

### Our mindset: Ambitious vision + Hands On + Enjoy

This is a free (and polite) interpretation of the « Dream Big + Get Sh\*t Done + Have Fun », from Jeff Weiner, LinkedIn CEO (as a quick note: yes we use all good ideas from everyone. But when inspired by others, we pay respect to them, by quoting our sources):



**Dream Big**, Define an ambitious vision, avoid initial self-limitations : yes, knowing one's possibilities is good, but better target further, even if in a second step limits have to be identified – temporarily !

**Get Sh\*t Done**, do what we have to, and not only pleasant stuff : do what we like also means sometimes going through not very exciting tasks : ensure information alignment from complex and various data, searching (very) old archives, sort aged and dusty inventories... This also includes, get involved as much as possible in people's daily tasks, all these small things that all together create complexity, but also know-how and added value of everyone.

**Have Fun** : Because we do better what we do with pleasure, because this is the mortar of teamwork that works. And also, not to behave too seriously, this is a good way to deliver ... serious results.

### You and Us

You'd like to enhance your warehouses' efficiency, or decrease your obsolete inventories, or streamline your Supply Planning? You are looking for a helpful hand to issue reliable Sales Forecasts, or your service level index needs to be significantly upgraded? You need your logistic network to be revisited, or you have to identify the true costs generated the complexity of your product offer?

Good news, we've found someone to do all this: You. Yes, indeed, helping you, supporting you, build up an assessment – or, to be precise, fine tune it, as you've at least began – clarify roles & resp of your Supply Chain team members, propose organizational changes, train your employees, support them to accomplish their goals, align your data : This is what we do. But we keep in mind that our assignment is only for a limited period of time: your organization has not to rely on us, as soon as possible. Of course we like very much when our customers ask us to come back again. But for new challenges, to move on, together.

### Processes First !

« Have Technology Work for Us, Not Us for Technology »: this sounds obvious? Well, sure, but better check! As too often, priorities seem to be defined the other way round, against common sense, sadly. Doesn't this sound familiar: « Our goal is to implement the system xyz ». Isn't there a confusion between Goal and Means? Naming the goal is key: and then we talk about operational goals, roadmap, efficiency. And, yes, about Information Systems, but as means to support the goals set. Such basic, albeit critical, preliminary definitions can avoid spending your company's time and resources on the implementation of the famous xyz system, forgetting about the real objectives. And then, once the true goals are clearly defined, we help to ensure an efficient teamwork between operation teams and IT resources, various experts and resources pushing towards the same direction.