

SUCCESS STORIES

**Indaver controls S&OP
complexity by balancing its
tactical & operational planning**



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WHO IS INDAVER?

1700
Employees



4.9M Tonnes
Waste Managed



32 Installations
In Europe



542.8M€
Revenue



5 Companies
Transport

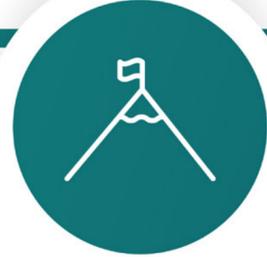


SUMMARY



INDUSTRY

Sustainable waste management - recycles 4.9 million tonnes of waste yearly



CHALLENGES

Balancing the demand and the treatment capacity and getting more focus on customer segmentation, Demand, Supply and Operational Planning



SOLUTIONS

Demand Management, Supply and capacity Planning, Arkieva



RESULTS

- › Creation of a statistical baseline for forecasting
- › Clear scenario planning to optimize the volumes and plan proactive shutdowns
- › More alignment on S&OP through training

INDAVER CONTROLS S&OP COMPLEXITY BY BALANCING ITS TACTICAL & OPERATIONAL PLANNING

Indaver, a leading company in the field of sustainable waste management, processes around 5 million tonnes of waste every year, using the best available treatment techniques, from on-site recycling service provision to final treatment. As the company grew throughout the years, the need became clear to create an international supply chain department, align internal supply chain processes and install an efficient S&OP with the assistance of Solventure. To shed a light on this evolution, we talked with Annick Van Driessen, International Director Supply Chain Operations at Indaver.

How do you use the Supply Chain Triangle to optimize your evolving supply chain process?

In 1985, when the company was founded, life was good with high prices and high margins, but the market environment for **Industrial Waste Services (IWS)** changed drastically as from the year **2000**. This led Indaver to reinvent its IWS business and switch from being a product leader to a customer intimacy player. We started with the **Total Waste Management Concept** – offering our clients an A to Z solution.

Afterwards we realized however, that this change of course had **made our supply chain very complex**. Our customers often produce more than planned, but the treatment capacity in Europe is limited, and outdated, with back-up installations spread over Europe. This created an **internal ‘fight’ for capacity**. A first step in bringing the triangle back in balance was to set up an **international Supply Chain department in 2017**. Step by step, we could then better fill in the different supply chain building blocks.



Why did Indaver choose Solventure for this Supply & Operations Planning (S&OP) journey?

After a first internal alignment exercise of our operational and administrative processes in 2018, we felt that we needed an **experienced partner with good insights in S&OP**, who could offer us at the same time a solid digital platform. With **Arkieva**, Solventure is a **one-stop-shop for S&OP**. Moreover, there was an instantly good fit between both parties: Solventure is down-to-earth, knowledge-driven and they practice an open communication – no matter if it's a conversation with the CEO or with a planner.

“

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Which challenges have you solved while working together with Solventure?

At that time, we were under price pressure in a **highly competitive market** and had to manage an **increasingly complex service portfolio**. We had a quite good view on the long-term Operational Planning and the yearly budgeting, but there was **no structural Demand Planning or Rough Cut Capacity Planning**.

With this kind of set-up, it turned out that the operational planners had to fix it all and were clearly overloaded with work. By **implementing a well-functioning tactical layer** – through monthly capacity planning meetings – and **optimizing the operational layer**, we brought back the calm into our day-to-day work. Having these stable, basic processes in place also helped us greatly to survive the economic turmoil due to the pandemic and the Ukraine-crisis.



Has the balance now fully returned in Indaver's supply chain process?

Today we can foresee issues, which makes us **plan proactively** instead of reactively. This way, we can better prepare our resources, e.g. when we need intermediate storage. But what's more, the **Sales team now has a better understanding of the supply chain challenges** and has insights in the real costs of products. This is all thanks to the development of **better communication channels**, which help us to share supply chain data proactively, instead of having to react to last-minute information. Furthermore, the **relationships with our suppliers improved**, as we can now share an accurate planning beforehand. But we still have some work to do...

What are the next steps in your supply chain journey?

Now we have the tactical level under control, we will work to further **optimize the strategic S&OP processes**. This largely depends on **management buy-in**, so together with Solventure we organized supply chain workshops, project teams and a steering committee to get everyone informed and onboard with the latest changes. And in order to keep our management involved, we have recently planned a **strategic S&OP meeting** which will take place every 6 months. **Creating management ownership** this way is crucial, in my opinion, if you want your supply chain changes to succeed.



ABOUT SOLVENTURE

As Solventure we challenge you to rethink supply chain thinking. We help you to transform your supply chain from an obstacle into a competitive edge. Stop regarding your supply chain in purely operational terms and start aligning it with your business strategy instead. This shift in perspective, which we firmly stand for, is the best way to tackle supply chain issues and to provide a more agile way of fulfilling demand in the fast-evolving world around us. It's the key to driving value, on all business levels.

Check out our methodology, services and software solutions at www.solventuregroup.com or get in touch through contact@solventure.eu

READ MORE

Balancing service, cost and cash is a major challenge. To improve this supply chain triangle and to steer your organization towards success, a mature Executive Sales and Operations Planning (S&OP) process is key. Read more about balancing the Supply Chain Triangle through Sales & Operations Planning!

Download it now at www.solventuregroup.com

