

SUCCESS STORIES

Poppies Bakeries perfects their S&OP recipe



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WHO IS POPPIES?

1967

Founded



**SOLD IN >64
COUNTRIES**

14

BAKERIES



**5 PRODUCT
RANGES**

1.300

Employees



SUMMARY



INDUSTRY

Global supplier for sweet bakery products headquartered in Belgium



CHALLENGES

- › Demand volatility
- › Fluctuating costs
- › Automate manual and ad hoc planning



SOLUTIONS

Arkieva S&OP suite



EXPECTATIONS

- › Further increase forecast accuracy
- › A central vision on stock levels
- › A long-term master planning
- › Better balance of supply and demand at all sites
- › Dashboard to monitor supply chain KPIs

POPPIES BAKERIES PERFECTS THEIR S&OP RECIPE

Poppies Bakeries started out in 1976 selling traditional Flemish pastries and biscuits to local retailers. Since then, they have grown to become a trusted supplier to private labels around the world, as well as selling their own brand of sweet bakery products. Poppies Bakeries currently has 14 bakeries and more than 1,300 employees across Europe and the USA, and sell their products in more than 64 countries. To support their national and international growth, Poppies Bakeries looked to Solventure to assist them in optimizing their S&OP and supply chain processes.

Evolving S&OP in the age of AI and fluctuating demand

During the past 5 years, S&OP and supply chain planning at Poppies Bakeries have grown significantly in importance. First, with the creation of a dedicated Supply Chain department, which eventually split up into dedicated Demand and Supply Planning teams. To tell us more about this ongoing journey, Nic Dufort, Supply Chain Director, and Pieter Delie, Demand Planner, sat down with us for a short interview.

Pieter: “Since we started focussing on S&OP at Poppies, we were able to adapt our demand planning process to a steady, monthly process. On the supply planning side of things, we’re slowly progressing to a real S&OP process, supported by our transition to an SAP ERP. Up until now, we had to rely on Excel spreadsheets for our supply planning, which was only done thoroughly when we received ad hoc

supply complaints at one of our sites. Things are looking up! We recently had our first S&OP meeting with higher management, which is hopefully the start of a monthly decision-making process.”

Nic: “Our main goal is to change our S&OP course gradually, to maintain the sturdiness of our current processes. That’s why we did not immediately jump on the AI hype for instance, even though we’ve had multiple invitations to work with AI experts on our supply chain. With the current demand uncertainty in our business though, along with fluctuating costs, government interventions and sustainability concerns, we need to have patience and not change our way of working too fast. Eventually, we do want to have a central vision on our stock levels and create a long-term master planning, so we can better balance our supply and demand at all of our sites.”



Stronger company collaboration paves the way to a smoother supply chain

Pieter: “A great help to reach this goal is [Arkieva](#), our APS (Advanced Planning & Scheduling system). The visual clarity of its dashboards really simplifies the communication & collaboration with Sales when it comes to discussing planning data. It functions as our guideline to go through our data, and, for instance, quickly find a gap between budget and sales numbers, or forecast predictions and actual sales. In general, we will keep using Arkieva to increase our forecast accuracy and rationalize our stock levels further.”

Nic: “Clear supply chain data also helps us to define the next steps on our supply chain journey. If I look ahead, the next step is to keep our S&OP processes under control with our new SAP ERP system. Secondly, we want to create a dashboard to follow up our supply chain KPIs. This process needs to be more professional, with monthly or weekly iterations that we can share with other departments. Next up, in an ideal scenario, would be to optimize our inventory management by segmenting our products, and qualifying them in terms of stock needed per plant. And finally, as mentioned by Pieter, we’ll be focussing on our master planning in SAP from October onward.”

Practice what you preach

Pieter: “Speaking from our recent experience, we’re very glad we have the support from Solventure during this journey. Their consultants are very reliable and responsive when you have any questions or comments, and we feel that they are at home in our business. They have a lot of experience in supply chain and know how to use it in our unique circumstances.”

Nic: “Coincidentally, I previously worked with Solventure at Unilin and Destrooper, and was very pleased to learn they were supporting Poppies with their supply chain when I joined the company. They combine their business experience with tool knowledge to make a real impact on our business processes. And it’s not only a theoretical story: the Solventure consultants have opened up communications with Sales and our CFO by proving that their supply chain tools do what they promise, and provide the option to customize these tools to our specific needs.”

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They combine their business experience with tool knowledge to make a real impact on our business processes.

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Tips to select the right APS partner for your business

Nic: “If you are in the process of selecting an APS to streamline your S&OP, make sure to first think about what you want to achieve with it. Only then can you really compare possible suppliers and match their offers with your company’s goals. At the core should be the question of how the APS will contribute to your S&OP in the long-term. And in the end, my final tip would be to make the logical choice: don’t get distracted by fancy options and a pretty façade which you don’t need. Instead pick a partner that knows your business and has the APS that fits your needs.”

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!

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