



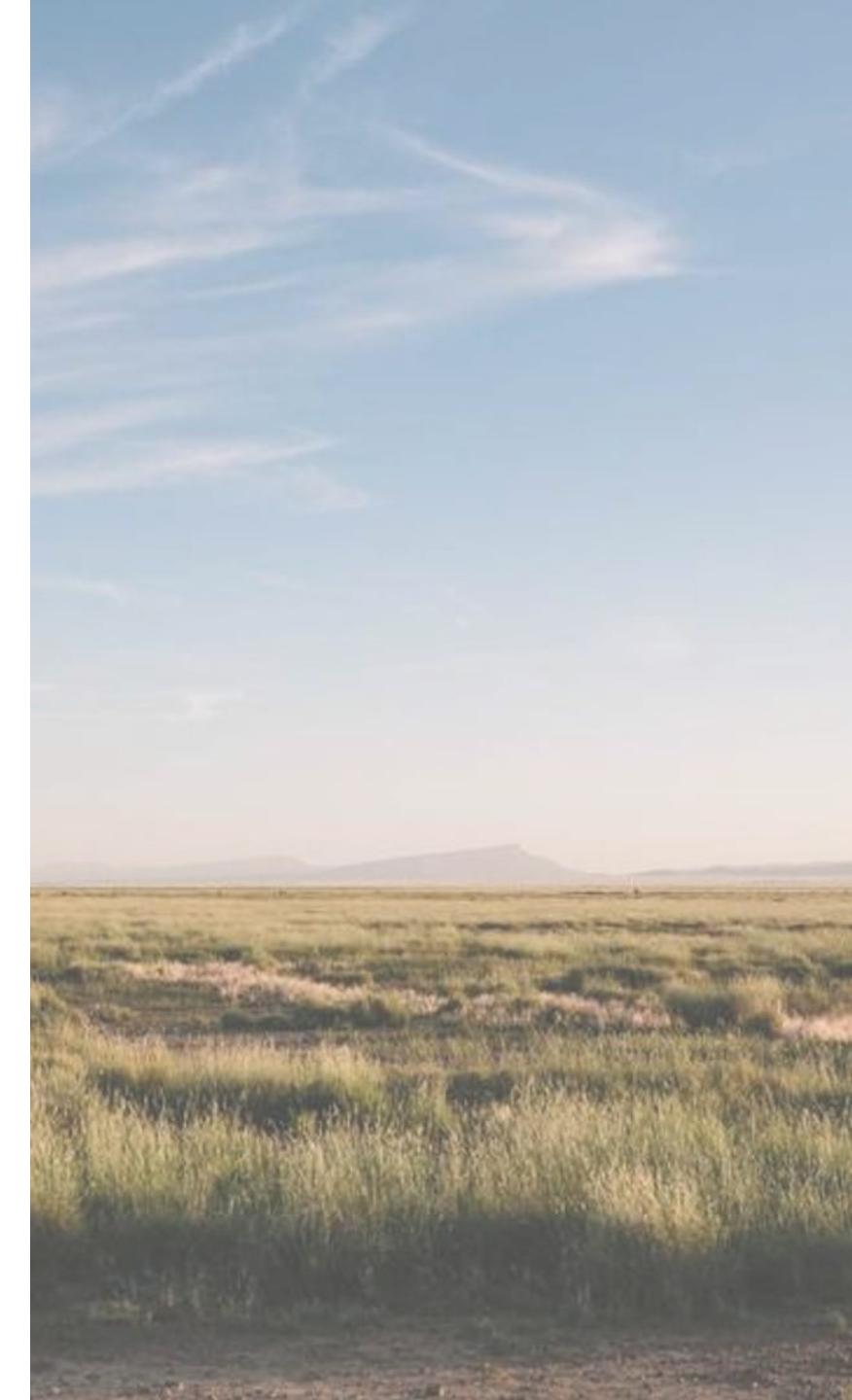
CRAFTING A BEST-IN-CLASS, INTEGRATED GLOBAL END-TO-END SUPPLY CHAIN

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Key Takeaways to Remember

- 1) Organizations must be dynamic and not static - things change too fast and too frequently
- 2) Organize your team based on how you manage the business/customers and do not organize to your talent or people
- 3) Communicate organizational changes quickly and effectively
- 4) Improve and standardize processes so you can use technology to reduce complexity
- 5) Ensure appropriate span levels – not too wide and not too deep





Key Considerations in Structuring

Global Footprint Impact

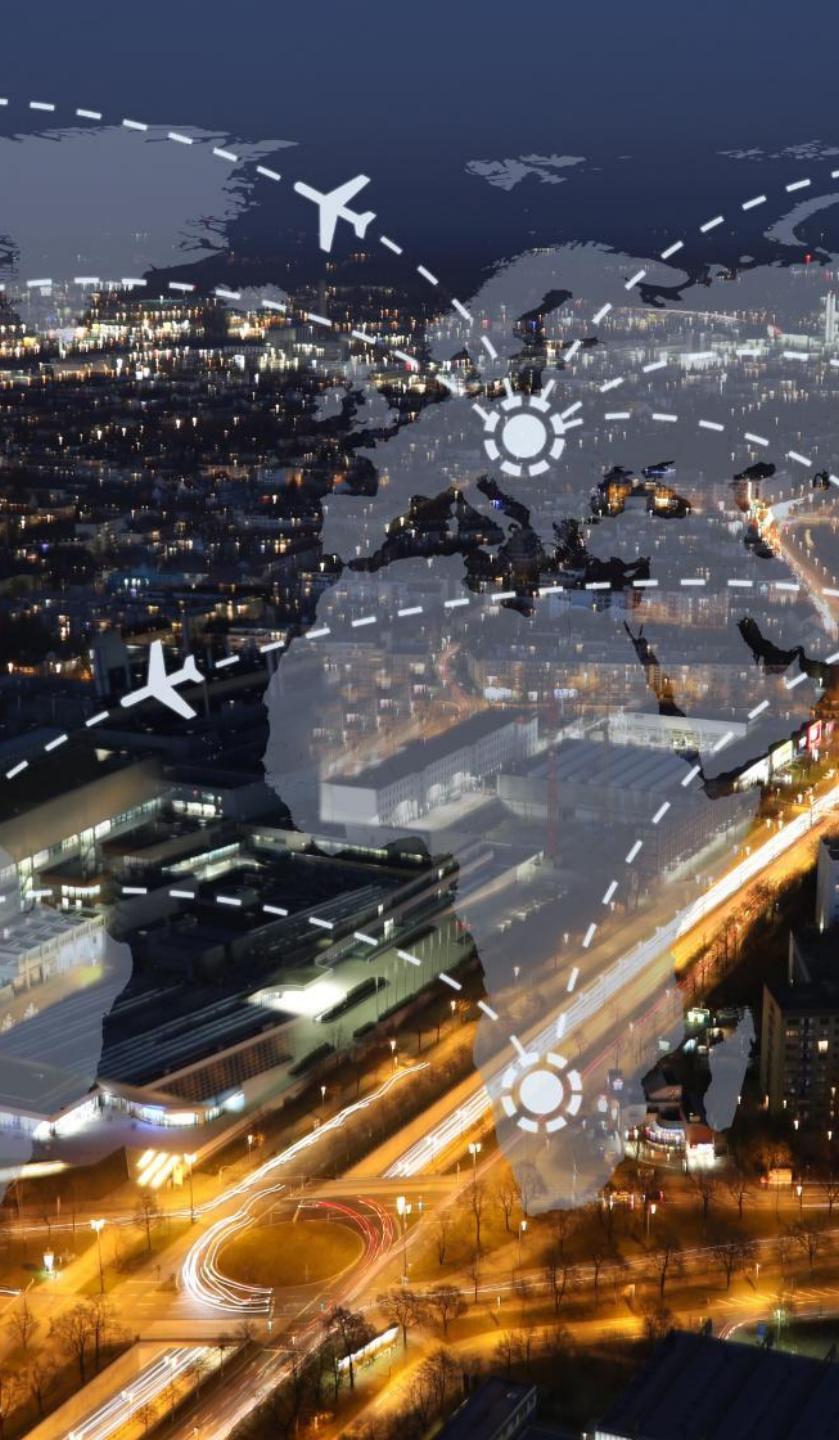
Location and number of operating centers that affect logistics efficiency and delivery times worldwide.

Business Model Influence

Centralized or decentralized models shape decision-making and resource distribution.

Customer Expectations

Meeting demands for speed, customization, and service is critical for satisfaction.



Regional Supply Chain Hubs

- Solenis Model

Localized Supply Chain Teams

Independent regional teams improve responsiveness and adapt to local market demands effectively.

Advantages of Regional Hubs

Faster decision-making and alignment with regional customer requirements enhance operational efficiency.

Challenges of Duplication

Multiple teams may cause duplication of efforts and increase operational costs significantly.

Strategic Benefits for Global Firms

This model supports companies with an international presence to customize strategies for diverse markets.

Product-Based Supply Chain Teams

Specialized Product Focus **Dentsply Sirona Model**

Teams are organized by product lines to leverage deep expertise and create tailored supply strategies.

Improved Planning and Execution

Focused teams enhance planning and execution by addressing product-specific needs and challenges effectively.

Coordination Challenges

Siloed teams may face coordination and communication difficulties across different product groups.

Need for Integration

Effective communication and integration mechanisms are crucial to mitigate risks of siloed operations.



Functional Specialization Model – **Honeywell Model** Specialized Functional Teams

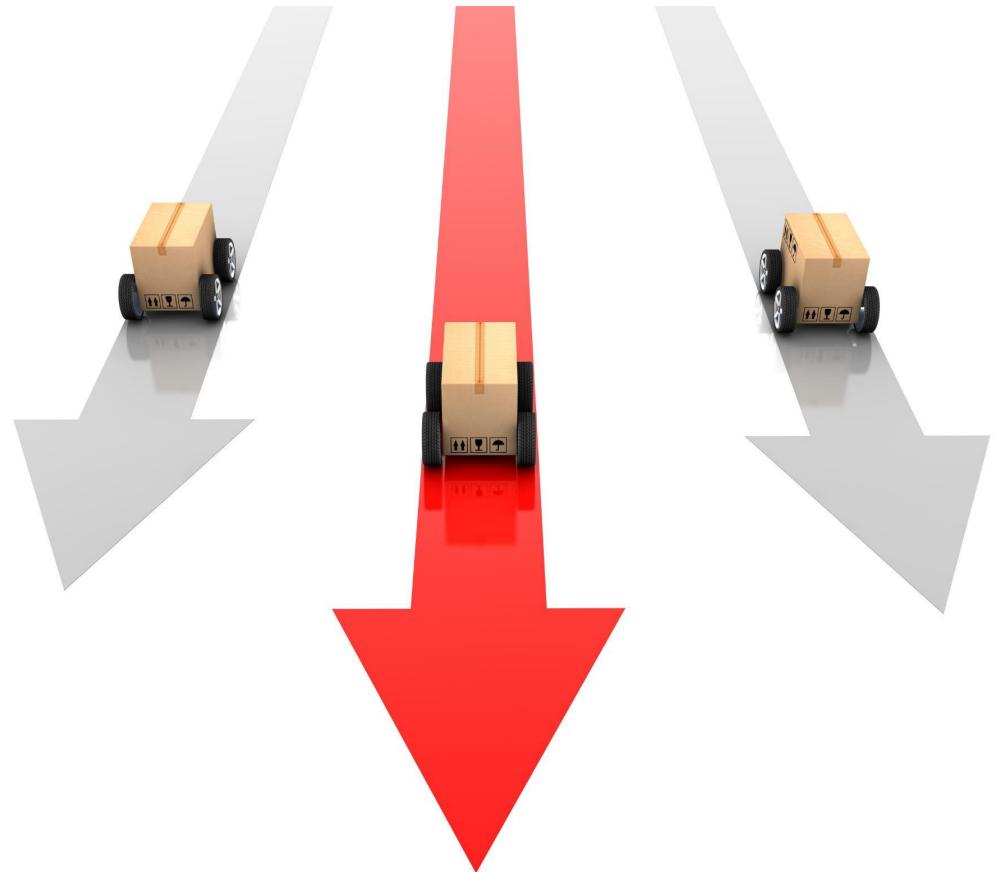
Teams are organized by specific functions like procurement, logistics, and planning for deep expertise and accountability.

Benefits of Specialization

This model promotes operational efficiency and streamlined processes within each specialized function.

Challenges and Solutions

Challenges include limited end-to-end visibility and collaboration; solutions involve integration tools and cooperative culture; customer focus may be missing



Criteria for Choosing a Model

Company Size and Complexity

The size and complexity of a company influence the scalability and manageability of the supply chain model selected.

Alignment with Strategic Goals

Supply chain models must align with goals like cost efficiency, speed, service, and flexibility for effective strategy execution.

Geographic Distribution Impact

Geographic spread of operations dictates need for regional autonomy or central control within the supply chain model.





Recommendations for Implementation

Assess Current and Future Needs

Start by evaluating the company's present supply chain and anticipated future requirements for effective organization.

Phased Transformation Approach

Implement changes gradually to allow adaptation and minimize operational disruptions during transformation.

Invest in Digital Tools

Leverage advanced analytics, ERP, and collaboration platforms to improve supply chain visibility and coordination.

Build Cross-Functional Capabilities

Develop team skills to work effectively across various supply chain functions and enhance collaboration.