

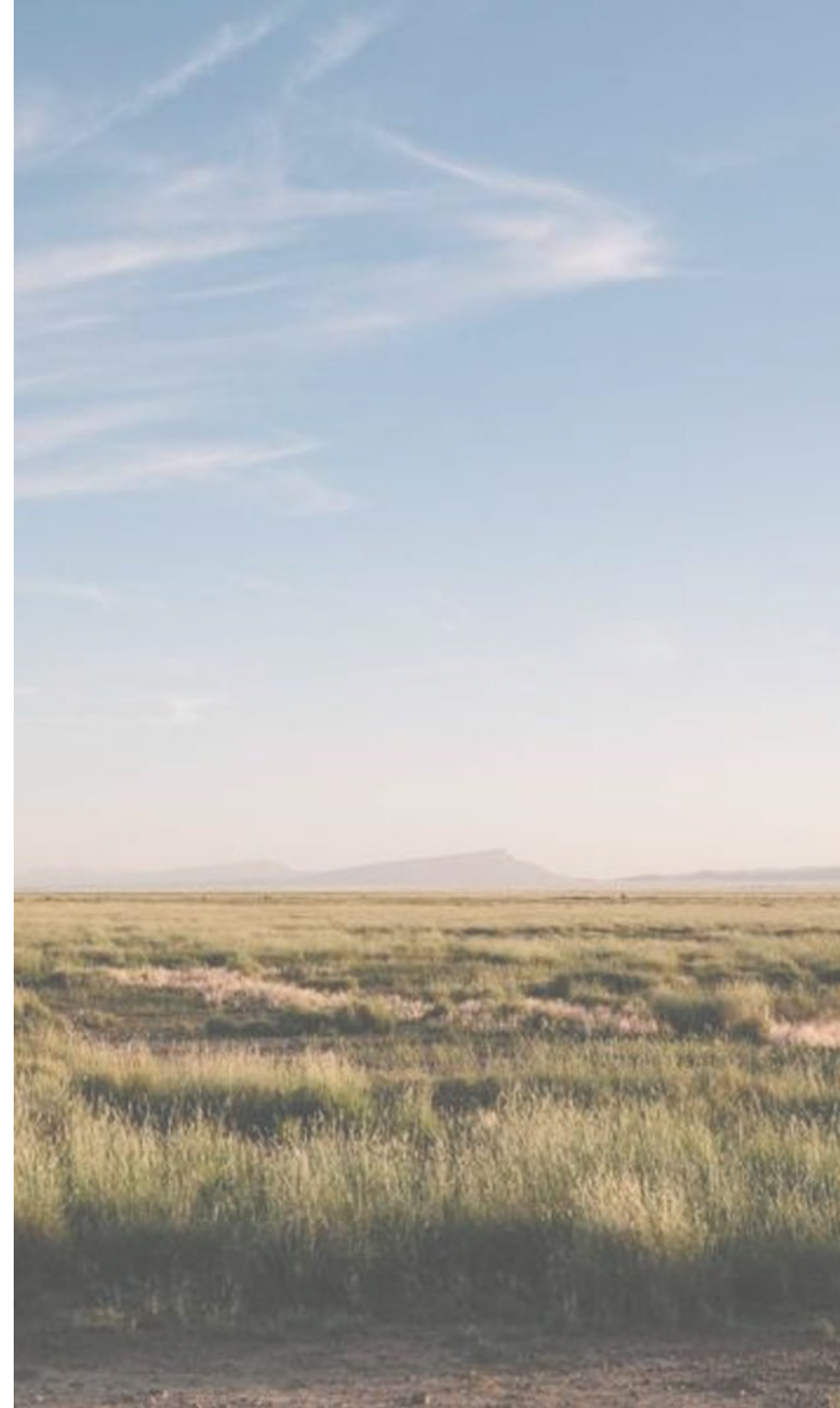


# **CRAFTING A BEST-IN-CLASS, INTEGRATED GLOBAL END-TO-END SUPPLY CHAIN**

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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

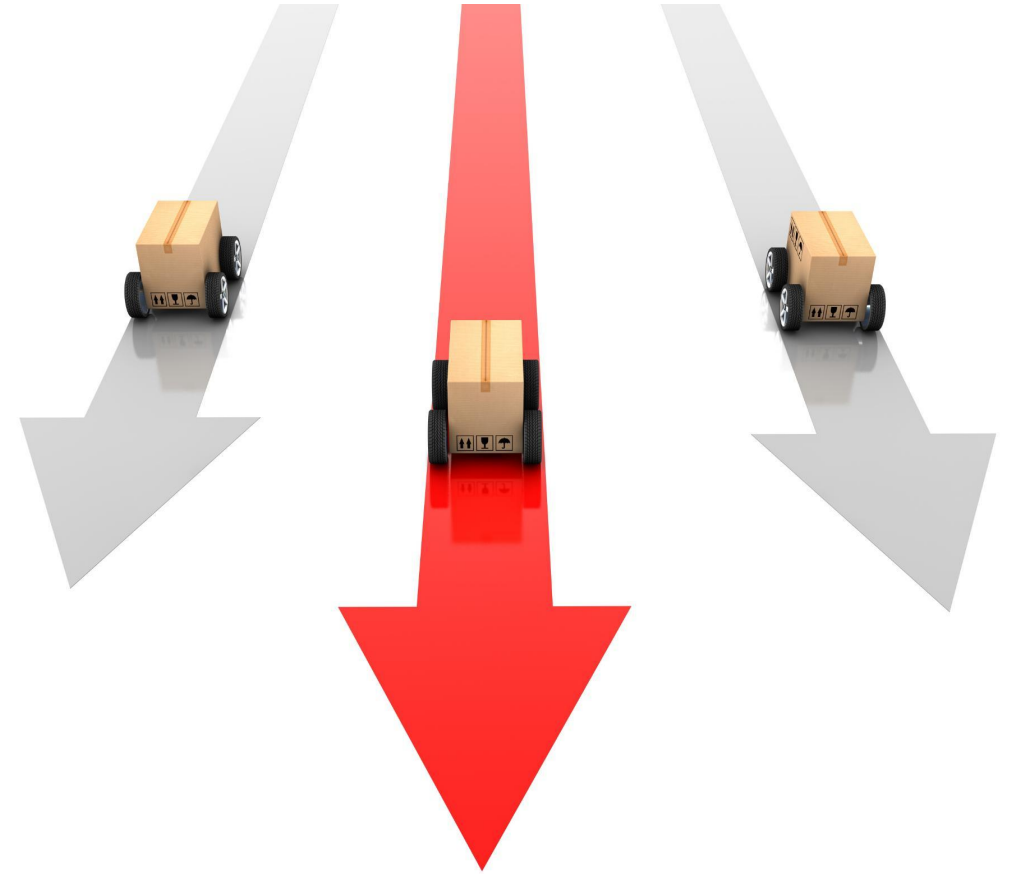
Teams are organized by specific functions like procurement, logistics, and planning for deep expertise and accountability.

### 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.