

Portland designed a new global service parts supply chain for a well-known European manufacturer of marine propulsion systems

Supply Chain Project Scope

Supply Chain Strategy / Business Model	
Network Optimisation	Cost to Serve
Supply Chain Planning	Inventory Management
Transport Operations	Warehouse Operations
Manufacturing	Supply Chain Enablers

Industry Segments

Industrial	Construction
Mining	Utilities
Consumer Goods	Food & Beverage
Retail	Services
Financial	Transport
Healthcare	Government

Business Challenge

- Portland’s client is the second largest division of an iconic European company with turnover greater than GBP 1 billion and manufactures a range of marine propulsion and control systems
- Their existing factory-based service parts fulfillment model was not meeting targeted customer service levels or cost to serve targets
- The business required greatly improved service parts supply chain capabilities to meet current customer service requirements and future growth objectives as well as the introduction of a range of advanced maintenance management services & solutions

Our Solution

- Portland undertook a comprehensive review of the service parts provisioning model, customer requirements, inventory / transportation network and current performance. Logical alternatives were evaluated and a business case for a comprehensively restructured global service parts supply chain model was developed, proposed and agreed.
- Portland was then engaged to lead the detailed design of a new global service parts supply chain incorporating:
 - Integrated demand / supply planning processes & structures
 - Regional distribution centre physical / process designs
 - Primary & secondary transportation sourcing
 - Detailed service parts inventory model development
 - Redesigned internal commercial model
 - Development of regional procurement / manufacturing capabilities
 - IT system / capabilities review (ERP and advanced planning)
 - Development of an integrated program to develop the processes, structure and policies of the new operating model

Outcomes

- Significantly improved serviced parts availability, decreased lead-times and lower total cost to customers (implementation currently in progress)

