

Specialist supply chain strategy development and travel management advisory

The Scope

South African Weather Services (SAWS) was seeking an experienced Supply Chain Management strategist to perform a detailed analysis and review of the existing Supply Chain Management scenarios in order to develop and implement a comprehensive Supply Chain Management Strategy to address a number of areas, including:

- Strategic Sourcing strategy
- Establishment of an effective supplier management programme
- Facilitation of the development and implementation of Service Level Agreements with the key internal stakeholders
- Designing, developing and implementation of the SAWS Supply Chain Management performance measurements and monitoring, contract management programmes, preferential procurement programme
- Materials management (Stock and Inventory) with an integrated demand and supply plan

In addition, the client required the expert support and advice in the appointment of the Travel Management Company and in the negotiations of corporate agreements with relevant hotels, shuttle service and airlines.

Harley Reed was awarded a contract to complete the engagement over a period of twelve months.

The Approach

Introducing any significant change in strategy or management bears inherent risks with respect to the personal and interpersonal aspects. Based on our experience in projects of a similar nature and complexity, we incorporated change management principles as a core aspect of the engagement.

Recognising that the supply chain strategy is not simply a linear derivative of the business strategy, the Harley Reed team utilised a diagnostic approach to assess the SAWS leadership, strategy, core competencies, and means of differentiation as well as assessing partners and the extended supply chain to build a strategy and roadmap fit for purpose.

The Outcome

Together with key stakeholders at SAWS, Harley Reed delivered a comprehensive supply chain strategy and implementation plan. A change management consultant was embedded during the transitional period and workshops on strategic sourcing were conducted to build capacity within SAWS. As part of a co-delivery approach to implementation, support was extended for 5 categories of products and services to deliver value through a strategic sourcing approach.

Consultations were also held with stakeholders to develop specifications and a sourcing plan for the appointment of a travel management service provider.