

# Operational and Financial Performance Optimization Best Practices

A two-day workshop to assist supply chain and general managers to address their daily challenges related to operational and financial performance optimization.

Shanghai, China

23rd & 24th May 2011

**Your International Facilitator:**

**Luc Kremers**

**Senior Supply Chain Consultant**

**Co-founder of iCognitive**

iCognitive is a fast-growing international consulting firm specializing in supply chain management with offices in Asia and Europe.

As the appointed authority in Asia on the Supply Chain Operations Reference model (SCOR®), iCognitive is recognized as a leading SCOR® expert by the Supply Chain Council.

**iCognitive's experience in China:**

- After successfully launching the first benchmark study on supply chain management using SCOR metrics in China in 2004, iCognitive has for the last 5 years organized the benchmark study annually in collaboration with Fudan University. In 2009, 955 companies from major industries have been benchmarked.
- Supported companies in optimizing their supply chain in China and South East Asia in a wide range of industries. Our clients include Thales, Coca-Cola, British American Tobacco, Bayer, Huawei, H3C, Emirates, HP...
- Sole provider of SCOR® workshops in South East Asia as **certified SCOR® instructor**: more than 2000 supply chain professionals trained in more than 200 companies.

**Who Should Attend:**

- **General Managers**
- **Plant Managers**
- **Directors, head/Managers of Supply Chain**
- **Directors, head/Managers of Operations**
- **Directors, head/Managers of Finance**



**Course Description:**

With a better understanding of the operational-financial links, supply chain professionals and general managers will be able to find innovative answers to overcome today's challenges (sustainable cost reduction, operational efficiency, productivity improvement through supply chain levers, performance measurement, demand forecasting, inventory optimization, better assets utilization, increase cash flow...).

Companies need to adopt best practices such as performance measurement or sales and operations planning to optimize their operational and financial performance.

This 2-day training course will address four supply chain related topics through worldwide recognized methodologies and real case studies for better performance optimization.

**What the Seminar will help you achieve:**

- How to improve cash flow through optimized supply chain management
- How can supply chain optimization benefit your organization
- How to analyze and reduce your true supply chain cost
- How to measure your performance and compare it with your competitors
- How to identify the best supply chain optimization opportunities
- How to adopt S&OP principles to manage your business effectively and achieve competitive advantage
- How to manage demand and supply and to maximize profit
- How to ensure all departments are aligned and your plans are measured accurately to enable continuous improvement

## Day One

### Session One - Finance

An overview of the supply chain models, Key Performance Indicators (KPIs), best practices and costs, and their impact on the company's profitability.

#### Basics

How to read a profit & loss statement (P&L) and balance sheet (BS).

#### Speaking the language of Finance

Understand which financial KPIs are important for top management.

- This will help the SCM professionals who want to better understand the potential impact of the supply chain on all areas of financial performance (growth, profitability, and capital utilization)

Definitions, calculation examples and application of financial KPIs such as net profit, ROA, ROI, ROE, Economic Value Added (EVA), Cash-to-cash cycle time, Return on supply chain assets.

### Session Two - Controlling

Analyze your true supply chain cost and understand how this can be an enabler for supply chain operational improvement initiatives.

#### Budgeting

- Basics of budgeting
- How a budget is a measure of how well a company or department controls its costs

#### Cost control

- Methods for efficient cost control

#### Case studies

### Conclusion Day One

### About Martin Linking

**Martin Linking Business Consulting** plans to produce more than 80 trainings and conferences and works with senior executives from the majority of the world's top 1000 companies to improve their business strategy and match their learning and training needs in one year. And we continue to grow.

We also invite the leading business practitioners, industry decision makers and innovators to share insights, best business practice, and new technology at our forums. **We are dedicated to give attendees cutting edge information they can use immediately.** We constantly research and listen to all industry sectors to ensure that the business intelligence we provide is timely and cutting-edge.

### In-House Training Solutions

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House Training solution delivered locally on-site. Course can be tailored to specific requirements.

Please contact **Whitney Shen** on **+86 28 8532 7678** or email **[whitney.shen@martinlinking.net](mailto:whitney.shen@martinlinking.net)** to discuss further possibilities.

### Workshop Schedule Day One & Two

0830 Registration and coffee  
0900 Workshop commences  
1045 Morning refreshments  
1115 Workshop re-commences  
1200 Luncheon  
1300 Workshop commences  
1500 Afternoon refreshments  
1530 Workshop re-commences  
1730 Workshop concludes

## Day Two

### Session One – Balanced Scorecard

Learn how to identify inefficiency gaps and supply chain improvement opportunities through performance measurement.

- Building Supply Chain Balanced Scorecard
- Implementing Supply Chain Balanced Scorecard
- Measuring and benchmarking operational and financial performance
  - Developing a Competitive Supply Chain Performance Measurement System
  - Best Practices in Performance Measurement

### Session Two – S&OP Best Practices

Clear and operational view of the S&OP process and its implementation, its quantifiable and soft benefits through the organization, and its positive impact on company financial results.

- S&OP Introduction: Link between Tactical & Operational
- S&OP supporting process: Forecast process
- S&OP supporting process: Demand review – Supply review
- S&OP meeting
- S&OP implementation

#### Case studies

### Workshop Summary & Closure

#### Course Format:

Martin Linking trainings are developed based on in-depth experience, best practices and real companies' case studies. The trainer will use interactive case studies and group discussions to enable participants to acquire practical knowledge and capabilities for implementation.

#### About Luc Kremers

Luc Kremers is a **senior supply chain consultant** and **co-founder of iCognitive**, a consulting company specialized in Supply Chain Management with offices in Singapore, Malaysia, China and France. He has **twelve years of project management and process improvement experience** in supply chain management consulting within various industries in Asia. He has worked with a wide range of clients such as Fonterra, British American Tobacco, Bayer Material Science, Nuplex, Mindef Singapore, Orchard Marine Logistics and Sembcorp Logistics in the area of supply chain reconfiguration, operational improvement, SCOR implementation, strategic benchmarking and technology deployment.

In addition to consulting, he is **responsible for the annual Supply Chain Benchmark Study service** within iCognitive, which covers the annual Studies for Southeast Asia, China and Europe.

In his previous position in **SIMTech** (Singapore Institute of Manufacturing Technology, formerly Gintic) he was involved in **various supply chain operational improvement projects** for clients such as Venture Corp, Mindef Singapore, International Press Softcom and Modus Media. Prior to joining SIMTech in 1997, he worked as a Logistics Engineer for ECT, the largest container terminal in Europe.

In the past few years he has written various **SCM-articles** and presented in **numerous conferences** in Asia about Supply Chain Management. He has been a member of the Metrics Committee of the Supply Chain Council and contributed to the metrics in SCOR version 7.0 and 8.0. He received his Masters in Logistics in 1996 from Delft University in the Netherlands.

# 运营和财务绩效优化最佳实践

这是一个为期两天的培训，以协助供应链经理和总经理来解决与运营和和财务绩效优化相关的日常挑战。

中国上海

2011年5月23-24日

您的国际培训师:

**Luc Kremers**

资深供应链专家

iCognitive共同创始人

iCognitive 是一家快速增长的专于供应链管理的国际咨询公司，在亚洲和欧洲都设有分公司。

作为供应链运作参考模型 (SCOR®) 在亚洲的授权机构，iCognitive 是供应链协会认定的领先的 SCOR® 的专家。

**iCognitive 在中国的经验:**

- 2004 年在中国成功地启动了第一次使用 SCOR 指标对供应链管理的基准研究，iCognitive 在过去 5 年里与复旦大学合作每年都组织了供应链管理的基准研究。2009 年，对来自主要行业的 955 家企业进行了基准测试。
- 在中国和东南亚对众多行业的公司供应链的优化进行支持。我们的客户包括 Thales, 可口可乐, 英美烟草, 拜耳, 华为, H3C, Emirates, 惠普等。
- 东南亚的独家 SCOR® 培训的提供者: 对超过 200 多家企业的 2000 多位供应链专业人员进行了培训。

**谁应参加:**

- 总经理
- 厂长
- 供应链总监、部门领导、经理
- 运营总监、部门领导、经理
- 财务总监、部门领导、经理



**课程描述:**

有了对运营和财务关联的更好了解，供应链专业人员和总经理将能够找到克服目前挑战的创新答案 (可持续降低成本、运营效率、通过供应链杠杆提高生产率，绩效衡量，需求预测，库存优化，更好的资产利用、增加现金流量...)

公司需要采取最佳实践譬如绩效衡量或销售和运营计划以优化运营和财务绩效。

此次为期 2 天的培训课程将介绍四个供应链相关的主题并通过国际上公认的方法和实际案例来获得更好的绩效优化。

**这次培训将会在以下方面给你帮助**

- 如何通过优化的供应链管理来提高现金流量
- 供应链优化会如何影响您的组织
- 如何分析和减少你真实的供应链成本
- 如何衡量您的表现并与您的竞争对手比较
- 如何确定最佳供应链优化的机会
- 如何采取 S&OP 原则来有效管理你的业务并获得竞争优势
- 如何管理需求和供应并使利润最大化
- 如何确保所有部门的参与并精确衡量您的计划来获得持续改进

**预先课程问卷**

为了使这一课程真正适合您的需求，培训师将会评估你现有的知识、经验和需求。

星期一 2011 年 5 月 23 日

## 第一天

### 第一节 - 财务

对供应链模型、关键绩效指标(KPI)、最佳实践和成本及它们对公司利润率影响的总览。

#### 基础

如何阅读损益汇总表 (P&L) 和资产负债表 (BS)。

#### 讲财务的语言

了解那些财务指标对高层领导是重要的。

- 这将有助于想进一步了解供应链对财务绩效 (增长速度, 利润和资本利用) 方面潜在影响的供应链专业人士。

定义、计算实例和应用的财务关键绩效指标如净利润、资产回报率 (ROA)、投资回报率 (ROI)、股本回报率 (ROE)、经济增加值 (EVA)、现金循环周期、供应链资产回报。

### 第二节- 控制

分析你真正的供应链成本和理解这是如何成为供应链运营的改进措施。

#### 预算

- 预算的基本
- 一个公司或部门是如何用预算控制其费用的

#### 成本控制

- 有效成本控制的方法

#### 案例研究

### 第一天总结

## 关于马汀令可

马汀令可商务咨询计划每年组织超过80场的培训和会议, 与全球1000强公司的高层经理一起提高他们的商务战略, 满足他们的学习和培训需求。并且我们在不断成长。

我们邀请领先企业的管理者, 决策者和创新者在我们的活动中分享他们的思想观念, 最佳商业实践和新技术。我们致力于为我们的客户提供即刻可用的前沿信息。我们不断地研究和聆听所有行业的声音来保证我们提供商业信息的及时性和前沿性。

## 内训方案

如果贵公司有许多人有类似的培训需要, 那么你不妨考虑内部培训的解决方案。培训将在贵公司现场举行。并且培训可以根据您具体的要求来进行。

请联系Whitney Shen来讨论合作的可能:

电话: +86 28 8532 7678

电邮: [whitney.shen@martinlinking.net](mailto:whitney.shen@martinlinking.net)

## 培训时间表 - 第一天和第二天

0830 签到及早茶

0900 培训开始

1045 上午休息

1115 培训继续

1200 午餐

1300 培训开始

1500 下午休息

1530 培训继续

1730 培训总结



星期二 2011 年 5 月 24 日

## 第二天

### 第一节 - 平衡计分卡

学习如何通过绩效衡量来发现无效率缺口和供应链改进的机会。

- 建立供应链平衡计分卡
- 实行供应链平衡计分卡
- 运营和财务绩效的衡量和标杆管理
  - 制定一个有竞争力的供应链绩效衡量体系
  - 绩效衡量的最佳实践

### 第二节 - S&OP（销售与运营规划流程）最佳实践

对 S&OP 过程及其实施明确的和运营层面上的看法,其可量化性、在机构中的软效益、对公司的财务结果的积极影响。

- S&OP 介绍：战术和可操作性之间的联系
- S&OP 支持流程：预测的流程
- S&OP 支持流程：需求检讨-供应检讨
- S&OP 会议
- S&OP 实施

### 案例研究

### 培训总结及结束

#### 培训形式:

马汀令可的的培训是基于丰富的经验，最佳实践和真实的公司案例。

培训师将会用互动的案例研究和小组讨论的方式来使得参会者获得实际的知识和实施的能力

#### 关于 Luc Kremers

Luc Kremers是一位资深供应链咨询师，iCognitive的共同创始人。iCognitive是一家专于供应链管理的咨询公司，在新加坡，马来西亚，中国和法国都设有公司。他有12年在亚洲不同行业的供应链管理咨询方面的项目管理和流程改善经验。他在供应链的重构，业务改善，SCOR的实施，战略基准测评和技术部署合作的客户非常广泛，如恒天然，英美烟草公司，拜耳材料科学，Nuplex, Mindef Singapore, Orchard Marine Logistics与Sembcorp Logistics等。

除了咨询，他还负责 iCognitive 年度供应链基准研究服务，该服务涵盖了东南亚，中国和欧洲的年度研究。

在他以前的公司 SIMTech (Singapore Institute of Manufacturing Technology, 前 Gintic) 里，他参与了众多供应链运营改善项目，客户包括，Venture Corp, Mindef Singapore, International Press Softcom 和 Modus Media 等。在 1997 年加入 SIMTech 之前，他在欧洲最大的集装箱码头公司 ECT 担任物流工程师。

在过去数年中，他已经发表了很多供应链管理方面的文章并在亚洲许多会议作了关于供应链管理的演讲。他是供应链管理委员会计量委员会的成员，并在 SCOR 的 7.0 和 8.0 版本的指标部分做出了贡献。他在 1996 年从荷兰 Delft 大学获得了物流硕士学位。

# Operational and Financial Performance Optimization Best Practices

SH20110523-Sales Contract-Please Complete in Capital Letters and Black Ink

## Sales Contract

Please complete this form immediately and fax back to

Whitney Shen

Fax No: +86 28 8532 6768

## Fee Per Delegate

Two Day Training Fee US \$1395 per person

All the registered delegates are entitled for a set of documentation free of charge

DOCUMENTATION US \$300

If you are unable to attend the conference/training but wish to receive copies of the conference/training documentation, please complete the sales contract, tick this box and return the contract with payment details.

Full Payment is required within 5 working days

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

Town: \_\_\_\_\_ State: \_\_\_\_\_ Postcode: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

Nature of Business: \_\_\_\_\_

Company Size:  1-99  100-249  250-499

500-999  1000+

## Authorization

(Signatory must be authorized to sign on behalf of contracting organization.)

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**This booking is invalid without a signature.**



## Register Now

Contact: Whitney Shen

Tel: +86 28 8532 7678

Fax: +86 28 8532 6768

Email: whitney.shen@martinlinking.net

## Business Opportunities

An exhibition space is available at the conference. Sponsorship opportunities covering lunch, evening receptions and advertising in documentation packs are also available. Please contact Ms. Whitney Shen at +86 28 8532 7678.

## Payment Method

**Our payment terms are 5 working days on receipt of invoice and full payments can be made by bank transfer.**

开户名: 成都马汀令可商务咨询有限公司

开户行: 中国工商银行成都市暑袜南街支行

账号: **4402928009022523952**

**CONFIRMATION DETAILS:** After receiving payment, a receipt will be issued. If you do not receive a letter outlining the conference details two weeks prior to the event, please contact the Conference Coordinator at Martin Linking.

## Terms & Conditions:

1. Fees are inclusive of program materials and refreshments.
2. Payment Terms - Following completion and return of the registration form, full payment is required within five (5) working days upon the issuance of invoice. Payment must be received prior to the conference/training date. A receipt will be issued on payment. Due to limited conference/training seats, we advise early registration to avoid disappointment. We reserve the right to refuse admission if payment is not received on time.
3. Client's Cancellation/substitution - Provided the total fee has been paid, client's cancellation must be received in writing by MAIL or FAX four (4) weeks prior to the event in order to obtain an 85% credit to attend for any future **Martin Linking** Events. Under such circumstances, **Martin Linking** will retain the other 15% service fee to cover expenses for prior cost that has already been incurred upon the acceptance of registration. All bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **Martin Linking**.
4. If, for any unexpected circumstances or reasons that **Martin Linking** decides to postpone this event, the client hereby indemnifies and holds **Martin Linking** harmless from any cost incurred in by the client. The event fee will not be refunded, but can be credited to future **Martin Linking**' s events. **Martin Linking** reserves the right to change the content without notice.
5. Copyright etc. - All Intellectual Property rights in all materials produced or distributed BY **Martin Linking** in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is strictly prohibited.
6. Important note: In the event that **Martin Linking** permanently cancels the event for any reason whatsoever, (Including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a refund for the amount that the Client has paid to such permanently cancelled event.