



UNLOCK TO DELIVER

Facing operational challenges? Let us guide you toward effortless growth, and enhanced efficiency, by transforming Operations into a value centre.

Our proven systems thinking, and high-performance philosophy unlocks cross-functional collaboration and inhibits silo mentality.

Let's revolutionise your business together – igniting a convergence of Sales and Operations.

 **CoPlantation**



Formulate and implement an Operations strategy that:

1. Drives profitability and ensures sustainability.
2. Delivers on the brand promise, customer commitments, and organisational vision.
3. Improves your response-ability to volatility.
4. Builds cross functional alignment and accountability.
5. Improves quality and speed of decision-making.

WHAT IS THE PROBLEM WE'RE LOOKING TO SOLVE & WHY IS THIS EVEN A PROBLEM?

Operational agility and resilience without losing efficiency and alignment.

Higher consumer expectations are met by a growing and diverse competitive landscape, which necessitates increased **responsiveness** to retain market share amidst declining customer loyalty. Nonetheless, operational **agility** must be carefully balanced with operational **efficiency**, especially in today's economy.

Operational functions are highly susceptible to market, economic, social, political and environmental **volatility**. Even with meticulous planning, the unexpected necessitates operations to **pivot, adapt and respond**.

The relentless pressures of daily demands, compounded by volatility lead to short-term needs taking precedence over our strategic, long-term outcomes.

Transitioning from a strategic outlook to a reactive approach can unintentionally lead to working in separate, isolated units or silos.

The silo mindset serves a purpose. It allows us to do what is necessary to course correct. However, working in silos, even temporarily, undermines values, trust, cohesion, and momentum.

However, taking the time to reflect, analyse and align can be an unaffordable and impractical luxury, especially when responding to unforeseen circumstances.

Hence, our approach centres on **maintaining business continuity** while introducing incremental changes that facilitate **effective decision-making**, enhance **alignment**, foster **clear communication flows**, **minimise waste** and drive **profitability**.



WHO IS THIS ARTICLE FOR?

1. For **Operational Leaders** to effectively manage up, down, and across operational functions and ensure that goals and KPIs are aligned across the organisation.
2. For **Board Members** and **Senior Executives** to gain a better understanding of how operational functions can enhance strategy execution and their ability to respond to change and volatility to meet shareholder expectations.
3. For **Sales and Marketing Executives** to enhance collaboration with operational functions, facilitating faster responses to customer and consumer needs, navigating demand volatility, and optimising costs and cash flow to drive profitability.

WHY TAKE A SYSTEMS APPROACH?

When we fully grasp operational realities in totality, operational functions transition from cost centres to value-creating functions.

This transformation occurs because decision-making becomes holistic, allowing us to harmonise our objectives and Key Performance Indicators (KPIs) across functions, seamlessly aligning with a unified strategy for success.



WHAT IS OPERATIONS?

To develop growth and performance strategies, we categorise organisational functions into three interdependent contexts: Strategy, Operations + Sales.

Strategy, the process of setting direction;
Operations, the process of working together; and
Sales, the primary driver of growth.

Operations typically encompass eight interdependent functions essential for meeting our **brand promise**, fulfilling **customer commitments**, and meeting **shareholder expectations**. Operational excellence is crucial for achieving and sustaining **profitability**; it's the engine that propels our vision forward.

However, operational functions are highly sensitive to **volatility** and serve as a buffer against external and internal pressures. Critical pressure points vary by organisation and can include demand forecasting, inventory management, logistics, compliance, labour, cost of goods sold, cash/working capital, or a combination of factors.

Therefore, our goal is to maintain the agility and flexibility of operational functions, enabling them to respond to strategic shifts and make difficult recommendations to improve cash and cost efficiency, all while upholding our guiding values.



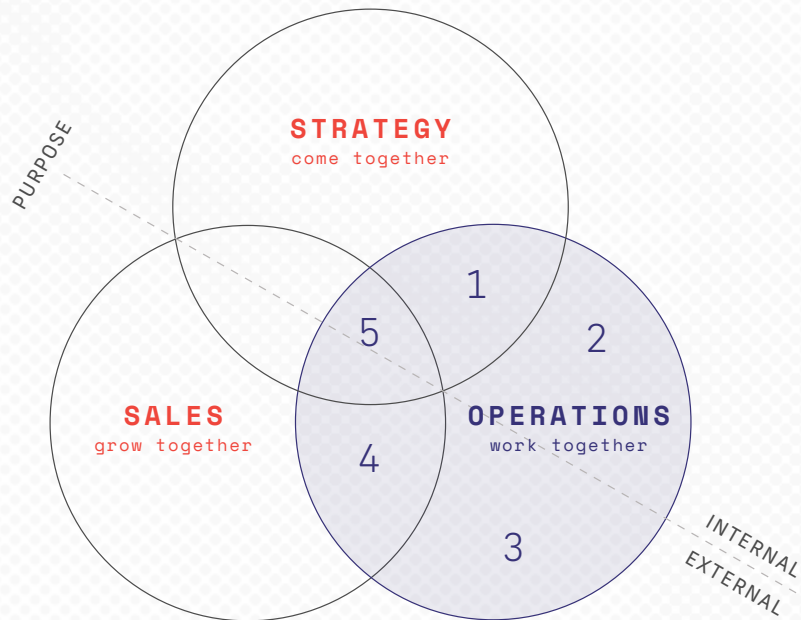
1. Finance
2. Manufacturing
3. Quality
4. Sales & Operations Planning
5. Sourcing
6. Supply Chain
7. Sustainability
8. Technical



WHAT IS OUR APPROACH?

Our systems approach focuses on enhancing your response-ability within five interconnected operational contexts.

By addressing these operational contexts, we aim to empower organisations to navigate complexity and volatility more effectively while fostering resilience and growth.



1 ACHIEVING ALIGNMENT

We help translate the overall strategy into an operational strategy, fostering cohesion among the operational team. This involves ensuring that key performance indicators (KPIs) are aligned across all operational functions.

IF operational KPIs are logically aligned to organisational strategy, **THEN** operational functions become value-creating functions **BECAUSE** operations build capability, responsiveness and agility to realise an organisation's vision.

2 MANUFACTURING OPTIMISATION

We assist in developing systems and processes to effectively manage and synchronise manufacturing activities with other business functions.

IF manufacturing capabilities are built to be agile **THEN** organisations can flex as demand fluctuates, **BECAUSE** periods of volatility require skilled management to optimise cost and cash whilst meeting consumer demand.

3 SOURCING

Our goal is to optimise cost and cash efficiency in the sourcing process, while also effectively managing risk and being responsive to demand fluctuations.

IF the sourcing strategy accounts for upstream supply flexibility, **THEN** the organisation has greater flexibility to respond to market demand fluctuations **BECAUSE** the company has multiple interchangeable sourcing options to leverage as required.

4 SALES & OPERATIONS PLANNING (S&OP)

S&OP facilitates businesses to align sales forecasts with operational capacity to enhance cost and cash efficiency, mitigate risks, and promptly respond to market needs.

IF S&OP promotes cross-functional collaboration between sales, operations, and finance in pursuit of a common goal **THEN** silos will be broken **BECAUSE** it fosters robust conversations about demand and the business's best response in the short and long term.

5 INNOVATION

We facilitate the coordination of innovation efforts, driving continuous process improvements and the development of new products and services. We emphasise the systematic adoption of regenerative best practices.

IF the operational teams are empowered and equipped to identify and create value **THEN** operational functions become value centres **BECAUSE** we've shifted the mindset to value creation.

HOW MIGHT WE COLLABORATE?

We leverage our extensive expertise across the value chain, encompassing diverse industries, markets, and segments, to bring relevant perspectives and approaches to your business. We tailor our solutions to fit your operational parameters.

We also recognise that operational teams are often fully occupied with day-to-day tasks, leaving little time to focus on strategic aspects. Therefore, we adopt an incremental approach that minimises disruption to your daily operations.



OUR PROCESS IS DEFINED AS FOLLOWS:

- 1. Define:** We start with a precise problem definition. An operational systems audit will map the dynamics and constraints within your operational system. Together, we will identify where value is created and lost across the five core operational contexts.
- 2. Focus:** Next, we pinpoint the 20% of operational functions that contribute to 80% of operational constraints.
- 3. Engage & Align:** We facilitate communication within operational functions, as well as between Sales/Marketing and Boards/Executives. We identify the appropriate Key Performance Indicators (KPIs) critical for achieving alignment and consistent decision-making, in line with your strategy, vision, and values.
- 4. Implement:** We identify and support the implementation of optimisation opportunities that bring value to your organisation, suppliers, and customers. We prioritise opportunities to improve cross-functional alignment, information flow, and decision-making.

INTRODUCING KAREN BISHOP

As a recent Chief Operating Officer, Karen possesses a cross-functional understanding of operations from various perspectives. With a sales and marketing background, Karen knows the crucial role that consumer needs play in driving demand. Moreover, as a proven Product and Innovation Manager, Karen emphasizes the importance of effective communication, alignment, and coordination within organisations.

Furthermore, Karen brings valuable insights and experience from her key Operations role at one of the world's largest FMCG companies, where she had oversight of product flows across Asia Pacific. She successfully led Sourcing and Supply Chain functions in this position, further enhancing her expertise and perspective.

Together with CoPlantation, Karen implements a systems-thinking approach to address the root causes of operational and cost and cash inefficiencies. By examining the interdependencies, she aims to implement effective solutions for improved operational performance.



WHAT ARE YOUR PAIN POINTS?

We collaborate with you to drive growth and profitability through a comprehensive range of operational services.

- 1. Systems Mapping:** We aid in creating a deeper understanding of your operational ecosystem, emphasizing its interconnectedness with your strategy and sales efforts. Additionally, we assist in pinpointing specific pressure points within your operational system.
- 2. Strategy:** We work to formulate a clear and concise operational strategy that is designed to effectively manage volatility, reduce waste, and fulfil your brand promise, customer commitments, and vision.
- 3. Decision-Making:** We enhance the quality and speed of your decision-making processes, especially when facing time constraints and commitments.
- 4. Communication:** We refine communication channels and information flow, tailoring them to your operational contexts and culture.
- 5. KPI Alignment:** We develop meaningful cross-functional Key Performance Indicators (KPIs) that underpin the effectiveness of your operational strategy.
- 6. Risk Management:** We help you manage operational risk across critical functions.
- 7. Sustainability:** We support you in meeting your sustainability commitments by gaining a deeper understanding of sustainability within your operational context, minimising waste, and avoiding red herrings.
- 8. Innovation:** We foster a culture of innovation throughout all operational functions, transforming operations into a true value centre.



*Let's explore whether our
experience and approach
are relevant to your
specific context.*

*Reach out and build
your future operational
excellence.*

Karen Bishop
+64 21 857 719
karen@coplantation.com

Kusal Perera
+64 21 408 129
kusal@coplantation.com

COPLANTATION.COM

 **CoPlantation**