

Supply Chain & Logistics Advisory Services

Supply Chain & Logistics Services

BDO can help you optimise and unlock potential in your supply chain through our range of services.



360° Resilience

- ▶ Workshop format
- ▶ Eight-point maturity assessment
- ▶ Business insight.



Strategy & Risk Management

- ▶ Critical success factors
- ▶ Identify quick wins
- ▶ Build capacity/reduce cost
- ▶ Process mapping
- ▶ Programme management
- ▶ Risk appetite/mitigation
- ▶ Risk lead decision making
- ▶ Resilience stress testing
- ▶ Business continuity planning
- ▶ People/skills gap assessment.



Data & Analytics

- ▶ Dashboard creation
- ▶ Key data visualisation
- ▶ Data driven decision making
- ▶ Enhance business engagement
- ▶ Automated reports
- ▶ Reduce workload
- ▶ AI analytics.



Inventory Management

- ▶ Global stock count service
- ▶ S&OP (Sales & Operation planning)
- ▶ Improved accuracy & availability
- ▶ Improved customer service
- ▶ Reduced waste and write off
- ▶ Reduce working capital
- ▶ Accurate inventory.



Transport & Logistics

- ▶ Network capability & sustainability
- ▶ Transport management systems
- ▶ Route optimisation
- ▶ Parcel courier selection
- ▶ Supplier contract management
- ▶ Cost benchmarking
- ▶ Risk/contingency planning.



Warehousing, IT & Automation

- ▶ Inhouse versus outsource
- ▶ Network optimisation
- ▶ Design & layout flows
- ▶ Procurement/vendor management
- ▶ Warehouse management systems
- ▶ Packaging/ESG
- ▶ Automation.



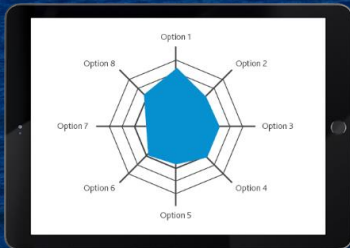
Resilience

Evaluation as your 'as is' Supply Chain

Our approach

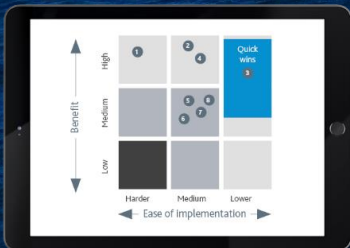
Delivered using a workshop approach to consider the changes in the supply chain environment; delivery will depend on the business requirements - the output is to provide insight to senior management, a diagnosis of where your Supply Chain is working well and potential areas for improvement.

The aim is to provide insight as to how to adapt to the new world and deliver incremental yet efficient change. We do this through our 'Elements of Change' approach.



Control Environment

Consider how the supply chain is planned, developed, measured, managed and controlled. Are your end-to-end processes and KPIs supporting continuous improvement.



Contract & Service Agreements

Are contracts being managed effectively to provide maximum value vs. cost. Studies have revealed the average contract value erosion of 9.2%.



Sales & Operational Planning

Look at the process and connections between buying, operations and sales teams to optimise decision making and information sharing.



Systems Integration

How well-integrated are your systems? Are you making full use of their capabilities?



Sustainability

Build ESG into your decision-making. Including labour and origin verification reviews. Carbon reporting service.



Procurement

A review to confirm that your purchasing policies are fit for purpose and to assess how well the outlined practices are embedded and adhered to within your business.



Business Continuity Planning (BCP)

Identify sources of disruption, anticipate and assess response.



Tax Optimisation

Understanding the tax implications of the supply chain and your operational model to derive an optimised design.

Strategy & Risk Management

Developing your strategic roadmap

In today's complex landscape, supply chains are more intricate than ever, and the impact of global events has underscored the need for robust, resilient strategies.

We can help you stress test your supply chain, identify risk areas, and develop

future-proof business continuity plans. Whether you're aiming to increase capacity, optimise your network, reduce inventory, or select the best automation, we offer comprehensive support to design, develop, and deliver both efficient and resilient supply chain solutions.

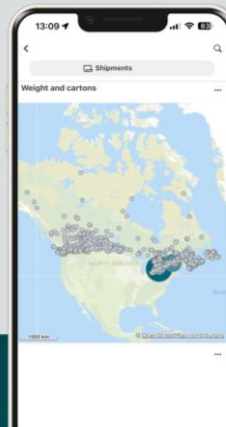
Risk management and strong corporate governance have become increasingly significant in the Supply Chain and Logistics sector. Assessing risks may seem daunting, but with quality information and a systematic approach, it's possible to pinpoint issues and focus on key areas for action. We can help you navigate potential risks, from environmental pollution to poor working conditions, which can pose serious reputational, financial, and regulatory risks. By successfully managing risk, internal controls, and governance, businesses can not only survive but also enhance their strategies, operations, and seize opportunities.

Operating a supply chain requires varied skills, and roles may not align with a business's core skills. If you're expanding operations, we can help identify the skills your team needs to succeed. We ensure system users are adequately trained whether managed in house or outsourced and we can also help identify the right mix of hard and soft skills for future team development.



Our services

- ▶ Resilience check/maturity assessment
- ▶ Supply chain resilience/stress testing
- ▶ Reduce cost or build future capacity?
- ▶ Transformation/programme management
- ▶ Risk appetite
- ▶ Strategy workshops
- ▶ Process mapping
- ▶ People/skills gap assessment
- ▶ Internal audit plan
- ▶ Business continuity planning.



Fraser Paget
Head of Supply Chain & Logistics Advisory Services

Whatever your needs, at BDO, we're committed to helping you succeed. We'll work alongside you to map out your operations and risks, ensuring a clear understanding of your current state. This will enable us to build robust plans to achieve your goals whilst mitigating future risk. We also understand the importance of your workforce in achieving these goals. We'll help you assess your team's current skill set, identify potential development and training needs, and build a functional skills matrix. This ensures alignment with your key activities, strategy, and regulatory requirements. We can also help review your planning processes and tools to optimise your available resources and manage any temporary resource requirements.

Inventory Management

Planning, optimising and maintaining accurate inventory

Sales and Operations Planning (S&OP)

Effective inventory management starts with good planning. In many organisations a disconnect between buying, operations and sales teams can lead to stock outages, overstocks and high levels of obsolescence impacting stock turn and cash flow.

S&OP is an integrated business management process which helps with the alignment, and synchronisation of all functions within an organisation. By having an overview of the entire business, S&OP can help business leaders to make more informed decisions about their operations and investments leading to greater forecast accuracy in:

- ▶ Sales
- ▶ Production
- ▶ Inventory levels - minimum & maximum
- ▶ Customer lead times
- ▶ New product critical paths
- ▶ Strategic initiatives.

S&OP is much more than just a process; it's a cultural shift which takes time to fully implement. S&OP needs to be embedded for every business. A common misconception is that investment in software and systems is the best way to 'fix' S&OP, when in truth people, processes and mindsets are the key to success.

BDO can help you improve your S&OP process to foster cross department engagement, identify cost savings, improve availability, and enhance your customer experience.



How can the team at BDO help?

- ▶ Increase transparency between departments
- ▶ Improve decision-making about a product's supply and demand
- ▶ More focused sales and budget forecasting
- ▶ Better understand a product's lifecycle and its management
- ▶ Processes improvement and refinement
- ▶ Improve stock management
- ▶ Improve stock management
- ▶ Accurate inventory levels
- ▶ Improved customer experience
- ▶ Reduce working capital
- ▶ Improved customer service.



Adam Gaunt

Manager, Supply Chain & Logistics Advisory Services

Inventory accuracy & stock counts:

To optimise the supply chain, maintaining accurate visibility and integrity of your inventory is just as important as proper planning. Failure to maintain accurate stock levels can lead to delays, customer service headaches and financial uncertainty. For many businesses, a full annual stock count of inventory levels is an accounting requirement. While others choose to complete continuous cycle counting over a set period to avoid a full shut down of operations for a full stock count. No matter the methodology employed, the inventory accuracy revealed through a stock count sends a powerful message to investors and management about how well their supply chain is being managed.

BDO stock count services:

Our Supply Chain and Logistics professionals can provide stock count services internationally, tailored to optimise inventory management and enhance operational efficiencies.

Our experienced team conducts thorough and accurate stock audits, providing real-time management information pre, during and post count. We advise on optimising your inventory levels and implementing cycle counting to minimize disruption to daily operations whilst identifying short, medium and long term cost savings. We do this by embedding our Continuous Improvement lifecycle management methodology within your business.

Warehousing, IT & Automation

Optimise your storage network

Warehousing

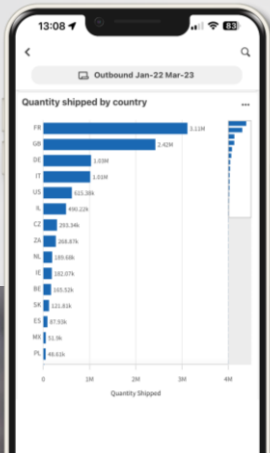
The decision to manage operations in-house or outsource to a 3PL provider can be highly emotive and subject to cyclical trends. There is often no right or wrong answer to this decision which divides opinion and causes internal friction. Business leaders often think out of sight out of mind but whether internal or external managed you will still be responsible for performance and cost. Our team will help guide you through this process, considering the unique aspects of your business to find the perfect solution.

IT & Systems

Selecting the right IT systems is as crucial as selecting the right location of a distribution centre. It is a major long-term investment for any business, and thorough research should be carried out to enable the selection of a system or systems that meet your requirements. Our team can support you in carrying out assessments into your business requirements and system usage to ensure the selection of the most appropriate solution.

Automation

Driven by cost, accuracy and efficiency, automation is transforming businesses, allowing warehouse staff to move from mundane tasks into forward-thinking problem-solving roles. This trend is accelerated by advancements in technology, including AI and more affordable hardware. Many organisations are now aiming for full warehouse automation within a decade. This shift is expected to reduce operating costs, improve accuracy and decision-making, enhance customer service, and increase efficiency in inventory control and warehouse networks. Additional benefits include waste reduction, improved safety, and greater sustainability.



How can the team at BDO help?

- ▶ Network optimisation
- ▶ Is your warehousing fit for purpose to meet the growth ambitions of my business?
- ▶ Build vs buy
- ▶ Could using a 3PL reduce your overheads?
- ▶ Procurement/contract management
- ▶ IT systems:
 - Warehouse management
 - Transport management
 - Forecasting tools
- ▶ Automation
- ▶ ESG - Environmental, Social and Governance
- ▶ Sustainable packaging solutions
- ▶ Ecommerce
- ▶ Couriers/returns.



Martin Hodgkins

Manager, Supply Chain & Logistics Advisory Services

BDO can take the emotion out of the decision-making process, using several risk-based factors to find solutions to meet your unique requirements. We can review your warehousing options and provide expert advice on the most suitable location and design.

We can examine your current setup and recommend improvements, such as optimising storage space, implementing new technologies and picking solutions which will reduce cost by increasing efficiency whilst improving accuracy.

BDO can also advise on the best way to implement change and provide guidance on scalability, security and other important considerations like ESG, packaging sustainability and automation, ensuring that your network is equipped to deliver the future of your business.

Transport and final mile

Logistics optimisation and resilience

We all rely on transport to move goods globally or locally. It maybe air, sea or road freight and they are all impacted by fluctuating oil prices, port disruption, industrial action and ESG regulation. Disruption in these crucial trading methods and routes can cause availability issues and impact profitability.



How can the team at BDO help?

- ▶ TMS (Transport Management Systems)
- ▶ Parcel Courier selection and Integration
- ▶ Risk management and contingency planning
- ▶ KPI - Performance
- ▶ Cost benchmarking
- ▶ Network capability and suitability
- ▶ Global capability
- ▶ Contract management
- ▶ Enhanced customer experience
- ▶ Regulatory compliance.

The final mile of a supply chain is often considered the weakest link as it is the most visible aspect of the entire process. Arguably, this makes it the most important stage due to its visibility to customers.

The impact of choosing the wrong solution for your final mile can have far reaching consequences for a business financially and reputationally.

BDO can work with you to review your current logistics solutions, support you to effectively manage and maximise service through your supplier contracts and help you the market.



Andy Horan

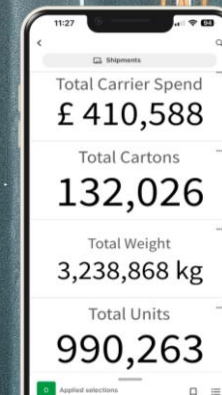
Senior Manager, Supply Chain & Logistics Advisory Services

BDO can help clients to optimise their transportation and logistics operations by providing professional guidance to help you find the best solution for your customers.

We provide a comprehensive service including strategic planning, operational support, and risk management that can help you to identify the most

cost-effective and efficient way to move goods domestically and internationally.

BDO can also provide advice on security, scalability and other important considerations when selecting and deploying transportation and logistics solutions. We can help ensure that you have the right skills to effectively manage your transportation and logistics operations business.



Data & Analytics

Monitor performance for targeted improvement

The development of clear Key Performance Indicators (KPI's) help a business to monitor and manage efficiency and report on the efficiency or performance levels within a business to support in the achievement of organisational goals.

It is more important to have a small number of key KPIs that are specific and add true value to a business or department than a complicated suite of reports that are difficult to create, maintain and ultimately nobody uses. The time, effort, and cost of producing reports is often greater than the collective benefit to the business. By focusing on the KPI's that matter the most, businesses can make informed decisions and take actions that will drive growth and profitability.

We can support in reviewing the data that is being collected to ensure that it is being used effectively, and using modern analytics tools including **Qlik** and **Power BI** we can assist in the automation of reporting to achieve efficiencies. This can help you to identify trends within your business and act as a catalyst for improvement strategy's whilst having the measures in place to quantify the improvement.



How can the team at BDO help?

- ▶ KPI - Performance
- ▶ Cost benchmarking
- ▶ Network Capability and suitability
- ▶ Global capability
- ▶ Contract management
- ▶ Enhanced customer experience
- ▶ Risk management and contingency planning
- ▶ TMS (Transport Management Systems)
- ▶ Parcel Courier selection and Integration
- ▶ Regulatory compliance
- ▶ Delivered using market leading data visualisation and business intelligence tools - Qlik and Microsoft Power BI.



Adam Gaunt

Manager, Supply Chain & Logistics Advisory Services

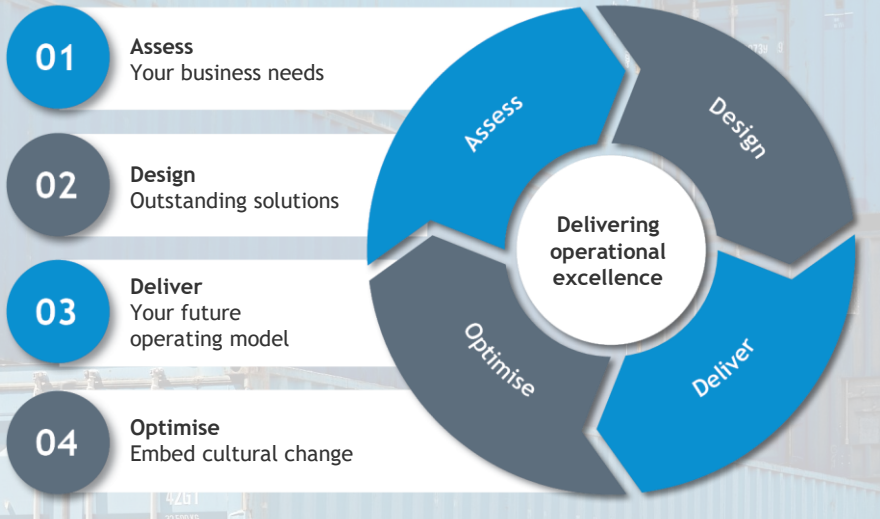
BDO can help you to ensure that you are tracking the correct performance metrics within your organisation and help you to bring your data to life in dashboards and reports.

Just as important is to validate that the data you have is being fully utilised through effective performance management. This will unlock the potential of your available resources and manage their productivity effectively.


Our team can assist you in developing dynamic dashboards using the best analytics tools available, including Qlik and Power BI. This ensures that you achieve your budgets while supporting your team's well-being by identifying and eliminating non-productive, time-consuming tasks.




BDO's Approach to delivering operational excellence



 **Functional teams**
Supply Chain, Logistics, Distribution, Sales, IT, Finance & HR

 **Workstreams**
Target Operating Model (TOM), Systems Strategy & Financial Cost to Serve

 **Programme Governance**
Prince 2 Project Management Methodology, Steering Committee, Working Groups, Stage Gate Go/No Go methodology



Have you considered?



How secure is your supply chain data?



How to optimise and present your data to your business



How you could integrate your systems & processes?



How you can improve your businesses net promotor score?



How you can increase your stock turn and reduce obsolescent stock?



Having better visibility throughout your supply chain?



How you can improve your on-shelf availability?



Sourcing inventory or materials locally instead of globally?



How to reduce returns?



BDO Supply Chain & Logistics Team



Fraser Paget
Head of Supply Chain & Logistics
Advisory Services
+44 (0)7795 926 381
fraser.paget@bdo.co.uk



Andy Horan
Senior Manager,
Supply Chain & Logistics Advisory
Services
+44 (0)7917 264 634
andy.horan@bdo.co.uk



Martin Hodgkins
Manager,
Supply Chain & Logistics Advisory
Services
+44 (0)7407 890 792
martin.hodgkins@bdo.co.uk



Adam Gaunt
Manager,
Supply Chain & Logistics Advisory
Services
+44 (0)7435 649 934
adam.gaunt@bdo.co.uk



FOR MORE INFORMATION:

Fraser Paget

Head of Supply Chain & Logistics
Advisory Services

+44 (0)7795 926 381
fraser.paget@bdo.co.uk

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