

# Logistics & Distribution: Revenue driver or necessary evil?

## Deloitte Introduction

Logistics & Distribution | A source of competitive advantage

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In a constantly changing environment with increasing complexity, which questions are keeping our clients up at night?



Emerging trends in the logistics & distribution spectrum



Examples of client projects



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*"How to find an optimal balance between inventory and warehousing costs?"*

*"What is a Digital Supply Network, which benefits does it offer, and which technological advances to prioritize?"*

*"Should we differentiate and segment our supply chain, and what is the best way to approach this?"*

*"How should our logistic systems blueprint be designed?"*



*"How do we create more revenue and be more competitive by leveraging our supply chain as a source of competitive advantage?"*

*"Which partnerships (3PL/LLP/4PL) am I looking for and how can I make these collaborations a competitive advantage?"*

*"When we are introducing an online channel, how do we set-up our logistics and how to deal with speed and reverse logistics?"*

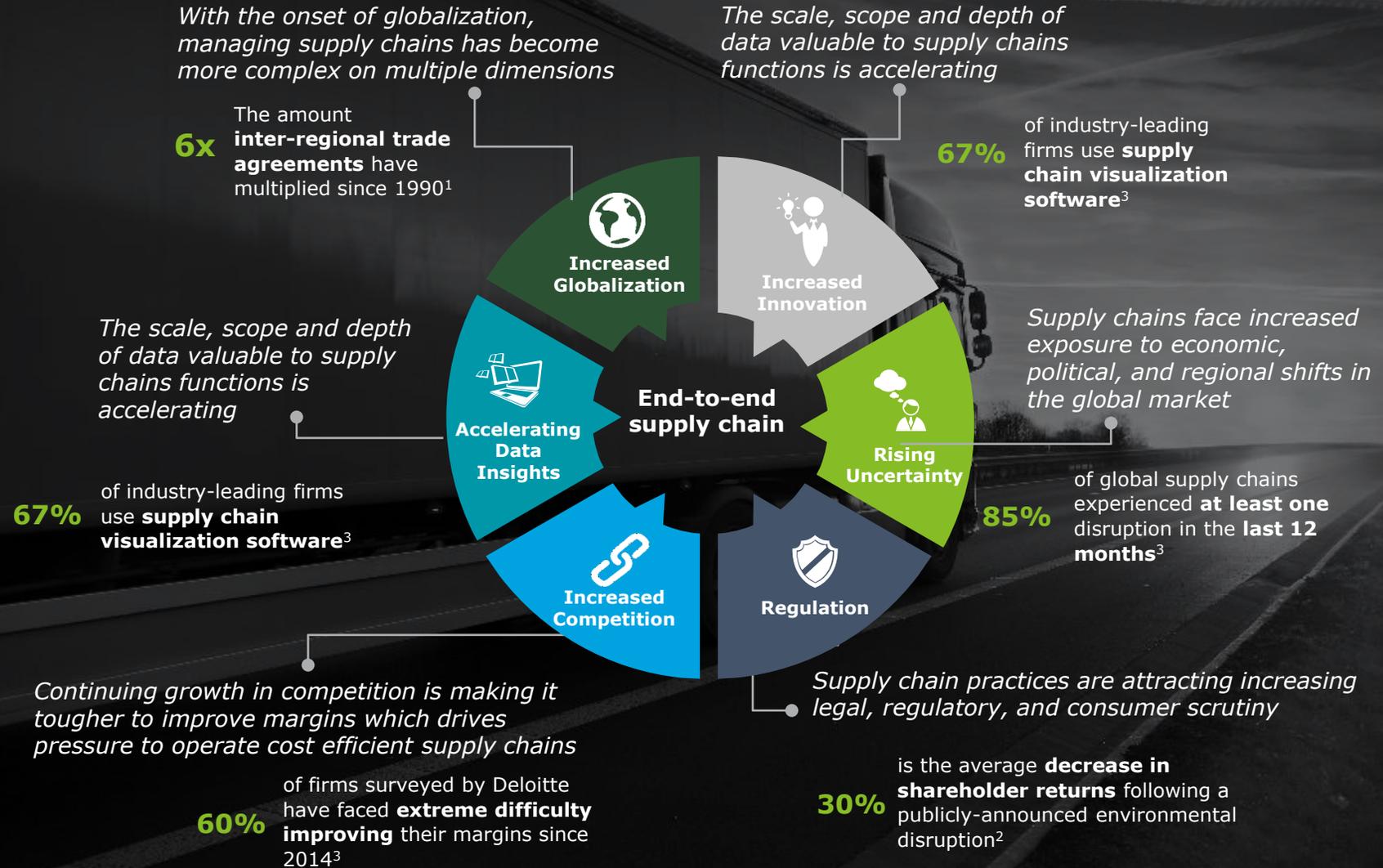
## Which global trends are encouraging organizations to redesign their supply chains in an increasingly complex environment?

### Emerging trends in the logistics & distribution spectrum

Examples of client projects

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Sources: 1) "Supply Chain Resilience", Business Continuity Institute; 2) "An Empirical Analysis of the Effect of Supply Chain Disruptions on Long-Run Stock Price Performance and Equity Risk of the Firm," Production and Operations Management Journal; note: value reflects median results against several benchmarks during disruption year; 3) Deloitte's 2015 Global Supply Chain Survey

## In which directions are future supply chains evolving to face rising complexity, digital challenges, and accommodate for new supply chain objectives?

### Rethinking Supply Chain objectives...

### ... driving the design principles of future supply chains



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Examples of client projects



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#### Service

Competes on meeting customer needs in terms of product quality, specifications, and tailoring product to specific customer needs

#### Speed

Competes on getting product out quickly to customers

#### Agility

Competes on meeting changing needs of the business or customer; can adapt to shifting demand signals

#### Cost

Competes on driving out cost in their supply chain to offer a lower cost product, material, or service

#### Quality

Competes on high-quality; brand is associated with quality and commands a premium for the product, material or service

#### Innovation

Competes on offering best-in-class products or services as a result of cutting-edge R&D

#### Efficient

Cost reduction and speed-to-market are at the top of operational priorities

#### Flexible

Dynamic solutions are needed to react to unique changing demand and supply chain risks

#### Customized

Defining and serving new markets through tailored supply chain solutions

#### Visible

New tools are required to provide real time transparency across the entire supply chain

#### Digital

Traditional linear supply chain nodes are collapsing

#### Global

Supply chains cross global boundaries and require local execution



## How is Deloitte helping its clients to handle complexity, embrace digital opportunities and achieve future objectives?

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How to integrate our network with that of our 2 new acquisitions to benefit from synergies ?

**Oil & Gas Major**

Our transportation service is lacking and we do not meet customer expectations, how can we redefine our transportation strategy?



We feel we are reaching the roof of optimization, how can we redefine our supply chain strategy and vision for the future?



How can we optimize our service by redesign our BeLux network and customer route-to-market?

### Logistics Strategy



Should we remain cooperating with our current LSP or should we transition and can you support the implementation of the LSP transition?



What should our EU distribution network look like and how can we operate a segmented supply chain?

### Physical Networks



We have contracted to parties to design our new warehouse, but how should we define the optimal level of automation and how can we ensure the warehouse design is fit for our future ambitions?



How can we increase visibility and redefine our yard systems and TMS system?



How do we build towards digitized logistics, ready to face future distribution complexity ?

### Digital

## How is Deloitte's supply chain practice organized in order to help organizations rethink their entire end-2-end supply chain?



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**2,600+**  
supply chain practitioners globally

We leverage a breadth of offerings and capabilities to deliver our set of **integrated solutions**



**140+**  
countries in which we provide service



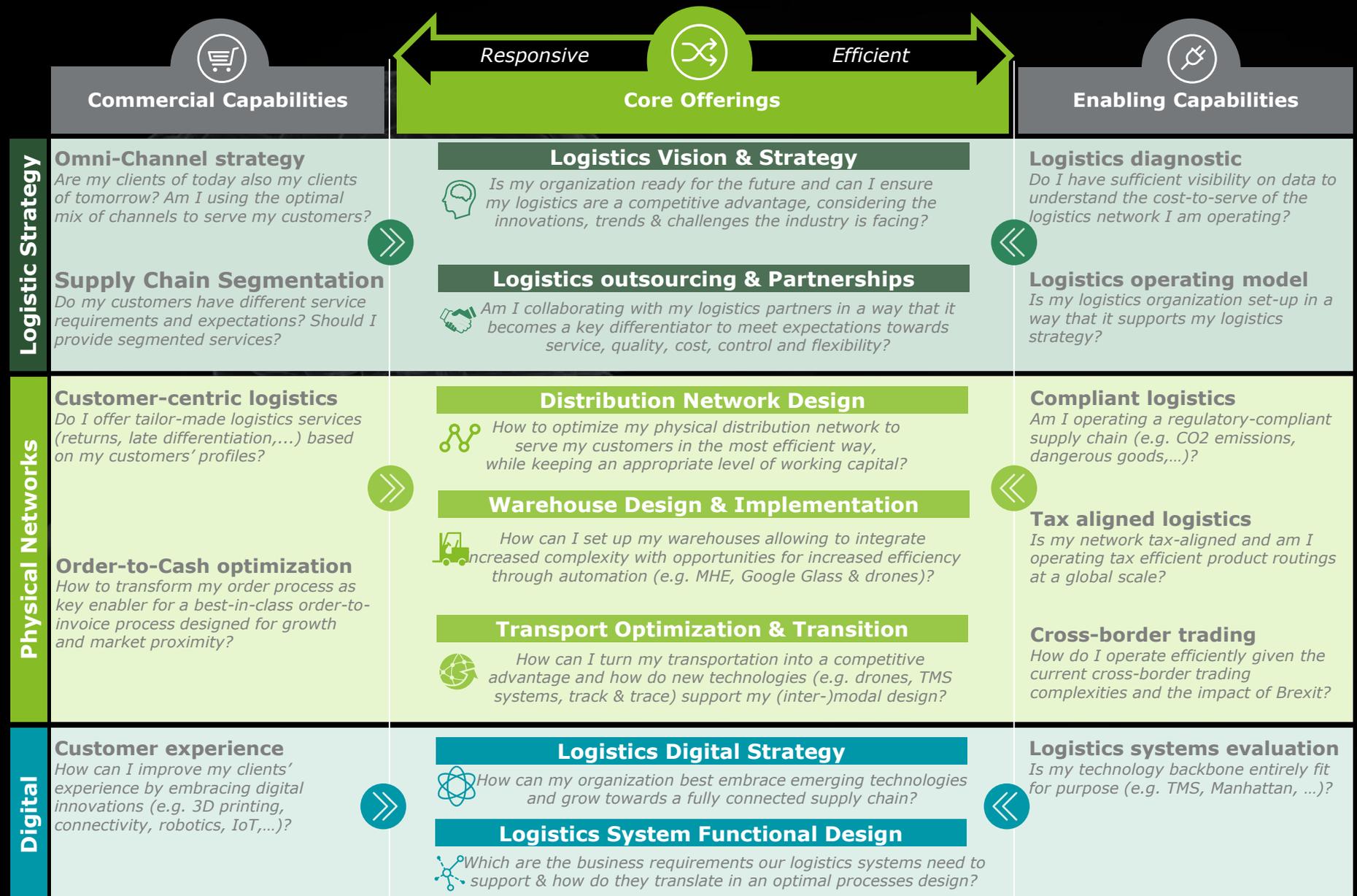
## Our key capabilities and service offerings within Logistics & Distribution

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## What are key success factors that Deloitte is using to deliver project successfully?

Our team combines the best of both worlds: deep analysis skills, industry best practices and in-depth expertise versus collaboration, creativity and the ability to engage:

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- A **multidisciplinary team** with extensive **experience** in different Supply Chain areas combined with experts from our Tax, Legal, and Technology practices
- Ability to **mobilize** various **subject matter experts** besides SC experience such as Tax, Digital, Technology, etc.
- Able to **operationally implement** defined Supply Chain vision
- **Structured approach** knowing how to prioritize and manage a project in order to ensure success

- Experienced team that **works collaboratively** with you and who are able to **challenge** based on their experience to **drive** ambitious yet realistic **targets**
- Broad array of **inspiring interventions** from the Deloitte workshops environment that stimulate a **think-out-of-the-box** environment, enabling participants to think from narrow (obvious) to broad (unexplored)
- **Facilitation skills and tools** that simulate collaborative thinking and accelerated idea generation and prioritization



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## Contacts



### Paul Delesalle

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**BE Supply Chain & Operations Service Line Leader**

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#### Bio summary

Paul is Partner at Deloitte (based in Brussels, Belgium) having served clients mainly in Oil & Gas, Chemicals, Manufacturing and Life Sciences industries.

Paul is 16+ years active in supply chain consulting. He is leading the Supply Chain & Operations service line in EMEA as part of Deloitte's global supply chain practice. Paul assists clients in organizing and managing their end-to-end supply chains to optimize profit, cost, reliability and customer satisfaction – leveraging supply chain as a source of competitive advantage.

Over the last years, Paul's focus has been on program management and Business Transformations, mainly in the areas of Supply Chain and Procurement.

#### Project experiences

- EMEA lead on a Supply Chain Transformation with focus on supply chain planning, logistics & distribution, cost-to-serve
- Transportation Strategy definition and sourcing in automotive
- Program Manager (80 FTE) of a Business Transformation supported by implementation of SAP (61 sites, 2000 end users), scope: finance, controlling, logistics, warehousing, procurement, investment
- Project Manager for an innovative tax-aligned supply chain project in the e-commerce area, enabling cross-continental parcel traffic
- Working Capital / Production Planning improvement projects
- Procurement Lead for a European Procurement Transformation implementing standardized P2P-processes and setup of an AP SSC



### Kevin Overdulve

**BE Logistics & Distribution Leader**  
**BE Consumer Products & Retail Supply Chain Leader**  
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#### Bio summary

Kevin is a Director within the Supply Chain & Operations practice of Deloitte, based in Brussels, and a leader within Deloitte's European Logistics & Distribution (L&D) practice.

He has over 10 years of experience in the L&D space, advising clients on their strategic, tactical and operational questions. He has been involved in network redesign engagements, transport & warehouse (process) optimizations, tendering and transition programs, inventory planning, and reverse logistics. He works across industries, with solid experience in consumer goods as well as production environments (chemicals, pharmaceuticals, manufacturing, automotive).

#### Project experiences

- Global aftersales network design and inter-continental flow optimization project for a leading automotive (OEM) alliance
- Supply chain network design for a FMCG producer in view of the separation of their 2 business segments
- Redesign of the European parcel distribution network (transport, fulfilment, inventory) of a fast growing food distributor
- Warehouse Optimization & Transition program in a complex DIY retailing environment, including process design and go-live support
- European Supply chain network study for major Technology distributor
- Distribution Network Integration after major acquisition in the specialty chemicals industry
- Global supply chain transformation with a focus on warehousing & transportation (business case and process design) at chemical major



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