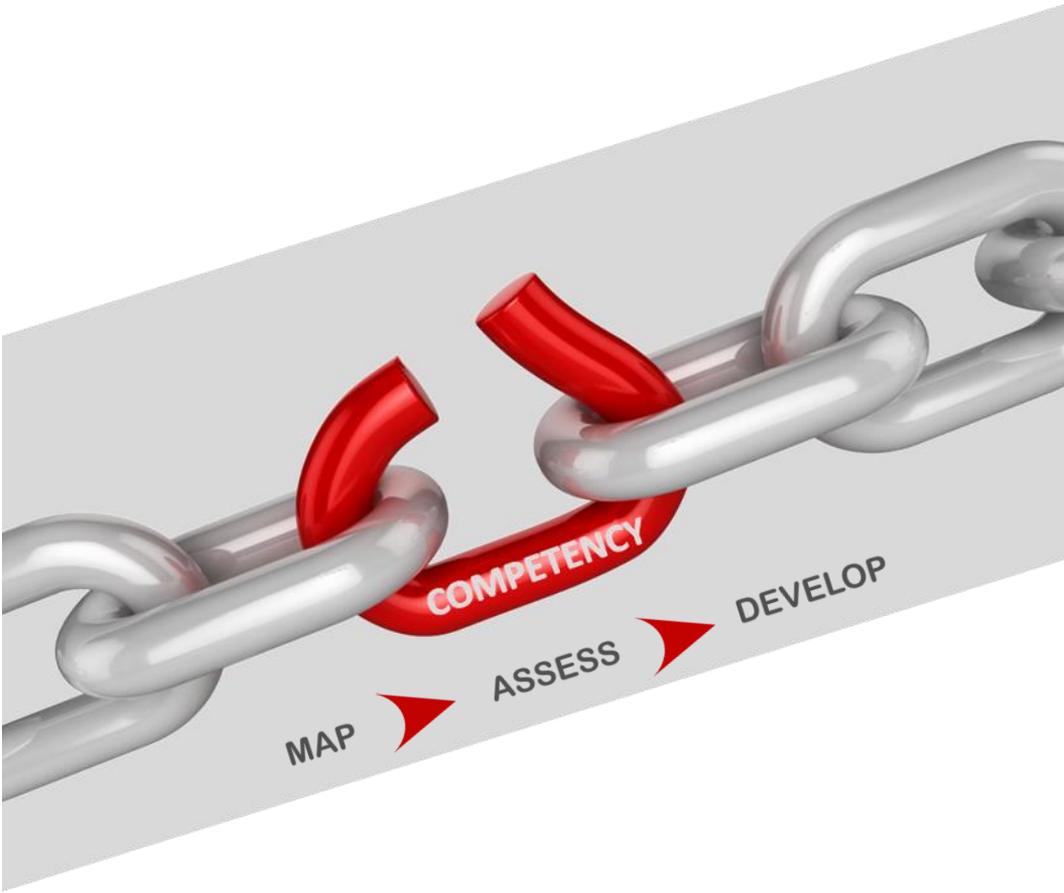




UNLOCKING SUPPLY CHAIN FOR BUSINESS ADVANTAGE



# Supply Chain Training Brochure

# Contents

Introduction.....	1
Programs:	
Supply Chain Systems Thinking.....	2
Masterclass in Supply Chain Planning.....	3
Sales and Operations Planning.....	4
Masterclass in Logistics.....	5
Warehouse Operations Excellence.....	6
Transport Operations Excellence.....	7
Tuning SC for World Class Performance.....	8
Spend Analysis and Strategic Sourcing.....	9
Supply Chain Execution Excellence.....	10
Commercial Acumen for SC Practitioners.....	11
Meet the Trainers.....	12
Use Cases.....	13
What Clients Say.....	14
Contact Details.....	15



## Developing Supply Chain Competencies. Accelerating Careers.

### **Supply Chains compete, not companies**

It is not just a maxim but a proven fact. In today's VUCA (Volatile, Uncertain, Complex, Ambiguous) environment, companies are constantly striving to find ways to become and to stay competitive. However, the competition landscape is changing faster than one can imagine and so are the supply chains. Then why shouldn't the capabilities of people who manage and operate the supply chains? Or else, organizations may run the risk of making their most valuable resource the weakest link in the endeavor for business success.

### Why should you go for our Training Programs?

- Designed and delivered by industry experts
- Aligned to the latest needs and challenges of the industry
- Cover both science (hard skills) and art (soft skills) required to perform jobs efficiently and effectively
- Right blend of theory, simulation, case studies, activities and role plays
- Backed up with pre and post training assessments for measurable outcomes



## Supply Chain Systems Thinking



Systems Thinking is a holistic approach to problem solving that looks at problems not as isolated challenges but rather as part of the larger system in which a function or process operates. Traditional thinking focuses on separating the individual pieces of what is being studied, whereas, systems thinking focuses on understanding how various parts interact with each other and the collective effect they produce overall.

Supply chain is a complex system spread across different functions and organizations. Systems thinking is the foundation of the supply chain discipline, yet it is invisible due to conflicting objectives and lack of alignment – commonly known as ‘silos’. As a result, the decisions made are sub-optimal, solving one part of problem and creating a bigger problem in the other part of the supply chain system. Systems thinking help managers make sense of complex data, make better decisions, manage change and create sustainable value for the business.

### Introduction

This course will provide an in-depth understanding of various systems that exist in end to end supply chain and how these interact with each other. The participants will learn to align all the systems to one common strategy that create value for the business.

### What will you learn?

- Understand why systems thinking is important in supply chain
- Analyze the interplay between various parts of supply chain and with the system as a whole
- Apply systems approach to visualize and analyze supply chains
- Practice tools and techniques for problem solving and decision making in a holistic manner
- Identify risks and opportunities in supply chain using systems thinking

### Who should attend

- Upcoming leaders and decision makers
- Functional heads i.e. Sales, Marketing, Supply Chain, Production, Sourcing, Finance etc.
- Supply Chain planners, Logistics /Customer Service/Procurement Managers

### Pedagogy

The program makes use of online experiential learning simulation (The Fresh Connection) to provide hands-on learning experience. All the sessions are highly interactive, and participants are encouraged to share their experiences and challenges enabling peer to peer learning.

**Many companies conduct this program along with strategy review meets to get the right alignment.**

**THE FRESH CONNECTION**  
the ultimate value chain experience



**Duration: 1 Day**



## Masterclass in Supply Chain Planning

### Introduction

This course focuses on the science behind the supply chain planning, its linkages with the business strategy and processes, balancing stability and responsiveness, collaborative planning, forecasting and replenishments and use of optimization techniques for inventory management & production scheduling.

### Who should attend

- Demand and Supply planners
- Sales and Operations Planning managers & leaders
- Sales, marketing, manufacturing, logistics and procurement professionals who contribute to collaborative planning process



**Duration: 3 Days**

### What will you learn?

- Develop a deeper understanding of the Supply Chain Planning in the business context
- Apply modern tools, techniques and best practices in collaborative Forecasting and Demand Planning
- Develop optimization models to arrive at the optimal levels of production and inventory
- Apply techniques and modern tools for inventory management and reduction
- Use digitization and analytics to take Supply Chain planning to the next level.

### Pedagogy

The program makes use of board games, MS Excel based exercises, case studies and interactive discussions to understand and practice some of the learning in the classroom environment.

The program includes pre and post training assessment for measuring the impact on learning. The participants are encouraged to share their challenges and experiences enabling peer to peer learning.



Supply Chain Planning is the nervous system of any business. It not only helps to sense the changes in the marketplace but also synchronizes the response within the organization.

It is through Supply Chain Planning and detailing, the end to end trade-offs could be balanced and business strategy could be implemented. However, supply chain planning goes beyond demand forecasting and supply planning to integrate all the business processes across multiple organizations e.g. suppliers, suppliers' suppliers, customers and customers' customers. The supply chain planning has matured with evolution of technologies i.e. AI, Big Data, IoT to provide actionable insights, quick responsiveness and dynamic optimization of supply chain.



## Sales and Operations Planning

### Introduction

The objective of S&OP is to bridge the gap between strategy & execution. This course focuses on step by step approach for implementing the S&OP process that makes sense to your business. It will help you in assessing the existing maturity level of S&OP process and laydown a blueprint for taking it to the next level.

### Who should attend

- The program is intended for everyone who contribute or participate in the S&OP process including S&OP Leaders, Sales, Marketing, R&D, Demand & Supply Planners, Manufacturing, Sourcing & Procurement practitioners.
- The program is equally valuable to the business



**Duration: 2 Days**

### What will you learn?

- Understand the role of S&OP in achieving business goals
- Benchmark your S&OP maturity level against leading practices and build a roadmap for future
- Collaborate as teams to apply five-step process, templates and enabling organization & techniques of S&OP
- Learn how to effectively implement and get stakeholders' buy-in
- Understand the reasons and ways to overcome the barriers to moving up the S&OP maturity ladder

### Pedagogy

The program makes use of appropriate blend of concepts and simulation\* to provide one of the best experiential learning. The program includes pre and post training assessment for measuring the impact of the training.

***\*The Fresh Connection is one of leading simulation used by 750 companies across the world.***

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Sales & Operations Planning is now a well-established process for last three decades, yet even today only two out five companies believe that their process is effective. In most of the organizations it is performed like a monthly ritual but doesn't add to real top and bottom line. That is one of the most common reasons why senior leadership lose interest and commitment to the process over a period of time.

According to one of the studies by Gartner, majority of the companies were stuck at the maturity stage 1 or 2 on a scale of 4. The mature companies have transcended from balancing demand and supply to balancing market opportunities to resources, thereby, making S&OP a business process instead of tactical supply chain process. With advancement in technology, it is possible to move from excel based static S&OP process to real time dynamic S&OP as well as analytics-based decision making.



## Masterclass in Logistics Management

### Introduction

This course comprehensively addresses all the aspects of logistics management, starting from strategic alignment, planning, optimization, cost to serve analysis and operations excellence. The participants will get an insight into practical approach for selecting or designing a facility and managing commercial aspects.

### Who should attend

- Logistics / Distribution Centre / Fulfilment Centre/ Transportation/ Inventory managers
- Procurement managers responsible for procuring logistics services
- IT professionals involved in developing technology applications for Logistics



**Duration: 3 Days**

### What will you learn?

- Develop logistics strategy and plan strategic initiatives aligned to the business and supply chain strategy
- Optimize logistics network
- Locate & design a facility using scientific methods as well as practical consideration
- Design & optimize warehouse processes
- Optimize fleet mix and vehicle route planning
- Leverage RFX process to manage logistics spend
- Measure logistics performance & drive operational excellence

### Pedagogy

The program makes use of classroom activities, MS Excel based exercises, case studies and interactive discussions to understand and practice some of the learning in the classroom environment.

The program includes pre and post training assessment for measuring the impact on learning. The participants are encouraged to share their challenges and experiences enabling peer to peer learning.



As the business environment is becoming more challenging and competitive, the logistics is rising to the occasion by becoming more Integrated, Instrumented and Intelligent.

Logistics is no longer a back-office function responsible for moving trucks and storing goods and is increasingly playing a strategic role to provide competitive advantage. Be it drones for delivery or IoT for sensing events and tracking shipments or dynamic routing of vehicles, logistics advancement is all pervasive. At the same time, it is important to have a strong foundation in the principles of logistics management, linking it to overall business and supply chain strategy as well as driving excellence in logistics operations.



## Warehouse Operations Excellence

### Introduction

This program offers a customer-centric approach to design, develop and implement agile operations based on 3P (Process, People and Performance) framework. The program addresses cost efficiencies in the operations by driving out wastes on one hand and planning for desired level of agility on the other hand.

### Who should attend

- Logistics / Distribution Centre / Fulfillment Centre/ Transportation/ Inventory managers
- Procurement managers responsible for procuring logistics services
- IT professionals involved in developing technology applications for Logistics



**Duration: 2 Days**

### What will you learn?

- Apply strategic approach to warehouse footprint, location and customer service policy
- Select appropriate facility, design layout & picking methods to optimize space utilization, handling cost and safety considerations
- Plan, schedule and effectively manage the utilization of resources and assets
- Audit, design and implement lean logistics processes to cut costs and enhance customer service levels
- Measure and improve logistics performance

### Pedagogy

The program makes use of classroom activities, exercises for facility design and cost analysis, case studies and interactive discussions to understand and practice some of the learning.

The program includes pre and post training assessment for measuring the impact on learning. The participants are encouraged to share their challenges and experiences enabling peer to peer learning.



World is Flat, the book written by Thomas Friedman defined 10 “flatteners” that had changed the world completely. The four out of ten flatteners point directly to the changing logistics landscape i.e. Outsourcing, Off-shoring, Supply Chaining and Insourcing. With globalization of markets, the logistics and distribution networks are now far more connected, automated and perform lot many functions beyond storing and moving the products. At the same time, it has thrown a series of challenges to the logistics professionals in balancing costs, responsiveness, risk management and sustainability.

Implementation of GST and consolidation of warehouses, has thrown a whole lot of opportunities for the industry. The focus is shifting from storage of products to maximizing the flow through, minimizing the cycle time and touch points, cutting down the product wastage and maximizing the accuracy of transactions using a combination of process discipline and technology. At the same time designing the facility layout, detailing of the facility infrastructure and safety compliances have a direct impact on warehouse effectiveness.

## Transport Operations Excellence

### Introduction

This program offers a structured approach to streamline transport operations for optimizing delivery speed and operational costs. The program outlines the methodology to assess your current transport operations and improve using framework of transport operations excellence, with a special focus on new technological applications.

### Who should attend

- Logistics / Distribution Centre / Fulfilment Centre/ Transportation/ Inventory managers
- Procurement managers responsible for procuring logistics services
- IT professionals involved in developing technology applications for Logistics



**Duration: 2 Days**

### What will you learn?

- Understand and apply strategic and tactical levers of transport operations planning and execution
- Describe various transport models and select the one most appropriate for the business
- Benchmark current operations against the best practices and develop excellence roadmap
- Follow a structured approach to procure transport and plan, execute and control operations
- Select appropriate technology applications, measure key metrics and improve performance

### Pedagogy

The program makes use of classroom activities, exercises for facility design and cost analysis, case studies and interactive discussions to understand and practice some of the learning.

The program includes pre and post training assessment for measuring the impact on learning. The participants are encouraged to share their challenges and experiences enabling peer to peer learning.



Freight transportation is the largest component of the logistics cost, Good Transport Operations and systems are vital to the success of business. An efficient transport system offering speedy and reliable transport for every stage of the supply chain makes a significant contribution to a profitable and competitive enterprise. Globalization of economy on one hand and increasing customer expectations on the other hand has made the life of transport and fleet managers extremely challenging. Transportation is exposed to multitude of risks & restrictions such as natural disasters, political unrests, strict regulations on emission, city entry timing etc. and therefore meeting expectations on the parameters of cost, responsiveness and service is more difficult than ever.

On the other hand, advancement of technologies e.g. RFID, GPS, IoT, Freight Control Tower, apps for load consolidation for LTLs, e-PODs, optimization of milk runs, and last mile deliveries has opened the doors of new opportunities for the logistics managers to take freight operations to the next level of excellence.



*“What you measure is what you can control; what you control is what you can improve.”*

Supply Chain Performance is the capability of a company to meet the end customer requirement better than competitors at an agreed level of profit. It is an art and science of creating a fine balance between product availability, on time delivery, responsiveness, asset utilization, working capital and various costs. Supply Chain has gained lot of importance in the recent times as the competitive battlefield has shifted from the Sales & Marketing to Supply Chains. Yet few companies understand clearly and pay attention to what it takes to select right indicators, align metrics across supply chain and benchmark with competitors.

It is rarely known fact the large variation in the performance, despite good average performance, is as harmful as the poor average performance. Most of the companies measure average service levels, mean forecasting errors, average inventory levels etc. and pay little attention to minimize the variations across different periods, such as, month-end.



## Tuning SC for World Class Performance

### Introduction

This program helps the supply chain leaders and practitioners to select right metrics, align across supply chain, integrate into supply chain governance and ensure that these are fine-tuned to the business priorities. The program provides an insight into techniques for the performance improvement and collaborating with customers & suppliers in the improvement initiatives.

### Who should attend

- Director, Vice President of Supply Chain or Logistics
- Sourcing and Procurement Managers
- Supply Chain / S&OP Planners
- Logistics Managers and Controllers
- Supply Chain Analysts
- Supply Chain Consultants



**Duration: 2 Days**

### What will you learn?

- Understand the framework of supply chain performance measurement
- Align supply chain metrics with the business strategy and customer value proposition
- Redefine the supply chain boundaries to make measurement more relevant to customers and suppliers
- Select appropriate and relevant KPIs for a business segment
- Apply problem solving techniques to improve supply chain performance

### Pedagogy

The program makes use of appropriate blend of concepts and simulation\* to provide one of the best experiential learning. The program includes pre and post training assessment for measuring the impact of the training.

***\*The Fresh Connection is one of leading simulation used by 750 companies across the world.***

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## Spend Analysis and Strategic Sourcing

### Introduction

This program focuses on two critical pillars of supply management i.e. Spend Analysis and Strategic Sourcing. It adopts a structured approach to analyzing and classifying enterprise spend, analyzing supply markets and laying down the sourcing strategy aligned to the overall business strategy. It provides a structured approach to implement the strategy and supplier collaboration for continuous value addition.

### Who should attend

- Existing and Future CPOs
- Sourcing and Procurement Managers responsible for procuring direct and indirect spend
- Supply Chain Managers
- Finance Managers
- Supply Chain Functional and IT Consultants



**Duration: 2 Days**

### What will you learn?

- Gain insight into enterprise level spend
- Assess opportunities for spend consolidation & rationalization
- Develop sourcing strategy aligned to the business strategy
- Identify supply risks and sustainability issues and integrate into sourcing strategy
- Institute a governance framework to effectively implement the strategy
- Collaborate and manage supplier relationships for continuous improvement and value addition

### Pedagogy

The program makes use of appropriate blend of concepts, videos, exercises and industry use cases. All the sessions are highly interactive, and participants are encouraged to share their experiences and challenges enabling peer to peer learning.

The program includes pre and post training assessment for measuring the impact of the training.



Procurement has evolved from a drab buying function that was single mindedly focused on cost cutting to the one that directly contributes to the business competitive advantage. Procurement today brings on the table the strategic thinking, innovative ideas, supply network management for the desired blend of innovation, cost efficiency and agility. Given the globalization of supply markets, procurement function has an added responsibility of supply risk management and sustainability.

However, few enterprises have a good idea about what they spend, on which products or services, with which suppliers. The inadequate visibility into spend results in ad hoc approach to sourcing and procurement decisions. The right sourcing strategy is driven by the nature of spend, impact on business and supply market analysis, in alignment with the business strategy. It requires an outside-in approach, on the customer side as well as the supply side of the business. The increasing supply risks and emphasis on sustainability and responsible sourcing have made the job of procurement managers even more challenging.

## How to convert your Winning Moves to Success



Supply Chain Execution Excellence is the ability to respond to change, to be agile and flexible within the structured framework and without losing the sight of big picture. However, it has been found that people responsible for execution on the ground remain disconnected to “winning goals and moves” and overwhelmed by “whirlwind” of day to day fire-fighting. The end result is a wide gap between the well thought goals and the actual results. It is a systemic failure or lack of rhythm across supply chain resulting in lack of accountability and finger-pointing.

The execution excellence requires good communication skills, people engagement to the winning goals as well as structured approach to make visible the performance achievement and gaps, leading to cadence of reviews and fixing responsibility for taking actions. The supply chain folks have to depend a lot on the actions of other functions that impacts their performance. Therefore, influencing and persuasion skills also play an important role in making the supply chain execution reliable and timely.



## Supply Chain Execution Excellence

### Introduction

The program on Supply Chain Execution Excellence helps in building a line of sight towards winning goals for everyone responsible for execution. The participants will be able to develop a cadence of aligned processes and accountability that allows timely adjustments to exceptions and prevent blind sightedness to unforeseen risks. The program blends functional as well as behavioral skills to provide holistic learning experience

### Who should attend

The program is intended for the leaders responsible for providing strategic direction as well functional heads responsible for driving supply chain performance & supervisors responsible for handling supply chain execution on the ground.



**Duration: 2 Days**

### What will you learn?

- Set **winning goals** as navigational aid for effective execution
- Develop a **rhythm of planning and execution** cycles across supply chain
- Identify **winning moves** (levers to move rocks) and **leading measures** of success
- Institute **discipline** of process execution and create a **cadence of accountability**
- Learn to effectively communicate and influence people
- Apply techniques for **breakthrough performance improvement**

### Pedagogy

The program makes use of appropriate blend of concepts and simulation\* to provide one of the best experiential learning. The program includes pre and post training assessment for measuring the impact of the training.

*\*The Fresh Connection is one of leading simulation used by 750 companies across the world.*

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## Commercial Acumen for SC Practitioners

### Introduction

The Commercial Acumen program helps the supply chain practitioners to adopt tools for analyzing multi-dimensional information in meaningful way for sound decision making. It also opens avenues to evaluate and present ideas with business and financial impact with confidence and conviction. Commercial acumen also helps the supply chain practitioners to move up the career ladder.

### Who should attend

- Sourcing and Procurement Managers
  - Logistics Managers and Controllers
  - Supply Chain Planners and Analysts
  - Supply Chain Consultants
- This program is beneficial for grooming supply chain talent for decision making roles.



**Duration: 2 Days**

### What will you learn?

- Understand how supply chain impacts the financial performance of a firm
- Develop a working knowledge of financial statements and ratios
- Develop skills for building and analyzing cost structures and models
- Identify and prevent blind spots and risks in commercial decision making
- Learn how to impact profitability by performing cost to serve analysis
- Prepare a business case for the

### Pedagogy

The program makes use of appropriate blend of concepts, exercises and simulation to provide one of the best experiential learning. All the sessions are highly interactive and hands-on with theory component limited to 20% of the entire course duration.

The program includes pre and post training assessment for measuring the impact of the training.



In order for supply chain leaders to be truly effective at their jobs, they need to be aligned with the overall strategy of the organization and have the skills to make the right business decisions in their roles. Commercial acumen combines the business, supply chain and financial thinking to achieve desired business outcomes. Any decision that impacts top and bottom line of a firm or deals with the risks that the firm is exposed to requires commercial acumen.

Supply chain management continuously plays between service, cost and asset utilization and by above definition, requires a strong commercial acumen to make effective decisions. However, few supply chain practitioners possess adequate commercial skills, such as, being able to read financial statements, develop cost models, quantify benefits in financial terms, challenge commercial terms with suppliers and service providers, to name a few.

## Meet Our Trainers



**Ashish Mendiratta** is a seasoned professional specialized in Supply Chain Management. His 25+ years of career includes working with a number of globally renowned and leading Indian organizations like Gillette, Nestle, BILT, Philips and Kohler. In his previous roles Ashish was Director-Supply Chain, Asia Pacific at Kohler and Director-Supply Chain, India & Pakistan at Philips. Ltd. He completed Masters in Industrial Engineering from NITIE in 1989 and holds a Bachelor of Technology degree from IIT Roorkee, 1988.

Over last few years he has been actively engaged in developing Supply Chain Talent and has worked on various assignments with well-known companies, that include Nestle, Nivea, Castrol, Becton Dickinson, Carlsberg, DB Schenker etc. on supply chain competency assessment & development. . He is a certified trainer in the business simulation “The Fresh Connection”. Some of the use case studies could be found [here](#).



**Amardeep Chougale** is an expert in the various facets of Manufacturing, Logistics and Supply Chain Management across varied industry verticals. He has contributed as a strategic partner in Business Strategy, Planning & Execution, Manufacturing, Supply Chain Operation Management, Business Development, Team Leadership, Coaching and Global COE setup. Overall, he has 21+ years industry Experience with DHL, Nokia Mobiles & Colgate Palmolive. He is a B. Tech Chemical from LIT Nagpur & IIFT Alumni. He has been part of several strategic projects dealing with corporate strategy, growth agenda and management partner choices. Result oriented decisive leader with proven success in new market supply chain solution deployment; operational process improvements to drive productivity and optimize costs within end to end supply chain. Expert at establishing operational excellence thereby building cohesive team structures that drive company’s vision for profitable growth. Capable of translating conceptual models into specific growth strategies and executing local & global initiatives.



**Vijay Sati** is a Dynamic thought leader in Strategic Sourcing and Supply Chain. He is a B.Tech (Hons) graduate from IIT Kharagpur and an MBA from The Faculty of Management Studies (FMS). In his career spanning more than 28 years, he has held leadership positions in Procurement and Supply Chain with reputed companies like Whirlpool, Ericsson, Pepsi, HCL Tech, DLF and Hindware.

A believer in Procurement as a frontline Business Function, he has worked relentlessly towards creation of “Strategic Sourcing” teams that delivers in alignment with Business Strategy. He has expertise in “Organizational Profitability Management” and “Change management” and has led many Supply Chain and Sourcing Transformation projects. He combines his vast experience in Operations and Projects along with his diverse experience in sourcing of a variety of products and services to deliver breakthrough savings for organizations.



**Anshu Arora** is an entrepreneur, dedicated to Corporate Training, Open House Programs, Assessment Centres & Experiential-Learning Solutions. With an experience of 16+ Years, Anshu has been implementing the Metamorphosis Philosophy in the Corporate Sector by training, mentoring and assessing all those who form an integral part of any Corporate. She has collaborated on various assignments that involved behavioral skills for supply chain.

An EDGE certified trainer, her training experience has been a result of association with NIS Sparta (Asia’s largest corporate training Organization), Amity Institute of Training & Development (Amity’s Corporate Training division Strategic HR Services and also as a Freelance Trainer. She is a graduate from Delhi University in English Literature.

## Use Cases

### **Client: A German MNC in Personal Care**

The multi-year engagement approach to prepare the supply chain organization for the existing and future challenges was adopted. Starting 2015, conducted series of programs that included Systems Thinking in Supply Chain, Leadership in Execution Excellence, Masterclass in Supply Chain Planning and Masterclass in Logistics Management. The programs combined the simulation, functional and behavioral skills for a holistic learning experience.

### **Client: A Medical Devices and Supplies Company**

Used assessments to identify supply chain competency gaps and developed bespoke training programs. Starting with the Fundamentals of Supply Chain, went on to Supply Chain Planning, Advance Supply Chain Skills and Commercial Acumen for Supply Chain Practitioners. Post each intervention, teams were assigned on-the-job projects to apply the learning. The teams were coached and mentored to successfully deliver the tangible outcomes.

### **Client: A German 3PL Company**

Helped the company to create a blueprint for development of middle level managers for the next level roles in contract logistics. Conducted the training interventions over series of modules covering various competencies e.g. Resource Planning, Facility Layout Planning, Cost & Performance Management, Safety and Workplace management, Communication skills, Inter-personal skills and Advanced MS Excel. Each intervention was for 3-4 days and used the blend of functional and behavioral skills for a holistic learning experience. Post each intervention, the teams were assigned on-the-job project to apply learning. The teams were coached and mentored to successfully deliver the tangible outcomes.

### **Client: A Dutch Consumer Durable Company**

Studied end-to-end process, organization structure, roles and critical inter and intra-functional interfaces. Assessed gaps and prioritized development plan. Developed the intervention “**Collaborate 2 Win**” that included experiential learning using business simulation – The Fresh Connection as well as behavioral intervention for Persuasion and Influencing skills. The group brainstormed to create a blueprint for carrying out improvements at various levels, using the learning from the program.

### **Client: A Swiss Food Company**

Used multiple experiential learning interventions involving business simulation – The Fresh Connection, to promote Systems Thinking and Collaborative Behavior in the organization. The participants represented different functions, apart from supply chain e.g. Finance, Sourcing, Production and Sales.

## What Clients Say

Fantastic program to build value chain and customer first mindset. Cross-functional participation helps teams to appreciate each other's' pain points and realize true benefits of collaboration.

- Head Supply Chain Development, Nestle South Asia Region

Thanks for the great training on Supply Chain/Inventory management. There has been good feedback by the attendees on the delivery and content. Really appreciate your efforts.

- Head Supply Chain, Becton Dickinson

Team had great learning experience. I was checking with them on their experience and they have even better experience on supply chain trade-offs and optimization. Thanks to you for organizing such great sessions.

- Head Supply Chain, Carlsberg India

Participated in 'CSCMP India Supply Chain Challenge'. Although we could not win, but no regrets. Got good learning dosage. Thanks Ashish Mendiratta sir for designing this program."

- Planning head, Avery Dennison

**CONTACT**

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