
Supply Chain Management Excellence Programme

19 – 23 April 2027
Milan





Supply Chain Management Excellence Programme

Ref: 1505_3959 **Date:** 19 – 23 April 2027 **Location:** Milan **Fees:** 5500 GBP

Programme Summary

Synchronising multi-tier operational pipelines with corporate strategy requires robust commercial planning, inventory calibration, and distribution velocity. This one-week executive programme explores integrated business planning, advanced forecasting, manufacturing scheduling, and distribution logistics. Participants examine mathematical safety stock models, network footprint design, and functional scorecards to drive customer order fulfilment while conserving working capital. This professional masterclass is delivered by Mars Training Centre UK.

The Business Case

Organisations struggling with disconnected demand forecasting and production schedules face excessive inventory carrying expenses, frequent stockouts, and delayed order fulfilment cycles. Establishing rigorous operational governance across cross-functional planning tiers lowers operational expenditures, compresses cash-to-cash cycle times, and aligns throughput with strategic enterprise goals.

- **Working Capital Productivity:** Minimises surplus safety stock and obsolete inventory holding costs through precise demand-supply balancing.
- **Fulfilment Velocity:** Improves on-time, in-full order metrics by synchronising factory capacity with verified market requirements.
- **Cost-to-Serve Optimisation:** Lowers total landed costs by systematically auditing transport routing, warehousing utilisation, and conversion expenses.
- **Cross-Functional Alignment:** Harmonises commercial revenue projections with operational master scheduling via structured consensus reviews.

Principles and Evidence Base

- **ASCM SCOR Digital Standard SCOR-DS:** Directs operational diagnostic workflows across orchestrate, plan, order, source, transform, deliver, and return processes.
- **Oliver Wight Integrated Business Planning IBP Model:** Establishes the operational cadence for rolling monthly demand reviews, supply capability reconciliation, and financial integration.
- **APICS Body of Knowledge:** Provides foundational principles for multi-echelon inventory optimisation, capacity requirements planning, and warehouse throughput governance.



Intended Participants

- Operations executives accountable for manufacturing throughput, order distribution, and overall operational budget performance.
- Demand planning specialists and forecasting managers responsible for predictive customer requirement schedules.
- Inventory controllers and distribution managers seeking to rationalise multi-echelon stock allocations.
- Strategic operational advisors driving business transformation and performance turnarounds across manufacturing and retail environments.

The curriculum directly supports professionals overseeing complex multi-site conversion, distribution networks, and enterprise logistics networks.

Learning Outcomes

1. Participants will be able to align operational master schedules with long-term strategic commercial objectives.
2. Participants will be able to implement disciplined Sales and Operations Planning cycles using structured consensus forecasting protocols.
3. Participants will be able to compute multi-echelon safety stock levels balancing service availability targets against inventory carrying costs.
4. Participants will be able to evaluate manufacturing and warehousing network configurations to minimise total landed cost-to-serve.
5. Participants will be able to design actionable operational performance dashboards based on recognised process reference metrics.
6. Participants will be able to structure digital transformation business cases for integrated enterprise logistics systems.

Programme Structure

Day 1: Strategic Alignment and Operating Model Architecture

How do organisations design their operating footprint to match corporate competitive positioning?

- SCOR-DS Process Architecture and Core Metrics
- Decoupling Points and Order Penetration Strategies
- Total Landed Cost Evaluation and Network Trade-offs
- Operating Model Archetypes: Efficiency versus Responsiveness
- Governance Frameworks for Cross-Functional Integration

Day 2: Advanced Demand Forecasting and S&OP Discipline

How are volatile customer order patterns converted into reliable baseline schedules?



- Quantitative Demand Profiling and Time-Series Decomposition
- Forecast Error Metrics: Tracking Signals, MAD, and WAPE
- Five-Stage Integrated Business Planning IBP Implementation
- Demand Consensus Meetings and Unconstrained Planning Protocols
- Collaborative Planning, Forecasting, and Replenishment CPFR

Day 3: Multi-Echelon Inventory Strategy and Working Capital Calibration

How can working capital commitments be reduced without degrading customer service level commitments?

- Deterministic and Stochastic Safety Stock Calculation Models
- ABC-XYZ Stratification and Differentiated Replenishment Rules
- Economic Order Quantity and Dynamic Lot-Sizing Logic
- Bullwhip Effect Mitigation through Information Transparency
- Cash-to-Cash Cycle Time Diagnosis and Reduction Methods

Day 4: Production Scheduling and Network Fulfilment Architecture

How are manufacturing capacity limits and distribution pathways synchronised with market pull?

- Rough-Cut Capacity Planning and Master Production Scheduling
- Theory of Constraints and Bottleneck Buffer Governance
- Distribution Requirements Planning and Multi-Node Routing
- Cross-Docking, Warehousing Density, and Order Picking Logic
- Reverse Logistics Pipelines and Circular Economy Integration

Day 5: Performance Analytics, Digital Enablement, and Capstone Delivery

How do operational leaders leverage digital tools and metric hierarchies to sustain high performance?

- Key Performance Indicator Cascades and Scorecard Governance
- Control Tower Architecture and Real-Time Event Tracking
- Automation and Predictive Analytics in Replenishment Workflows
- Business Case Formulation for Enterprise Technology Investments
- Capstone Operational Improvement Plan Presentation

Methodology

The programme employs an intensive practical workshop framework blending interactive lectures, diagnostic evaluation tools, and operational case scenarios. Participants apply statistical forecasting methods and safety stock formulas to real-world operational datasets, testing trade-offs between working capital and service availability.



- Suggested activity: Performing an ABC-XYZ inventory segmentation audit on a multi-item dataset to identify surplus stock reserves.
- Suggested activity: Facilitating a simulated monthly S&OP reconciliation meeting to resolve demand-capacity variances under financial constraints.
- Suggested activity: Designing an operational KPI scorecard balancing order fill rate against logistics cost-to-serve metrics.

Capstone Output

Each participant formulates an operational improvement blueprint addressing demand reconciliation, inventory rebalancing, or distribution optimisation within their own business context. This deliverable serves as an actionable framework that delegates can implement immediately to standardise operational review cadences and improve working capital performance.

Frequently Asked Questions

What analytical frameworks are taught during the sessions?

The curriculum references the ASCM SCOR-DS framework, Oliver Wight IBP principles, and practical statistical methods for demand forecasting and inventory calibration.

Is this programme focused on software demonstration?

No. The course concentrates on operational logic, decision frameworks, and quantitative methods that apply across enterprise resource planning and advanced planning software suites.

How does this programme differ from operational risk training?

This masterclass concentrates on core operational execution, demand-supply balance, working capital efficiency, and fulfilment velocity rather than crisis management and business continuity auditing.

Can participants apply their own organisation data to the exercises?

Yes. Delegates are encouraged to reference non-confidential operational metrics from their operating environments during workshop sessions and the capstone project development.