

12-15 JUNE 2022

44<sup>th</sup> ANNUAL CONFERENCE

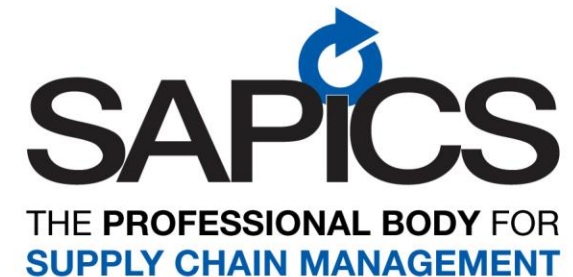


**PURPOSE DRIVEN SUPPLY CHAINS**

.....  
CENTURY CITY  
CONFERENCE CENTRE  
CAPE TOWN, **SOUTH AFRICA**

## Using SCOR Supply Chain Practices to achieve Global Excellence: A Case Study

Prasheen Maharaj – CEO Sandock Austral  
Jolanda Pretorius – CEO End2end Supply Chain



# Is a hole-in-one luck or skill?

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**“The more I practice,  
the luckier I get.”**

**- Gary Player -**

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# Our Winning Formula:

**INNOVATION =**

**CONSULTATION ( CHANGE MANAGEMENT + SKILLS DEVELOPMENT <sup>2</sup> )**

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## PREMIUM CONSULTING

IDENTIFYING BUSINESS AND PEOPLE IMPROVEMENTS, IMPLEMENTING CHANGE AND ENSURE SUSTAINABLE EMBEDMENT AND MEASURABLE ROI:

- Create and align supply chain **changes, strategy, and transformation** requirements with your customer's and executive teams' expectations
- **Ensure measurable results** for sustainability and resilience.
- Utilise **industry best practices** and frameworks. In particular **ASCM SCOR model**.



## CHANGE MANAGEMENT

BUILD CHANGE NETWORK AND CAPABILITY TO ENSURE RESILIENCE AND FACILITATE TRANSFORMATION JOURNEY AND CHANGE ADOPTION

- Change is good and it must be **supported** to ensure your success.
- It is essential to adopt a best practice approach with regards to **managing resistance and supporting** transformations.
- Ensure **experts support in facilitating** the adoption of the change in your environment.
- **Personal resilience** is key to unleashing talent in teams, we have a unique offering to support you.



## SKILLS DEVELOPMENT

UNLEASH LATENT TALENT AND BUILD PERSONAL DEVELOPMENT AND CAREER PATH GROWTH

- A end-to-end **holistic approach** to skills development.
- **360° learning** experience and make extensive use of **simulations**, enabling individuals to have the ability to directly apply the concepts and topics learned in a practical manner.
- Training and education to all skill levels from **basic to expert levels**.
- **Extensive soft skills training**,
- **Online learning platform**

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# What made the journey unique?



## Passionate Experts

We are thought leaders in the industry and pathfinders. Cultivating the best fit-for-purpose solutions for our clients



## Fresh Eyes

We provide an independent perspective of your As-Is realities and facilitate best practice gap closure approaches



## One Stop

We offer integrated one-stop end-2-end supply chain solutions spanning Planning, Procurement, Logistics, Enablement, Change Management and People Development



## Sustainability

We focus our innovative approach on short and long-term viability and enable future relevance and market growth creating environmental consciousness.



## Customised

We deliver customised in-house service offerings to ensure optimised application and enhanced relevance to your business. Regardless of the size of your organisation we are flexible to scale our exclusive offerings.



## Accredited

We offer local and international prestige partnerships and accredited standards, to ensure relevant competence.



## Practical

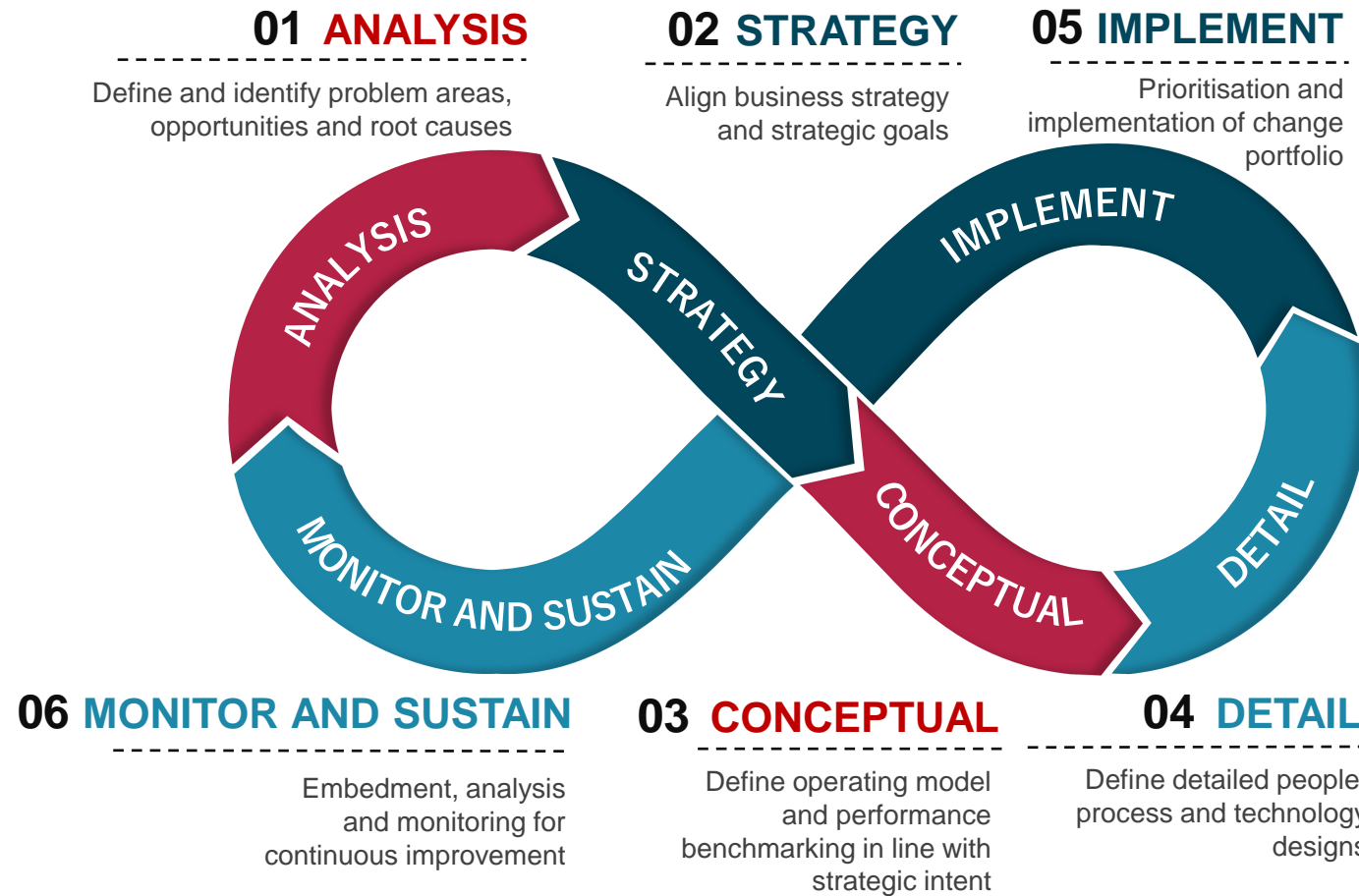
Our expert team has hands-on working experience in all subject areas they engage with. This guarantee a rare skill set with deeper understanding of practical application, knowledge and insights.



## ROI

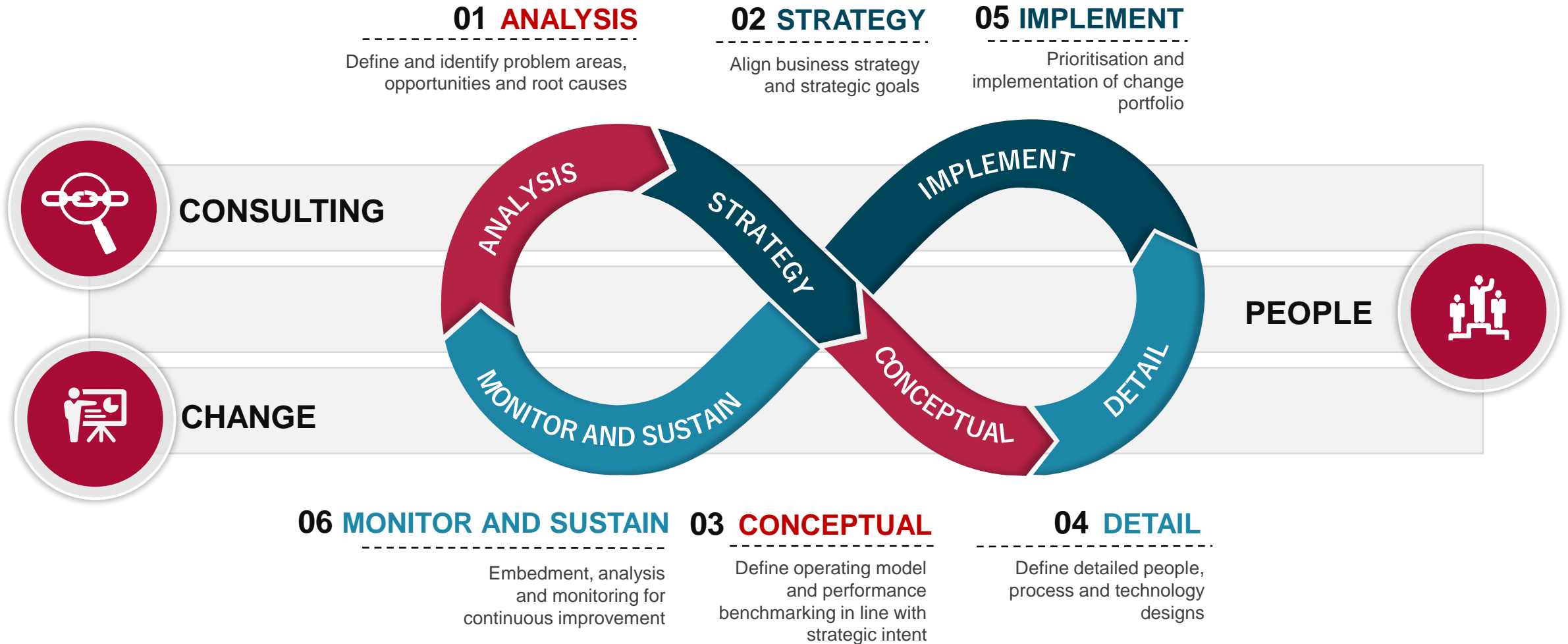
We base our success on the return on investment you achieve and endeavour to quantify the impact of our joint success.

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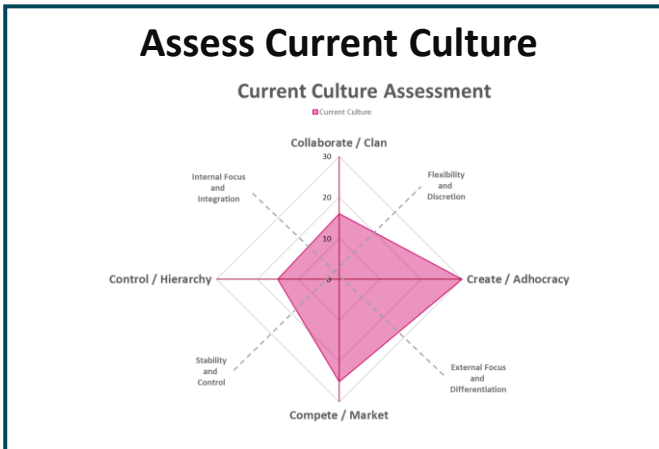
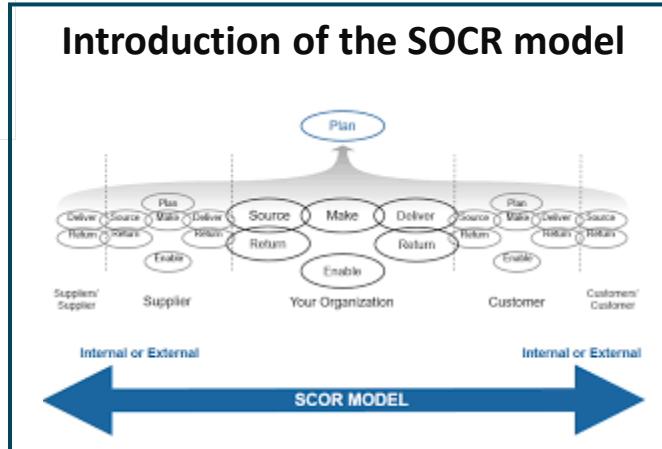
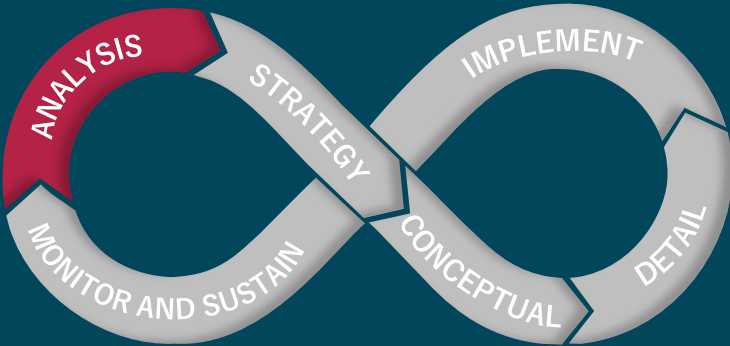
# Our Winning Formula:



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# Our Approach

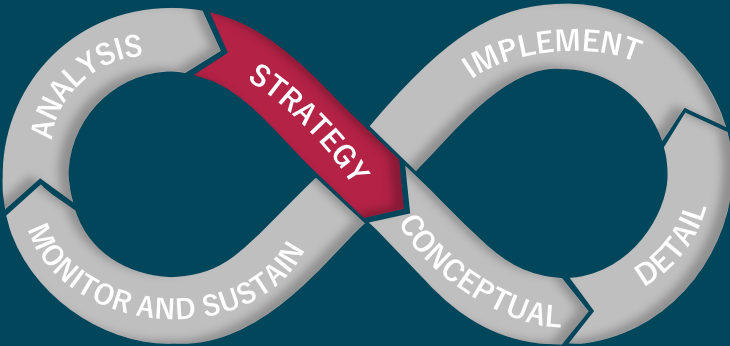


#### TYPICAL DURATION:

- 1-day Supply Chain Simulation

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# Our Approach



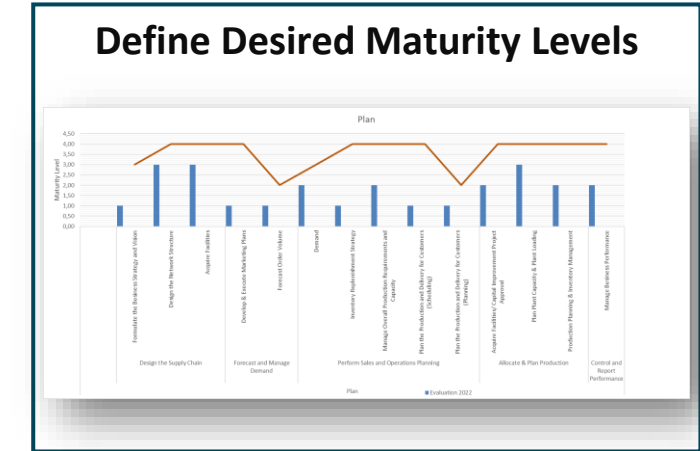
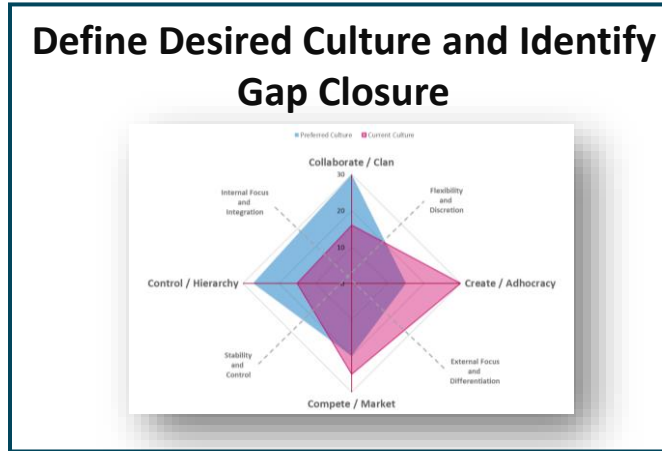
## TYPICAL DURATION:

- 1-day Supply Chain Strategy Development



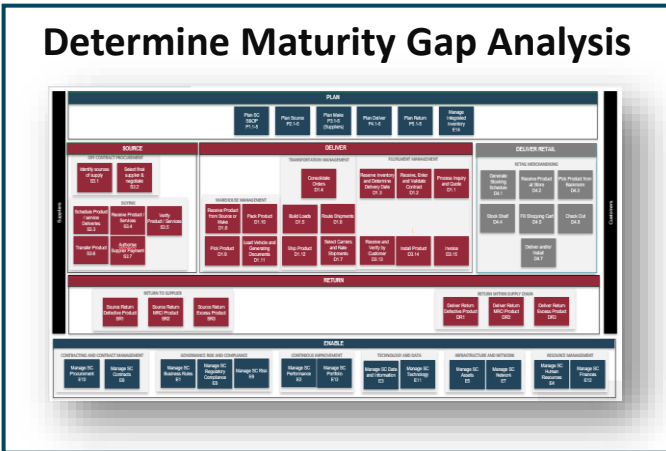
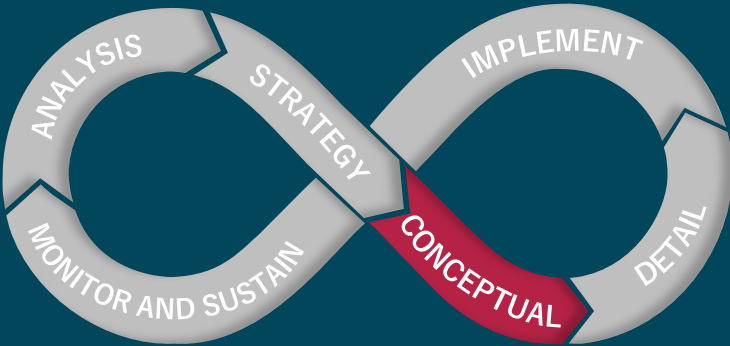
### Define Supply Chains

Products	Channels										
	Export	Energy FCJ	ETU	CD	DC	ICC	SADAT	Direct	SCP	Drop	Cost
Groceries	x	x			x	x	x				x
Health & Beauty	x	x	x	x	x	x	x				
SAB											
Liquor	x					x	x	x			
Cigarettes						x					
Hazardous											
Coke											
Magazines											
Bakery	x			x	x						
Bakery	x			x	x						
Produce	x			x	x						
HMR	x			x	x						
Frozen	x			x	x						
Chills	x			x	x						
Returns:											
Oil											
Sugar											
Rice											
Flower											



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# Our Approach

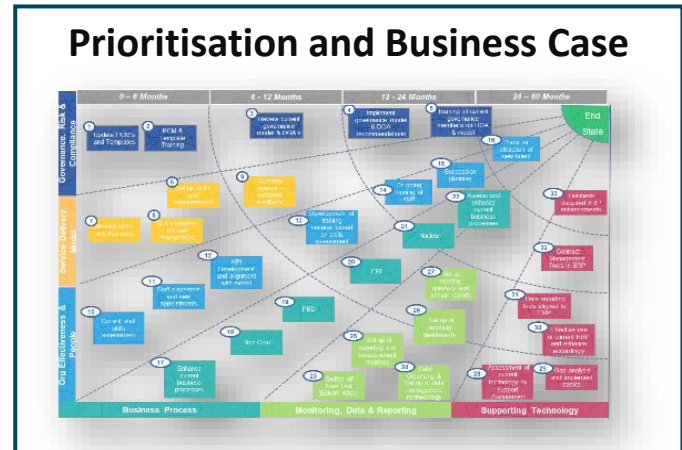
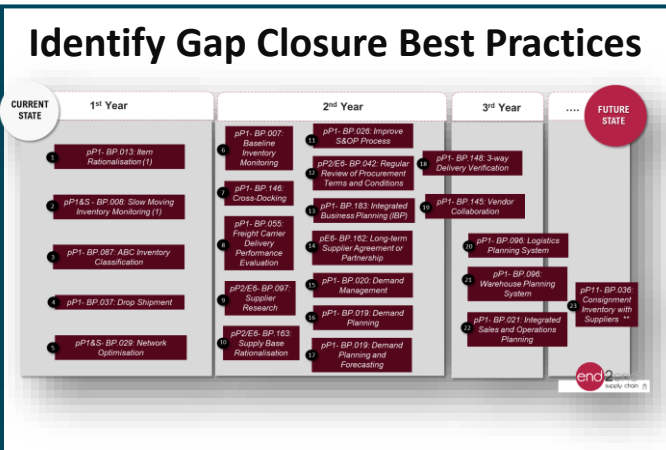


### Determine Maturity Gap Analysis

Attribute	Strategy	Below Average	Average	Above Average	Supplier
Reliability (RL)	Consistently getting the orders right, product meets quality requirements	1st AS-IS			TO-BE
Responsiveness (RS)	The consistent speed of providing products/ services to customers	2nd AS-IS			TO-BE
Agility (AG)	The ability to respond to changes in the market (external influences)				
Cost (CC)	The cost associated with managing and operating the supply chain				
Assets (AM)	The effectiveness in managing the supply chain's assets in support of fulfillment				

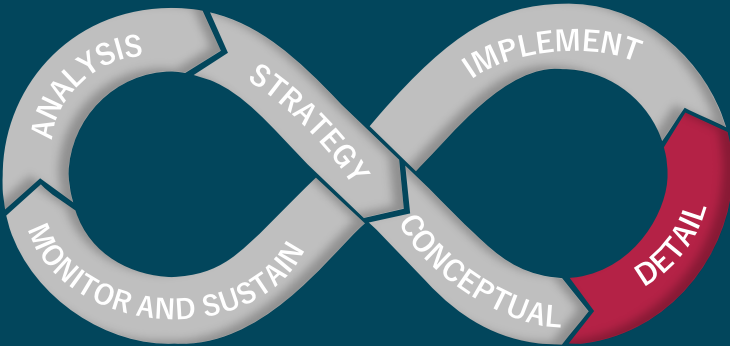
## TYPICAL DURATION:

- 1-day Supply Chain Conceptual Design



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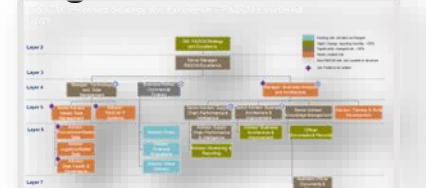
# Our Approach



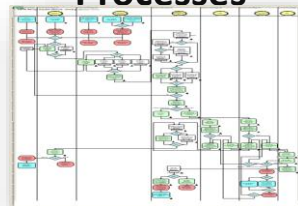
## Define Detail Operating Model



## Define Detail Organisation Structure



## Define Detail Business Processes



## Define Job Descriptions

## Define Policies

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## Assess Competencies

Competency Profile: Administrator Overland Experts (Updated)	Yes	No	Partial	Not Assessed
4.1 Customer-Oriented Culture				
4.1.1 Developing/Review Full-Broad Strategy				
4.1.2 Order Processing Management				
4.2 Facilities Management				
4.2.1 Facility Design & Layout				
4.2.2 Maintenance of Facilities/Outfitting				
4.2.3 Facilities Operational Management				
4.3 Transport Management				
4.3.1 Risk Logistics Management				
4.3.2 Road Risk - Logistics Management				
4.3.3 Marine Logistics				
4.3.4 Fuel Pipeline Logistics				
4.3.5 Air Pipeline Logistics				
4.3.6 Rail Logistics				
4.3.7 Inland Logistics Management				
4.3.8 Inland and Export Logistics				
4.3.9 International Logistics Business				
4.3.10 Transportation of Transport Subcontracting				
4.3.11 Fleet Management				
4.3.12 Transport Operations Management				
4.3.13 Logistics Security/Customs/Trade Documentation, Risk and Compliance				
4.4 Supply Chain Development				
4.4.1 Different Supply Chain Models				

## Performance Contracts



## Identify Training



## Define Integrated Repository

### SUPPLY CHAIN MANAGEMENT

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Last updated: Sep 06, 2021 by Liesl Pescivolo • 4 min read

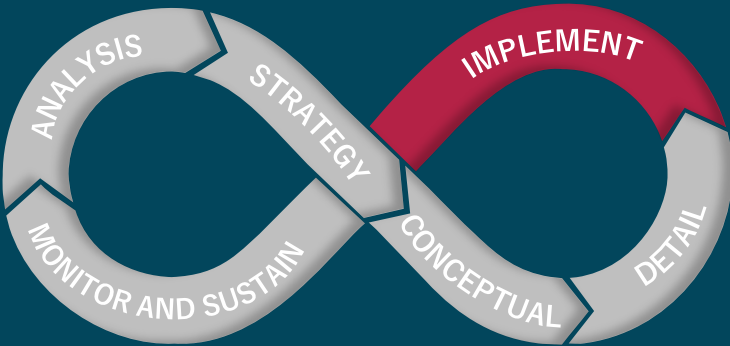
- VISION
- STRATEGY
  - OVERALL STRATEGY
  - FINANCIAL STRATEGY
  - CUSTOMER (S&M) STRATEGY
  - OPERATIONS (IPs) STRATEGY
  - PEOPLE (L&G) STRATEGY
- SUPPLY CHAIN POLICY
- VALUE CHAIN
- BUSINESS UNIT INTEGRATION
- BUSINESS PROCESSES
  - Business Processes Sign-Off
  - Supply Chain Strategy
    - Supply Chain Strategic Processes
    - Provide Alignment for Supply Chain Attainment
    - Oversee Supply Chain Innovation
    - Standardise Supply Chain Processes
    - Oversee Supply Chain Roadmap
  - Supply Chain Planning
    - Manage Supply Chain Integration
      - Supply Chain Planning Confirmed Order
      - Supply Chain Planning Quotation Ship Build
      - Supply Chain Planning Quotation Ship Repair
  - Logistics (Warehouse and Transportation)

### TYPICAL DURATION:

- Dependant on organisational realities

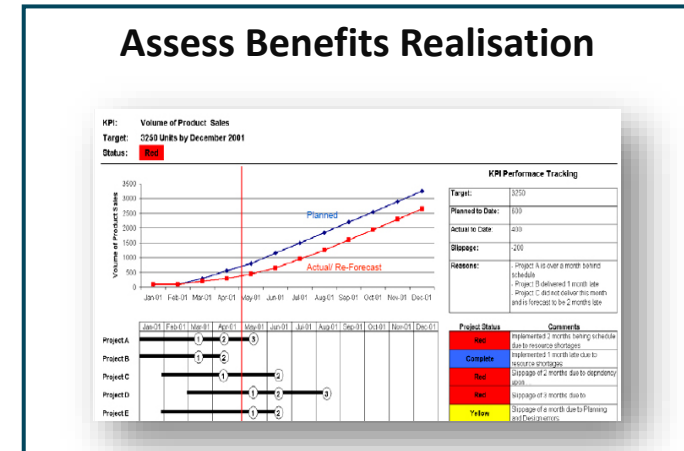
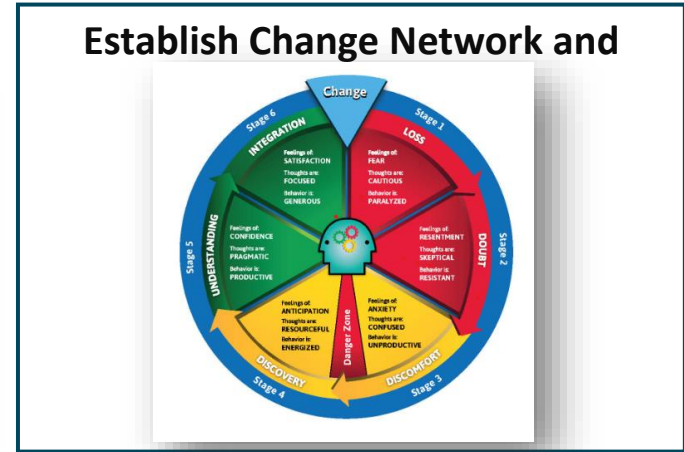
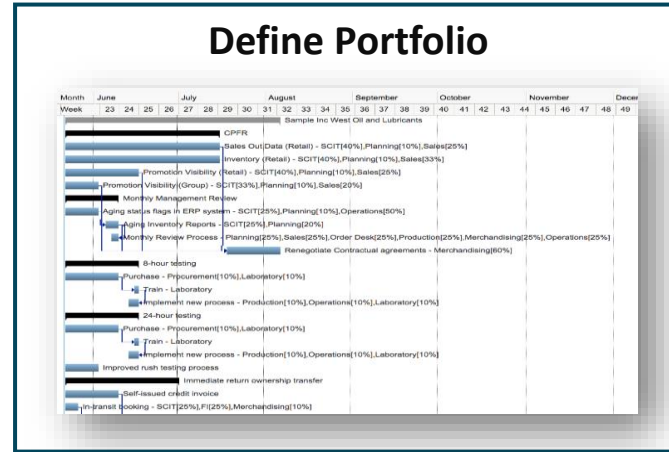
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# Our Approach



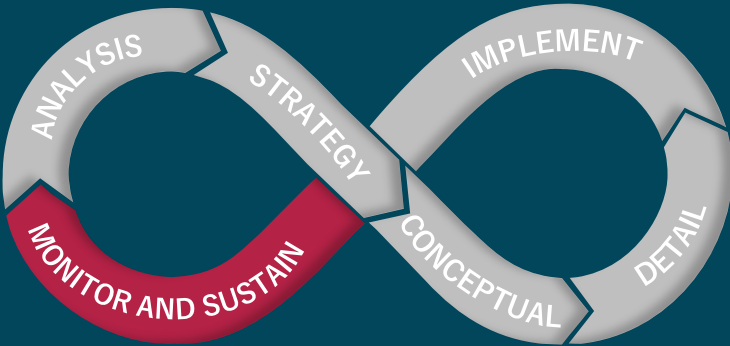
## TYPICAL DURATION:

- Dependant on organisational realities



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# Our Approach



**TYPICAL DURATION:**

- Dependant on organisational realities

### Performance Management

### Ideation and Innovation

### KPI Reporting and Business Intelligence

### Measure culture and employee engagement levels

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# Join us: SCOR™ Version 14 Launch

end2end  
supply chain academy

# SCOR

SUPPLY CHAIN OPERATIONS REFERENCE MODEL

**Friday – 7 October 2022**

14:00 – 18:00

**Venue**

DaVinci Hotel | Sandton | Gauteng | South Africa

End2end Supply Chain Academy is thrilled to invite you to the ASCM SCOR V14 Launch in South Africa. This premier event is for supply chain thought leaders who want to understand the latest best practices, new perspectives, and countless ways to unleash latent talent in your organization and people.

The SCOR model will be released with significant enhancements, and we will share the updates and exciting new concepts the model will have.

Do not miss out and book your seat, ASAP. We will only be able to accommodate a limited number of individuals who make use of this free registration.



**Jolanda Pretorius**

CEO: End2end Supply Chain  
Consulting and Academy

**Website - [end2endsc.co.za](http://end2endsc.co.za) | Contact – [info@end2endsc.co.za](mailto:info@end2endsc.co.za) 083 460 1175**

**Book your seat with code #end2endscor and you will receive a free booking**

*Do not miss out on the latest happening in the supply chain management industry!*

THE LEADING EVENT IN AFRICA FOR SUPPLY CHAIN MANAGEMENT

**SAPICS**  
THE PROFESSIONAL BODY FOR  
SUPPLY CHAIN MANAGEMENT

# Who we are: Sandock Austral



*PORTS | MARINE TRANSPORT | DEFENSE | ENERGY*



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THE LEADING EVENT IN AFRICA **FOR SUPPLY CHAIN MANAGEMENT**



## **Our Vision**

Building the African Marine Legacy

## **Our Values**

Our culture is driven by respect, integrity, fairness and inclusivity and our performance is marked by striving for best practice Safety standards, Perseverance, Excellence, Achievement and Equitable Rewards.

## **Our Mission**

We will realise our vision by delivering high quality products and services through efficient, effective systems, processes and our talented workforce whilst adhering to the highest standards of corporate citizenship & governance in all that we do.

# Sandock Austral: Products and Services



## NAVAL

SPECIFIC NAVAL MAINTENANCE SERVICES UNDER TAKEN BY SANDOCK AUSTRAL SHIP YARDS INCLUDE:

- Hull and Associated Structures
- Propulsion and Integrated Propulsion Management
- Systems Electrical and Electronic Support Systems
- Manoeuvring and Navigating Systems
- Auxiliary, Accommodation and Emergency Systems
- Outfitting
- Materials and Welding of Exotic Materials



## SHIP BUILDING

SANDOCK AUSTRAL SHIP YARDS OFFERS THE FOLLOWING CAPABILITY AND CERTIFIC ACTIONS:

- Building of Vessels up to 120m in Length
- Fabrication of Marine Structures
- Full Turnkey Engineering Solutions and Vessel Support Solutions
- Licenced Manufacturer of Voith Schneider Tugs
- ISO 9001 :2015 Facility - Vessels Constructed to European Shipbuilding
- Standards Proudly South African BBBEE Contributor



## SHIP REPAIR

SANDOCK AUSTRAL SHIP YARDS IS AMONG THE LEADING SHIP REPAIR COMPANIES IN SOUTHERN AFRICA.

- Steel Renewals & Repairs
- Blasting & Painting Services
- Pipeline Renewals & Repairs
- Mechanical Works
- Propulsion
- Systems Electrical & Instrumentation Services
- Machining Services
- Tank Cleaning



## ENERGY

INDUSTRIALIZATION OF CUTTING-EDGE ENERGY SOLUTIONS AND ALLOW FOR INTEGRATION AND COORDINATION WITHIN THE INDUSTRY.

- Provide bespoke energy solutions
- We do this by, conducting research and development for IPP, commercial and industrial customers
- Delivering energy solutions through renewable and legacy energy project development
- Maintenance and operations with energy and carbon credits trading to our target markets. With the current challenges countries face to limit global warming.



## DEFENCE

DEVELOPMENT AND INDUSTRIALIZATION OF CUTTING-EDGE INTELLECTUAL PROPERTY DEFENSE AND COMMERCIAL TECHNOLOGY COMPANY.

- Our vision is to provide Marine, Defense, Aerospace Technology, Engineering and Project Management Solutions in a manner that leads to shared prosperity and equality leading to global peace and stability.
- We realize our vision by delivering high-quality products and services through efficient, effective systems, processes, and our talented workforce whilst adhering to the highest standards of corporate citizenship and governance.

# Our Journey

## 1 - Strategic Planning Session - 2019

- Low profitability
- Losing bids
- Not globally competitive

START

2019

1

Strategic Planning

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# Our Journey

## 1 - Strategic Planning Session - 2019



2019

1

Strategic Planning

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# Our Journey

## 2 – Identify Supply Chain Partner



2 Identify Partner

1 Strategic Planning

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# Our Journey

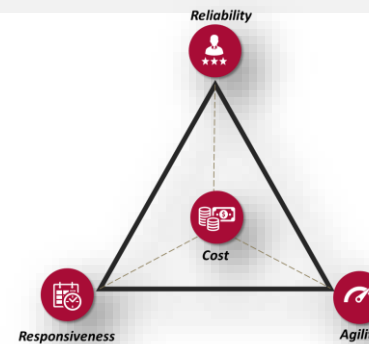
- 1 Strategic Planning
- 2 Identify Partner
- 3 SC Simulation and SCOR Introduction

## 3 – Supply Chain Simulation and Introduction to SCOR

### Simulation



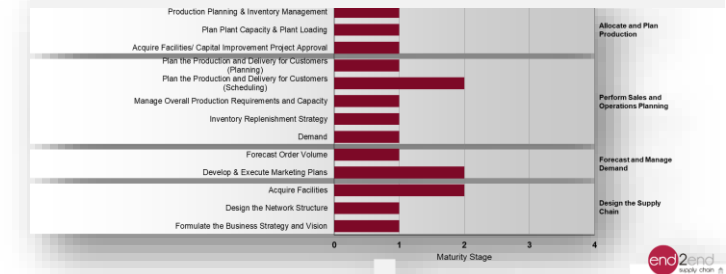
### Define Supply Chain Strategies and Goals



### Rationalise Supply Chains

Products	Customers									
	African Ports	Small Fleet	International Ferry	Security	Commercial Vessel	Oil and Gas	Shipyards	Construction	Mining and	
Tugs	C				C					
Work Boats	C				R	R				
Patrol Vehicles			C	R						
OEM	A	A	A	A	A	A	A	A	A	A
ETI							C			
MRO	C	C	A	A	A	R				
OEM – New Ships	R	R	R	R	R	R	R	R	R	R
Military Vessels				R						
Ferries			C		C					
Barges	C				C			C		
Modular							C			
Medium / Heavy Engineering	R					R				C
Mission Systems Integration			R	R	R	R				

### Analysis of process maturity and gaps



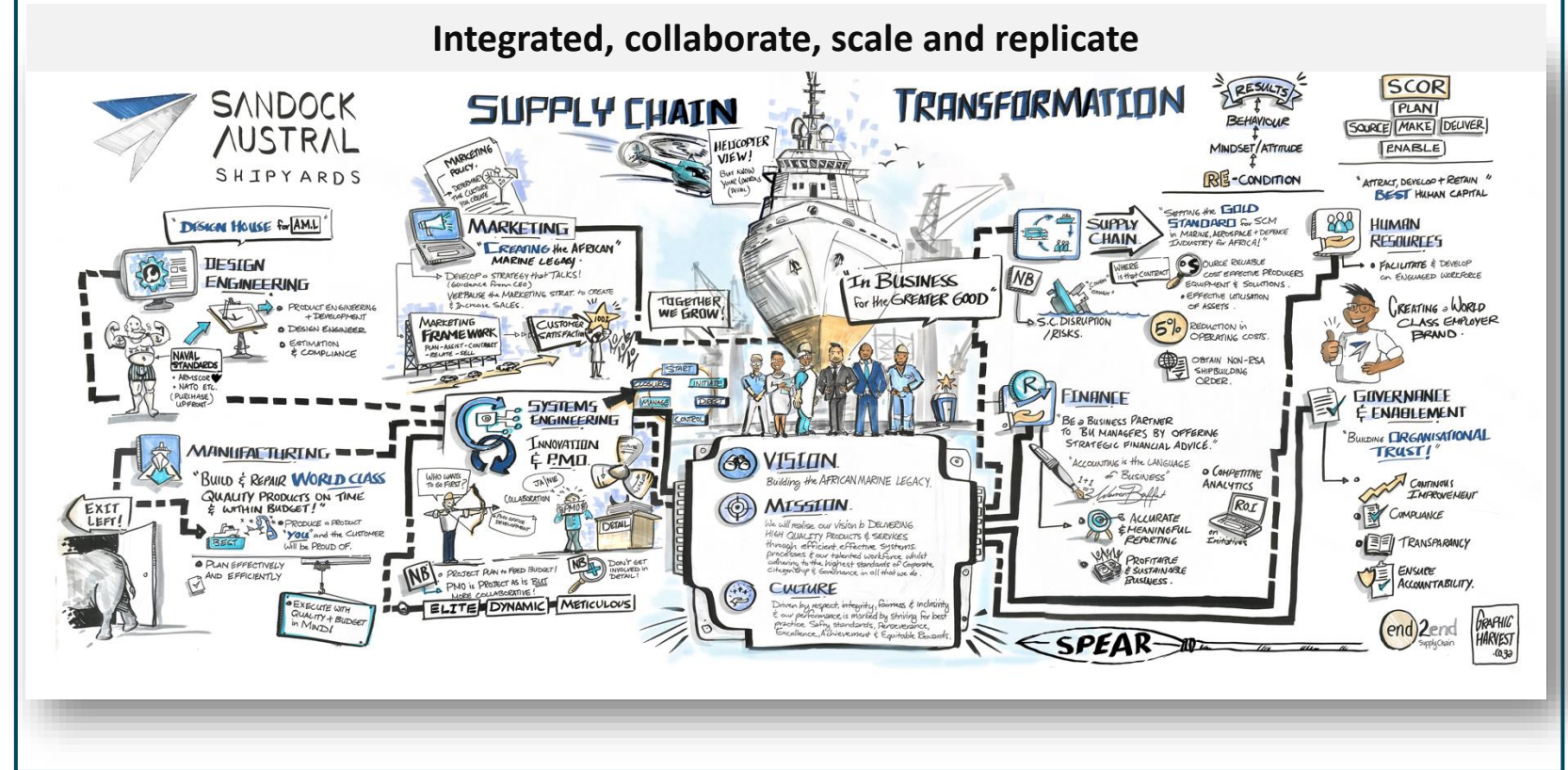
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# Our Journey

- 1 Strategic Planning
- 2 Identify Partner
- 3 SC Simulation and SCOR Introduction
- 4 Define Operating Model

## 4 –Defined new Operating Model

Integrated, collaborate, scale and replicate

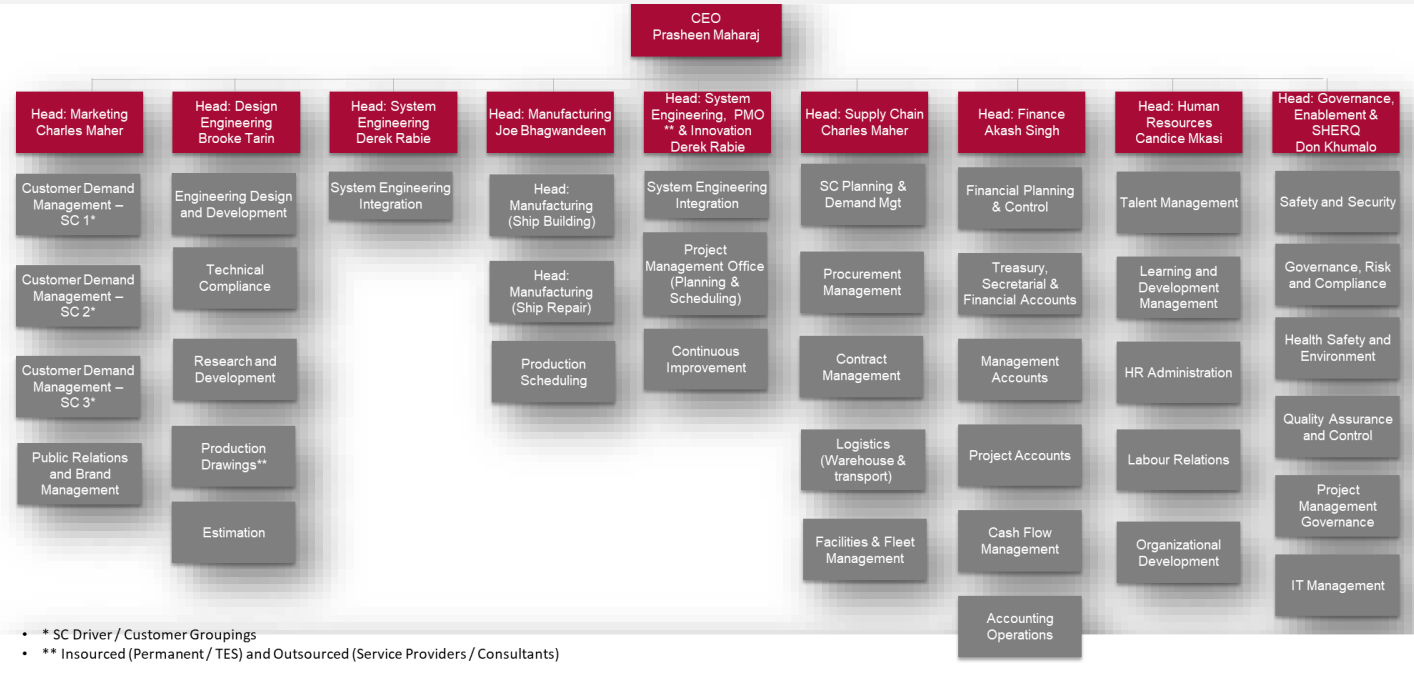


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# Our Journey

## 5 –Alignment of Organisational Structure to Process Design

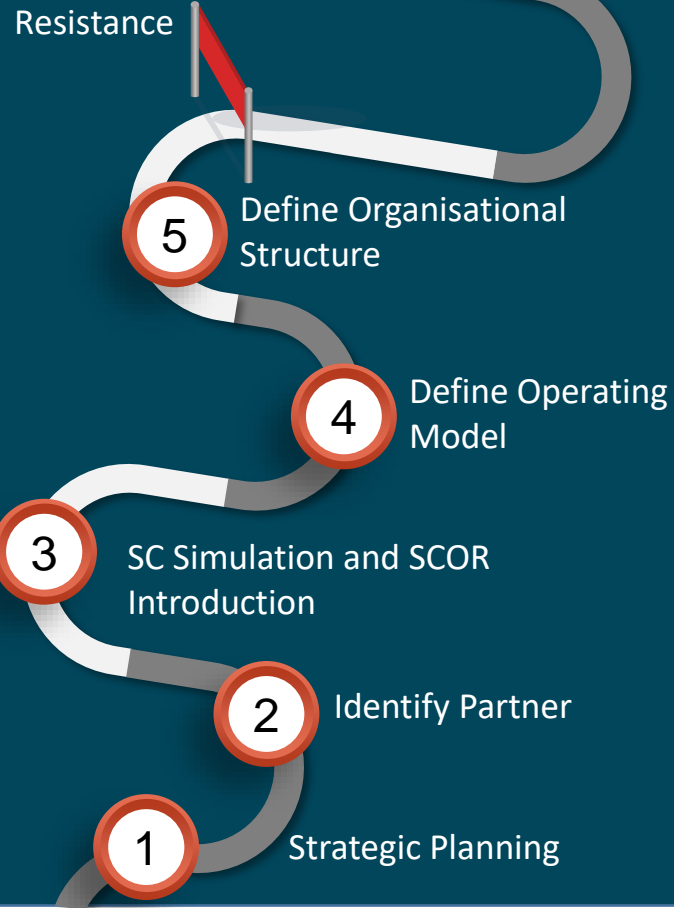
### End-to-end Organisational Design



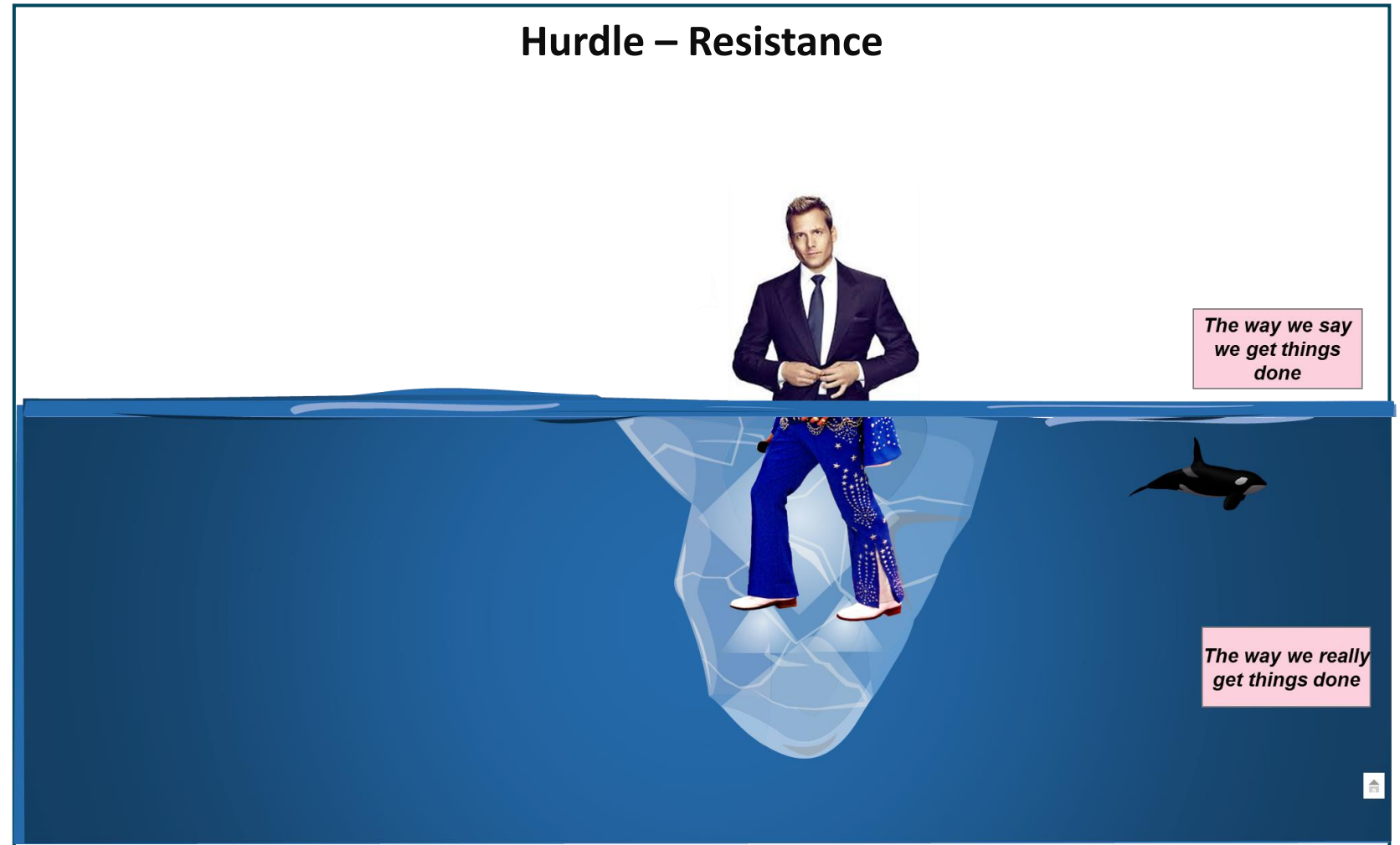
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# Our Journey



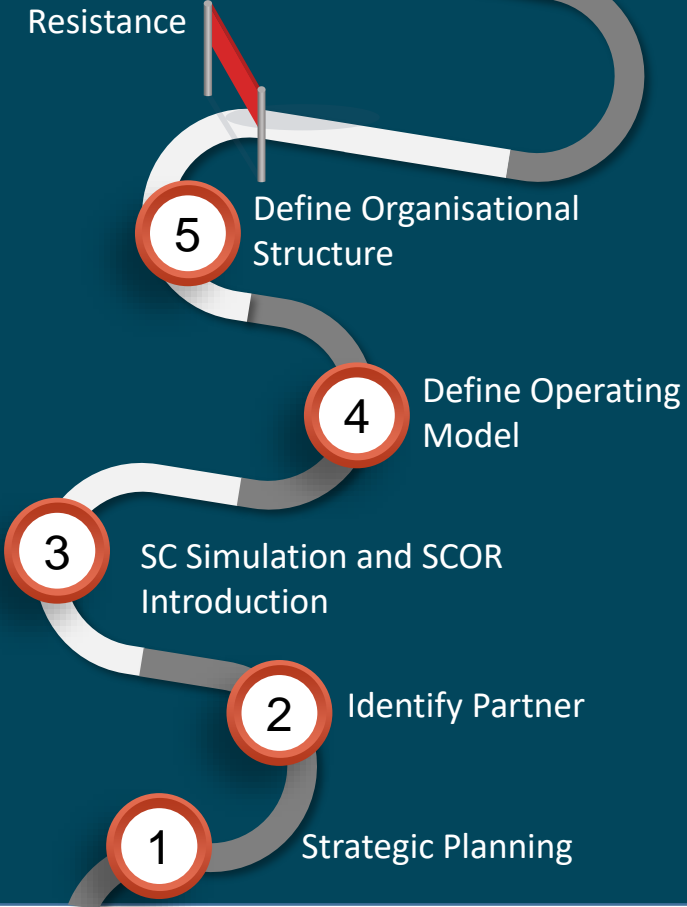
## Hurdle – Resistance



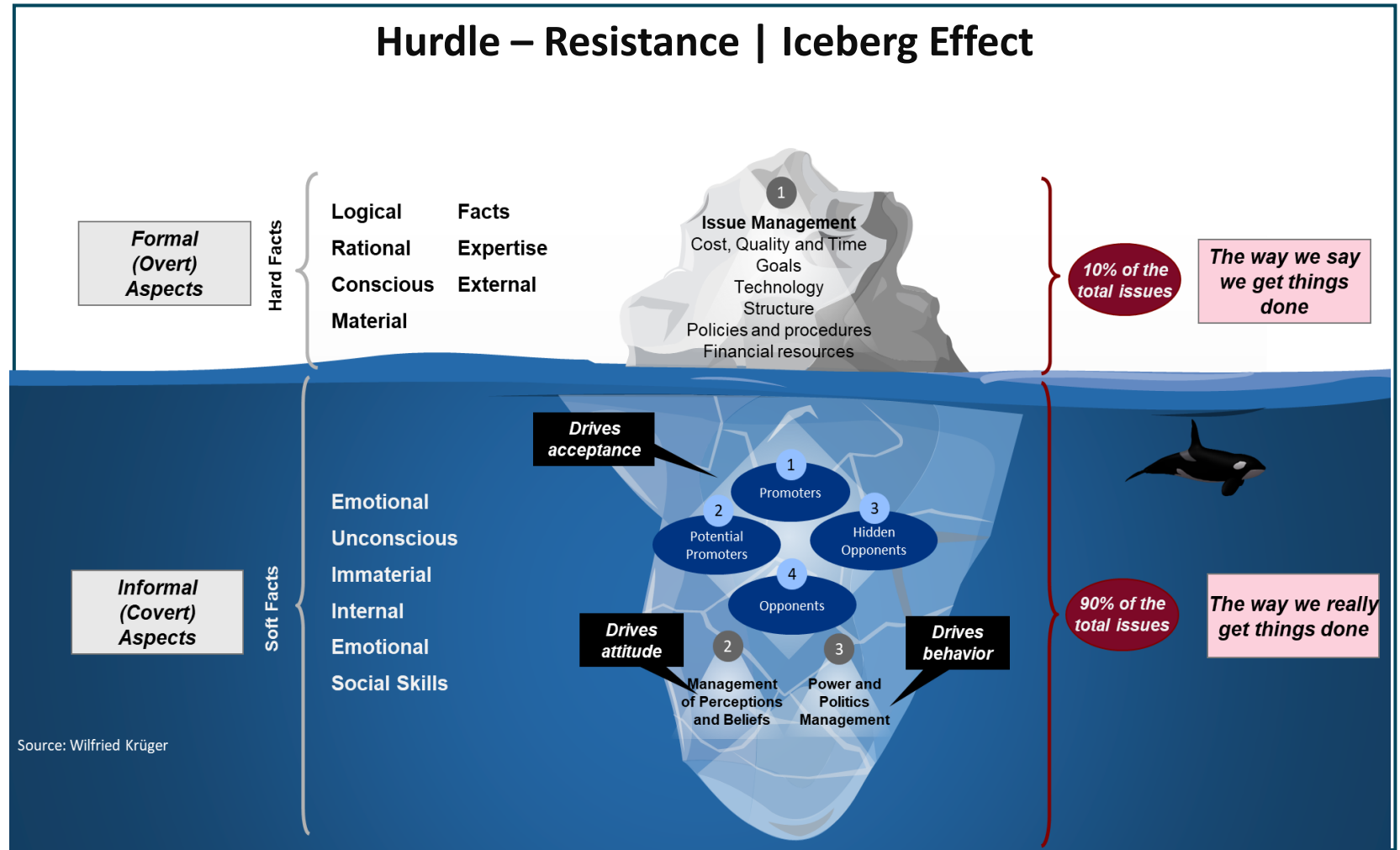
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# Our Journey

Resistance

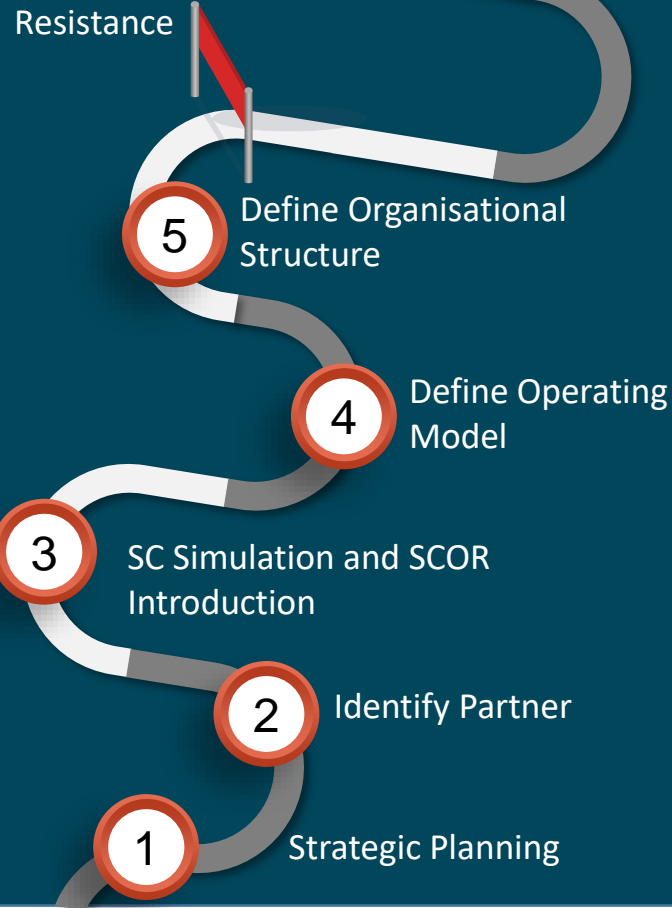


## Hurdle – Resistance | Iceberg Effect



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# Our Journey

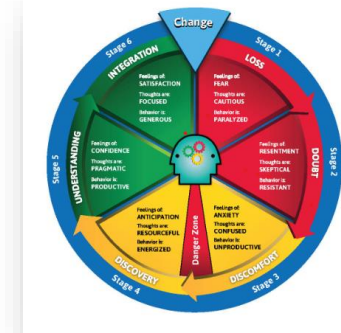


## Hurdle – Resistance | How to overcome

### Increased Engagement



### Personal Change Resilience Workshops



### Coaching and Mentoring

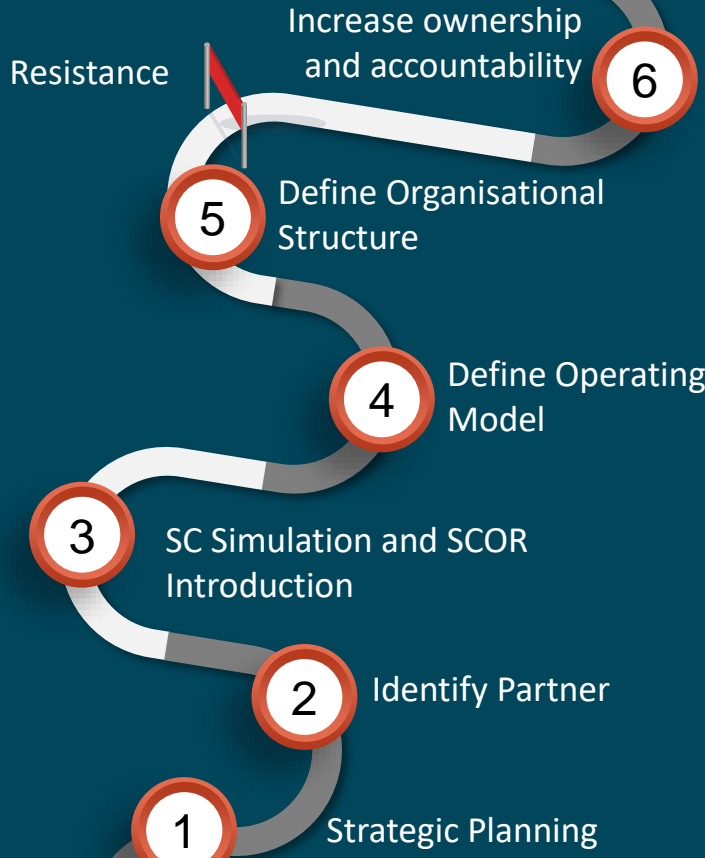


### Emotional Culture Deck Cards



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# Our Journey

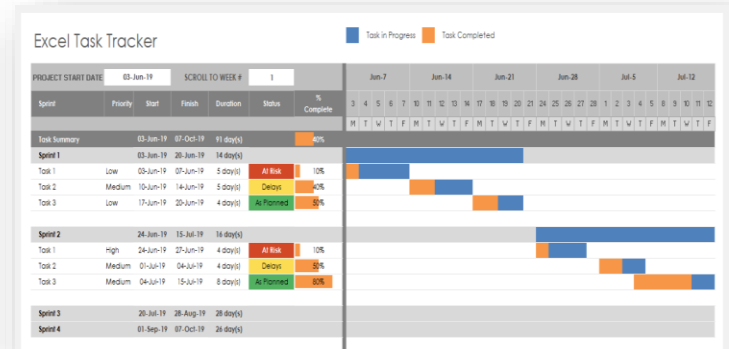


## 6 – Increased ownership and accountability

### Implement Performance Management

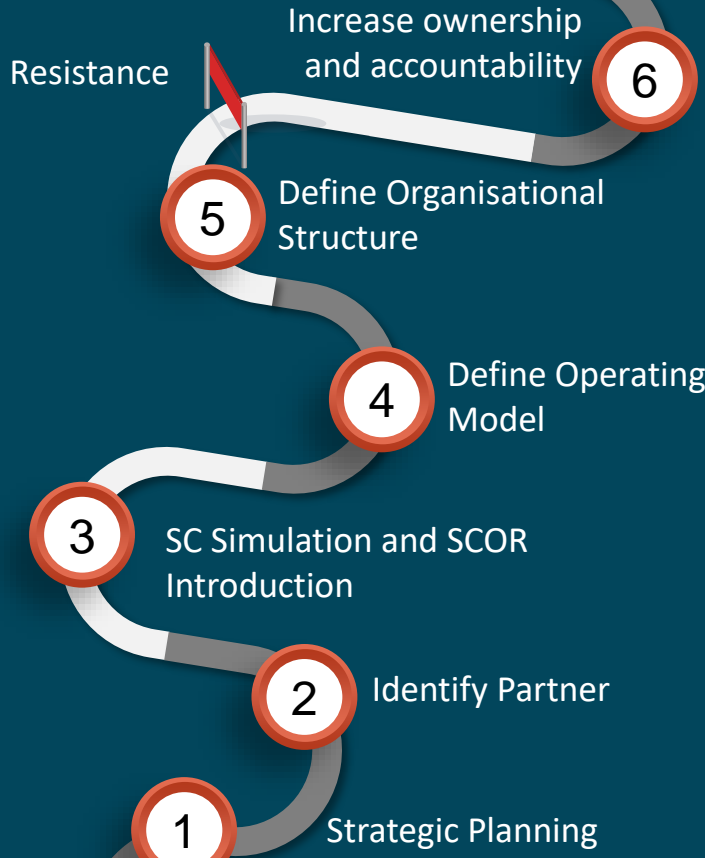
Period	Score	Phase	Team Member	Team Leader	Actions
Q1	7	Objective Settings Updated	In Progress	In Progress	View   Update   Refresh
Q2	7	Objective Settings Updated	Not Started	Not Started	Locked   Exclude
Q3	7	Objective Settings Updated	Not Started	Not Started	Locked   Exclude
Q4	7	Objective Settings Updated	Not Started	Not Started	Locked   Exclude
Additional	7	Objective Settings Updated	Not Started	Not Started	View
Finalise	7	Objective Settings Updated	Not Started	Not Started	Overall Evaluation

### Implement Reporting and Progress Tracking

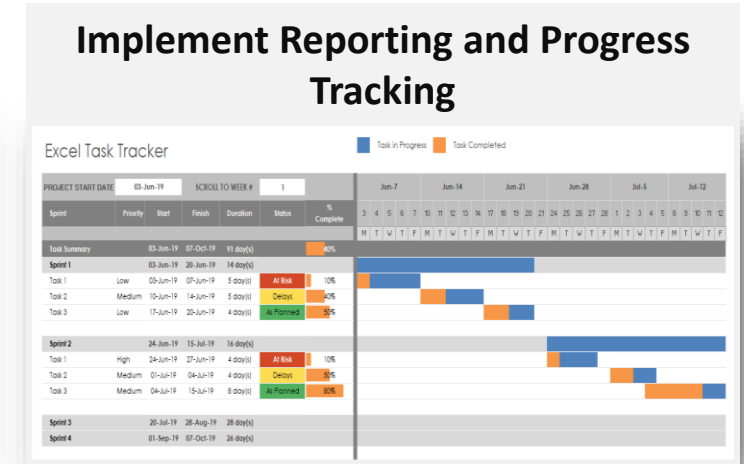
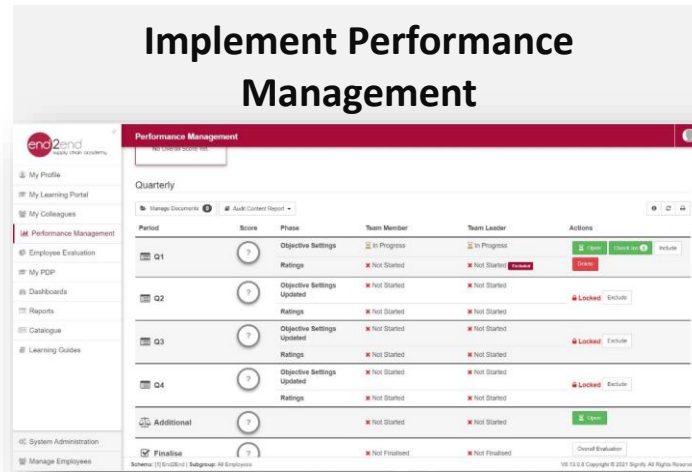


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# Our Journey

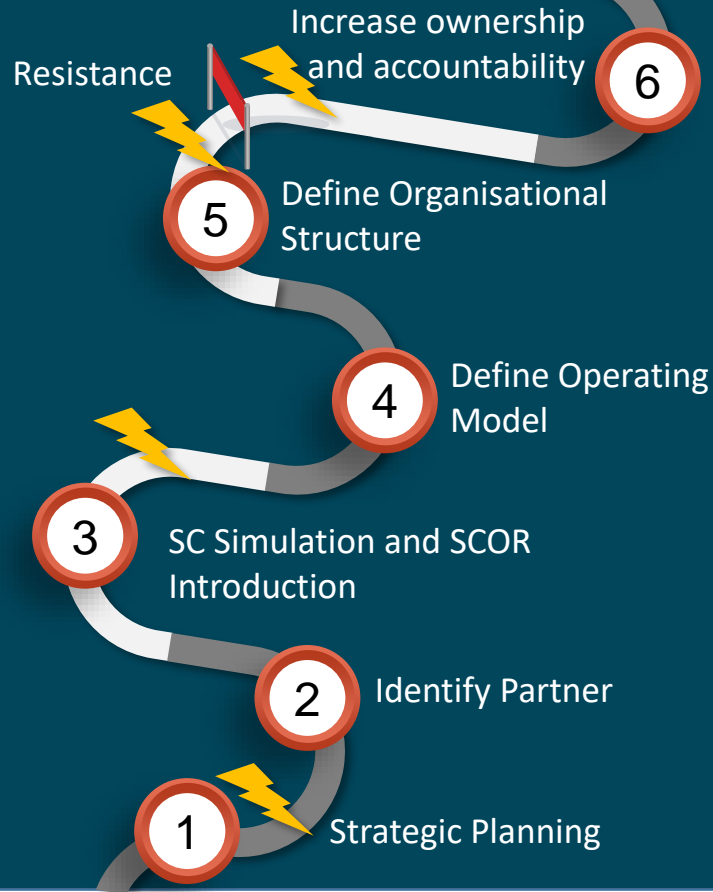


## 6 – Increased ownership and accountability



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# Our Journey



## All was not plain sailing



- COVID-19
- KZN Floods
- Looting
- Corruption
- ..

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# Our Journey

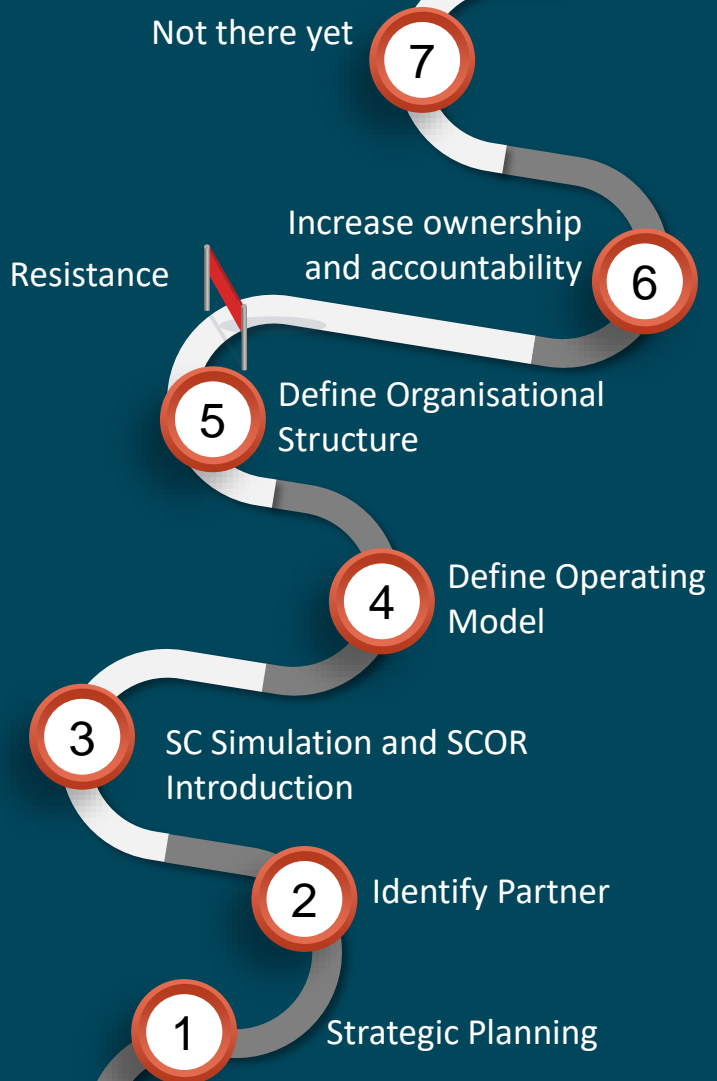


## 7 – It's not the end of the journey



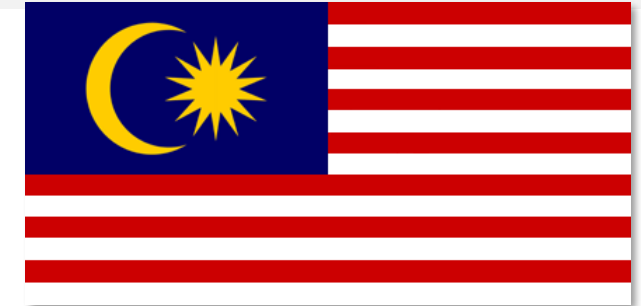
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# Our Journey



## 7 – We are not there yet....BUT!

### Malaysia Opportunity – Competing Globally



Operating model that is scalable, and replicable across Sandock Austral Group of companies



#### NAVAL

SPECIFIC NAVAL MAINTENANCE SERVICES UNDER TAKEN BY SANDOCK AUSTRAL SHIP YARDS INCLUDE:



#### SHIP BUILDING

SANDOCK AUSTRAL SHIP YARDS OFFERS THE FOLLOWING CAPABILITY AND CERTIFIC ACTIONS:



#### SHIP REPAIR

SANDOCK AUSTRAL SHIP YARDS IS AMONG THE LEADING SHIP REPAIR COMPANIES IN SOUTHERN AFRICA.



#### ENERGY

INDUSTRIALIZATION OF CUTTING-EDGE ENERGY SOLUTIONS AND ALLOW FOR INTEGRATION AND COORDINATION WITHIN THE INDUSTRY.



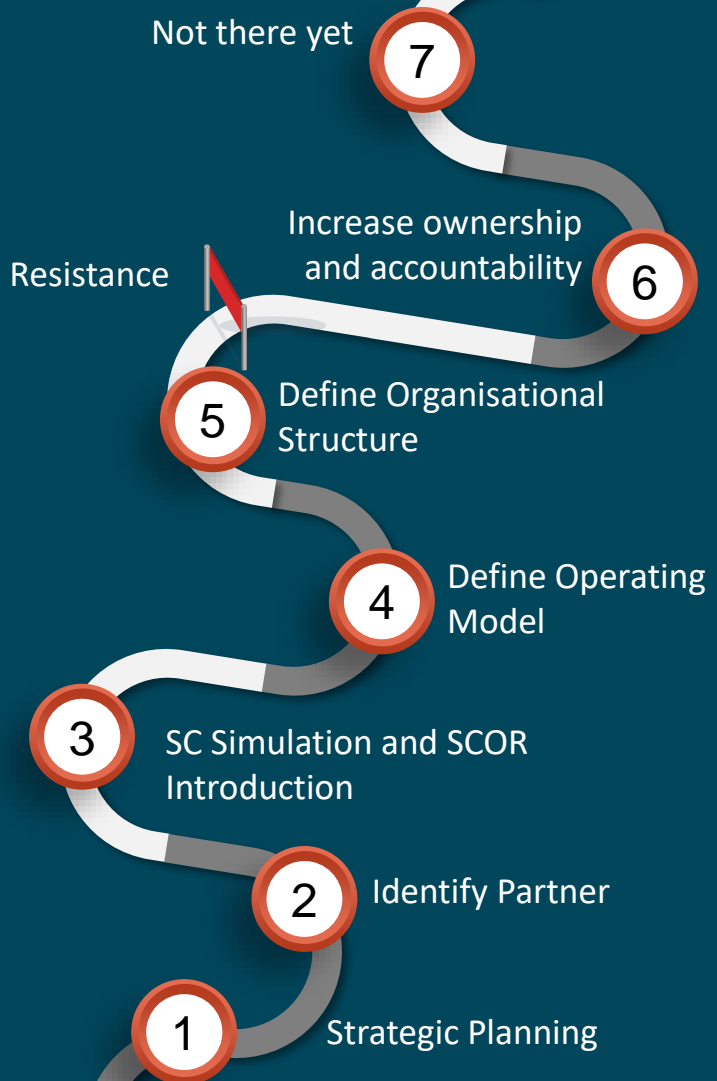
#### DEFENCE

DEVELOPMENT AND INDUSTRIALIZATION OF CUTTING-EDGE INTELLECTUAL PROPERTY DEFENSE AND COMMERCIAL TECHNOLOGY COMPANY.

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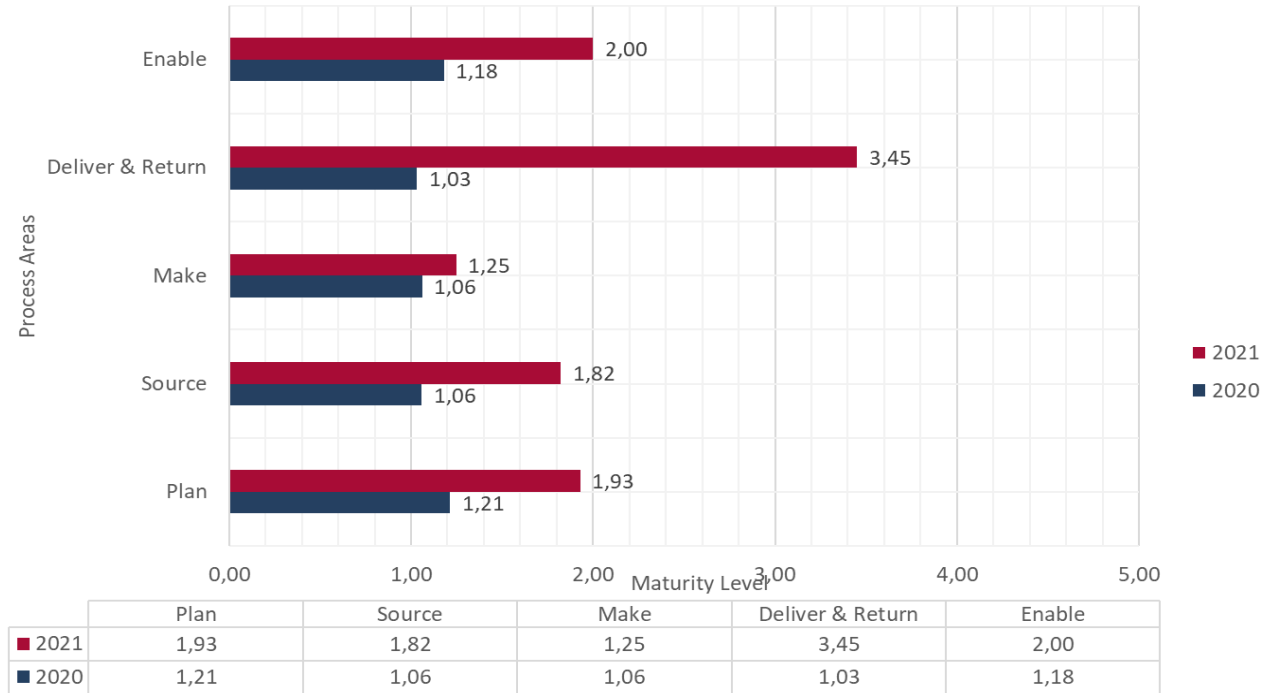


# Our Journey



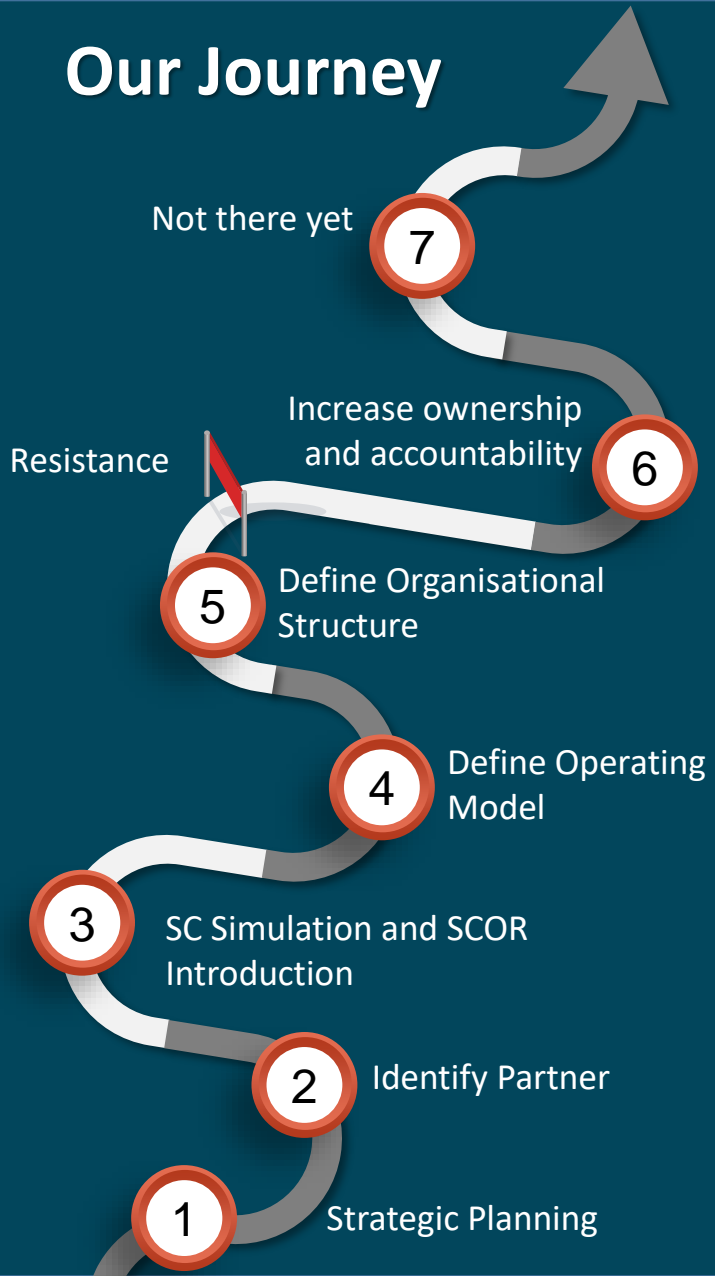
## 7 – We are not there yet....BUT!

SCM Process Area Maturity Assessment Progress



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# Our Journey



## 7 – We are not there yet....BUT!

- Contract re-negotiations – Saving of 23%
- Established Strategic Supplier Partnerships and Collaboration
- Procurement process efficiency of 25% (time spent to place orders)
- Lower inventory levels – Decrease of 15%
- Warehouse layout and materials flow improved
  - Waiting time to issue – Reduced by 67%
- Optimised MRO/Spares – Increase material availability by 32%
- Staff morale improved in re-organising environment (changes in accountabilities)
- Overall productivity improvement of 17%
- Capability development of staff
- Yard clean up and recovery and returns of obsolete materials
- ...

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# The return we got

# ROI = 239%

## Payback Period = 18 months



# Approach was tested internationally



London Graduate School and the University of Chitister

An evaluation of Supply Chain Management Practices and Performances and its contribution towards meeting organisational goals: A Case Study of SanDock Austral Shipyards (SAS), Durban, South Africa.

By

Prasheen Maharaj

TP200427003

Consultancy Project in fulfillment of my MBA Studies

6 August 2021



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# Questions?



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