

# Seeing The Wood From The Trees

## Leading European player in Pulp & Paper

Case Study  
Pulp & Paper

## Creating Data Driven Numbers to optimise the allocation of scarce wood resources

**Company:** n/a

**Country:** Scandinavia

**Sector:** Pulp & Paper

**Business Challenges:**

Create 'One Business set of numbers' for total demand and supply across Northern Europe

**Consulting Services:**

Change Management, Performance Improvement

**Capabilities:** Supply Chain

**Client Quote:**

*"It was both an intensive and rewarding experience to be part of this project. Celerant Consulting paced us to achieve our target process result despite a very challenging timescale."*  
Change Management Director.

### Situation

The client is a leading European player in pulp and paper. Changing dynamics in the wood market forced it to rethink and limit purchasing, and therefore which production units and areas to supply. Limits in wood availability at competitive prices, combined with a forecasting cycle of 6-8 weeks, were causing shortages at the operating level, leading to elevated demand forecasts and inventories above Working Capital targets. At the same time, individual business units were resisting centralised wood allocation decisions based on company wide profit optimisation.

### Approach & Delivery

During the programme's initial phase, Celerant Consulting conducted interviews and workshops with the main demand & supply players to examine current challenges and create a shared vision for future processes and decision making bodies.

A joint Celerant – Client team was then tasked with designing and installing a robust, scalable Demand & Supply Planning Process for the whole Northern European Supply Chain - in just 10 weeks.

This new Planning Process covered all business areas and was linked via a Governance system to support fact based resource allocation. It included technical forecasting and tracking tools, the definition and creation of relevant

meetings and a clear division of roles and responsibilities between decision making bodies, from Operational to Executive management level. It also included an important time dimension to secure forecasting cycle completion at fixed intervals across the business. These were then aligned with the company's main event calendar to create a clear linkage to the overall strategic vision.

### Results

A 2 Week Forecasting Window has been created, resulting in one set of timely, aligned, demand & supply data.

The company now has the ability to allocate wood resources based on factual sourcing data.

Optimised purchasing decisions have resulted in a lower Total Cost of Ownership.

Inventory levels have been lowered due to increased clarity on operational capacity plans and confidence in wood availability.

### Client Satisfaction

*"In our industry, aligning the processes between our businesses is very challenging due to significant differences in both ways of working and logic. The practical tools, best practice project management and not least, constant pacing provided by Celerant Consulting, made all the difference in making this happen in such a short time."* Demand & Supply Process Director