



CUSTOMER CASE STUDY

# MAPA SPONTEX



“QAD DynaSys offers a business solution, proven in the market and in various industries. It dovetails perfectly with our requirements.”

**Richard Crnjanski, Director, Supply Chain Europe  
MAPA SPONTEX**





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## MAPA SPONTEX IMPROVES THE VISIBILITY AND CONTROL OF ITS SUPPLY CHAIN WORLDWIDE WITH QAD DYNASYS SOLUTIONS

## HIGHLIGHTS

Company	MAPA SPONTEX Newell Brands
Headquarters	Colombes, France
Sites	20
Industry	Consumer Products
Products	Cleaning and protection products for consumers and professionals
QAD DynaSys Solution	Demand Planning, Distribution Planning and Production Planning

## THE COMPANY: MARKET LEADER FOR HOME CARE AND HAND PROTECTION PRODUCTS

MAPA SPONTEX, headquartered in Colombes (France), develops, manufactures and sells a wide range of home care and hand protection products (gloves, sponges, cloths and brooms) for the general public and professionals.

The company operates in 20 countries worldwide, through production facilities and sales offices and employs approximately 3,300 people. MAPA SPONTEX is at the cutting edge of innovation, it has set up an integrated Research & Development department, with three centers located in France, Germany and Malaysia.

## Key dates in the history of MAPA and SPONTEX:

- 1932 – Founding of SPONTEX, a combination of “SPONge” and “TEXtile”. Manufacture of the first cellulose sponge
- 1948 – Founding of MAPA with the production of the first natural latex dipped glove
- MAPA merged with the Hutchinson group in 1972 and with SPONTEX in 1982

- 2010 – MAPA SPONTEX becomes a brand of the Jarden Home & Family division belonging to the American Jarden Group (with a turnover of \$6 billion in 2010 and more than 25,000 employees worldwide)
  - 2015 – MAPA SPONTEX is part of Newell Brands
- Fundamentally, the company is dedicated to fostering innovation in order to benefit consumers. The company byline: ambition and challenge.



## THE CHALLENGE: STANDARDIZING AND ENHANCING SUPPLY CHAIN PLANNING GLOBALLY

In 2007, MAPA SPONTEX began a detailed review of its supply chain with the objective of becoming more collaborative, efficient, reliable and structured. The key driver for this were the demands of a market where competition was becoming increasingly keen.

“Despite the deployment of a common ERP system in Europe, we still had to overcome major supply chain challenges. These resulted from an increasing number of constraints, multiple optimization algorithms and growing inter-site cooperation” explains Richard Crnjanski, Director, Supply Chain

Europe. “This meant deploying a planning solution would naturally involve analyzing our organization and processes.”

From this analysis MAPA SPONTEX identified a number of critical factors related to their supply chain:

- Increasing customer demands (availability factor, lead times, minimum orders, logistics, etc.)
- Bulky low cost products often specific to a given country
- Essential cross flows (75% of the products are not produced in the country where they are sold)
- Increasing share of production coming from Asia meaning longer lead times

- Large local/specific inventories
- Small commercial and production entities

As a result of the review a cross functional project team was set up, including team members from the supply chain and IT teams. The geographical scope of the project was defined, covering five distribution centres in Europe and five production facilities (France, Spain, Hungary and two in Malaysia).

### The functional scope included:

- Demand planning, from sales forecast to product lifecycle management, including promotion management
- Calculation of requirement, inventory and deployment policy
- Production planning: Optimization and monitoring of the Sales and Operations Plan (S&OP)

This process, associated with the S&OP approach being deployed for each product line in the company aims to reconcile the medium-term sales plan with MAPA SPONTEX’s production capability.

The company considers the collaborative process to be a priority. “A common sales forecasting process for all of Europe is essential,” explains Crnjanski. “It is a way for us to obtain single-source, reliable and validated data, whatever the site or product. This allows our managers to refine their control and set business goals accordingly. Centralizing our calculations to better manage procurement and inventory is also a prerequisite.”

The Supply Chain has to become a “solution finder” for all the departments at MAPA SPONTEX.



## THE SOLUTION: COMPLIANCE WITH SPECIFICATION, USER-FRIENDLINESS, FLEXIBILITY AND SCALABILITY

Market research was conducted for a year with the assistance of an external consultant. MAPA SPONTEX left nothing to chance thoroughly investigating: the technology, business knowledge and industry expertise of each provider, followed by visits to their existing customers.

At the end of 2008, the company opted to deploy the QAD DynaSys solutions for Demand Planning – sales forecasts, Distribution Planning – multi-site central planning and Production Planning – production site finite capacity planning.

“QAD DynaSys was the only Supply Chain solution provider able to present a complete project to us, that had been implemented by other companies” confirmed Crnjanski. “In addition, their team was ready to invest its time and effort with us and demonstrated by accompanying us throughout the process of selection, their professional expertise and seamless knowledge of our industry sector. A huge advantage for us.”

The key areas of the QAD DynaSys solution which resulted in MAPA SPONTEX selecting the tool were:

- The user-friendliness and ease of use of the tool
- Simple integration into the MAPA SPONTEX ERP software (Minos)
- Extensive capabilities for finite capacity planning and detailed promotion management

## MAPA SPONTEX IMPLEMENTATION OF DSCP SOLUTIONS

+ 38 POINTS  
FORECAST  
ACCURACY

REDUCED  
INVENTORY LEVELS  
30%

+ 4 POINTS  
INCREASE IN CUSTOMER SERVICE LEVELS

- The ability to develop multiple ‘what if’ scenarios
- Advanced collaborative technology (Single Click Collaboration®)
- Rapid implementation timescales
- Cost effective licensing

For Crnjanski: “QAD DynaSys offered a business solution, proven in the market and in our industry. It conforms to our expectations, there were no gray areas, whether it concerned performance or implementation.”

The primary goal of MAPA SPONTEX, improving visibility and control of its supply chain at the global level, becomes a reality.

## THE BENEFITS: GAINS IN TERMS OF FIGURES AND RESULTS = A DEFINITE WINNER!

“It is always difficult to establish a reliable return on investment and for us, that’s not the most important thing” explains Richard Crnjanski. “Structuring our process and ensuring the reliability of our data is already a noteworthy return on our investment. It is the basis required to set up an S&OP process.”

Nevertheless, the impacts and results are there to be seen. The first is a result which might prove unusual for this type of project! Compliance with implementation lead times. The project was planned to begin in September 2008 and end in June 2009.

### Significant gains:

- More reliable sales forecasts: +15 points for Retail and +38 points for the Professional market
- A service level increase of 4 points up for professional products and stable in the other sector
- Inventory levels reduced by 17% in value and 30% in coverage/days

In addition to these benefits, the company supply chain teams enjoyed greater flexibility in their everyday work. MAPA SPONTEX has also benefited from better inventory visibility, user specific dashboards, a single common database. Inter-site inventory planning has improved; a single view in QAD DynaSys enables the company to control all the flows.



To make all this possible, MAPA SPONTEX developed a true change management policy including not only the supply chain department, but also IT management and sales & marketing services.

Further changes included:

- Move from a monthly bucket to a weekly bucket
- Implementation of a frozen period for the Production Plan (between 2 and 4 weeks).
- Centralization of procurement management
- Establishment of inventory control for a common sales forecast process at the European level

“None of this would have been possible without rigorous management of our demand planning, distribution planning and production planning processes through the QAD DynaSys tool. These are truly collaborative solutions,” confirms Crnjanski.

## THE FUTURE: DEVELOPMENT OF A COLLABORATIVE APPROACH AND DEPLOYMENT ACROSS CENTRAL EUROPE

Further refinement of the S&OP process will be one of the priorities at MAPA SPONTEX. Integrating the Malaysian factories into the central Production Plan is also now underway. “First we have to integrate them into the ERP solution and then into the supply chain” indicates Crnjanski.

Finally, there is another major task: Deployment of the supply chain solution across Central Europe. “We expect our teams to get their skills ‘up and running’ he continues. “Today, our existing QAD DynaSys users are already a valuable source of knowledge regarding the continuous improvement of our tools. Equally the research and development department at QAD DynaSys is very responsive to our requests for additional functionality.”

“The future will inevitably involve collaborative processes across our business. We now have the right technology available to deal with any challenge and ensure that our results are on a par with our ambitions.”

Richard Crnjanski  
Director, Supply Chain Europe, MAPA SPONTEX

