

Supply Chain Insights by EyeOn

Case study report – real life practices on digital supply chain transformation.



Supply chain digital transformation

In supply chain management, change is the only constant. Whether driven by disruptions, innovation, or market shifts, success lies in making fast, high-quality decisions. While tools and digital solutions are at the heart of supply chain transformations, the underlying processes, data standards and people capabilities as well as applied expertise are essential to realize the full value potential.

Within the transformation process the key is to set clear overall transformation targets, translate these into concrete and feasible transformation cycles with associated intermediate value drivers and securing the right mix of transformational capabilities per cycle.

In this way, organizations can reduce risks, cut complexity, and achieve more impactful operational results. This handout includes customer stories where approach and capabilities were geared optimally towards maximizing value realization.



Improving time-to-value in digital SC transformations

VALUE DISCOVERY

Define an actionable transformation framework

- Translate strategy to an actionable plan
- Design operating model
- Assess transformation readiness

VALUE CREATION

Design future proof planning capabilities

- Pilot and learn
- Enabling capabilities (Process, Data, Roles)
- Design & develop digital solutions

VALUE REALIZATION

Implementing change and ensuring business impact

- Integral process & digital capability adoption
- Bridge skill gaps
- Elevate performance



Improving time-to-value in digital SC transformations

VALUE DISCOVERY

Case 1 – Discrete manufacturing

Improved efficiency with a dual target operating model

[Go to
section](#)

VALUE CREATION

Case 2 – Biotech

Effective SAP S/4 & SAP IBP solution design & implementation

[Go to
section](#)

Case 3 – Big pharma

Next level inventory optimization leveraging OMP Unison planning

[Go to
section](#)

VALUE REALIZATION

Case 4 – CPG

Advanced capability building for a smooth APS transition

[Go to
section](#)



Value discovery

How a dual target operating model drives improved planning efficiency



About the company

A leading global provider of innovative products, services and software solutions for construction professionals.



Approach

EyeOn supported in the design of a dual Target Operating Model (TOM) and improvement roadmap to address the unique planning challenges faced and build end-to-end future proof planning capabilities.



Challenge

Their newly formed strategy required a future way of working supporting efficiency and flexibility simultaneously.



Results

A tailored planning operating model for 2 unique business streams neatly aligned with corporate strategy and an actionable roadmap for transformative supply chain improvements.



Segmented planning

Clearly defined and differentiated operating model principles and planning methodologies per supply chain archetype.



Functional requirements for APS

A clear operating model and process baseline for translation to APS specific requirements and use cases



Comprehensive action plan

A structured roadmap for implementing process enhancements, organizational adjustments, and new technologies to achieve seamless transformation.

On the job insights from Jouanna El Bast



From an implementation perspective, the critical insight from this project was that a one-size-fits-all approach to planning of the supply chain could no longer support the company's evolving business models. Expanding from standardized products to large-scale projects and services required **different planning tactics**: one optimized for efficiency and automation and the other for agility and customer intimacy. By co-designing a dual Target Operating Model, we were able to incorporate **segmentation principles** into the **planning framework**. This ensured that the supply chain could support both business models flexibly **without compromising reliability or speed**.

A central focus was preparing for the adoption of an advanced planning system (APS). Rather than defining requirements in isolation, we **anchored functional needs in the future-state processes of the dual TOM**. This approach guaranteed that the APS would automate not only current processes but also **enable differentiated planning** across the global network. Redefining planning roles and skills was equally important. We introduced positions such as an end-to-end planner role to strengthen coordination, increase decision focus, and create accountability across business segments. By combining **structural design, process clarity, and role alignment**, we established a foundation for a supply chain capable of scaling with corporate growth ambitions.



Value creation & value realization

How effective SAP S/4 & IBP solution design transformed ways of working



About the company

A pioneer in the development, and production of biopharmaceuticals for rare, genetically transmitted diseases.



Approach

Design and implementation of S/4 and IBP landscape with key capabilities like scenario management and connected visibility designed in from the start.



Challenge

Existing technology landscape was insufficient to address today's and future business needs



Results

Successful digital technology design, development and deployment to drive data driven, smart-touch and end-to-end planning.



Digital transformation

A combined implementation of SAP S/4 and SAP IBP, designed to transform ways of working across supply chain, production, logistics, finance and quality.



Seamless integration

SAP IBP for Planning and S/4 with PPDS for Site Scheduling creates enhanced visibility and provides seamless integration from plan to execution.



Solving specific biotech challenges

Regulatory requirements are integrally covered through segmented planning. The planning jobs yield a plan accounting for shelf-life constraints across the supply chain.



Expert insights by Bram Bongaerts

From an implementation perspective, introducing new capabilities such as optimizers and regulatory variant planning requires **more than just technology**; it also demands careful **process definition** and **data structures**. We found that creating “month in the life of” and “day in the life of” **planning narratives** at an early stage provided highly valuable context for users and solution configurators. It ensured that new capabilities were feasible, highlighted **process dependencies**, and helped align stakeholders around how they would operate in practice.

Moving to an APS solution driven by algorithms and optimizers also required a change in the **skills required of planners**. Planners needed a stronger understanding of master data and an analytical approach to interpreting and resolving planning issues effectively. While some preparation could be carried out prior to going live, the most significant changes occurred during the initial planning cycles. By providing applied **expert support, mentoring and coaching** during these initial cycles, we enabled planners to adapt quickly, resolve issues with confidence and **develop long-lasting expertise** in working with the new system.

How advanced APS capability drives better and faster inventory optimization decisions



About

EyeOn works with one of the top five global pharmaceutical companies, with a complex global network.



Approach

As part of a global team, EyeOn provided support in solution design, process design, testing, training, after-go-live support, scale out, deployment and CI.



Challenge

Integrate inventory optimization capability in the already existing APS landscape to drive integral inventory decisions.



Results

EyeOn successfully contributed to the on-time delivery of an integrated inventory module and integrated business process driving major inventory savings for the organization.



Integrated inventory planning system

Implemented an inventory module in existing APS system landscape, using state of the art optimization models.



Re-newed process design

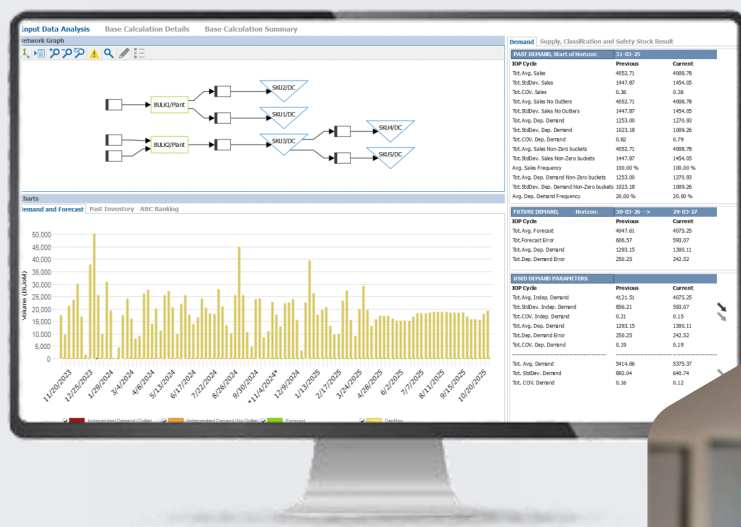
The newly integrated inventory module enables higher review frequencies and close integration with other (inventory) planning processes.



Successful business roll-out

After the design and implementation phase, EyeOn continued to contribute to the further deployment and business adoption by creating and hosting trainings, hands-on coaching for end users, expert advice and a structured continuous improvement process.

On the job insights from Maarten van Liempd



From an implementation perspective, the success of the APS project was beyond deploying new software about embedding it into planning processes in a way that the business could adopt, scale, and continuously improve. The foundation was a dedicated, cross-functional team that combined **technical expertise, business knowledge, and process ownership**. This team enabled close collaboration across stakeholders and ensured alignment between business needs and technical feasibility from the very beginning.

The implementation followed a structured four-phase approach. **Phase 1** focused on **capturing user requirements**. By encouraging the business to define their needs without constraints or consideration of technical limitations, we were able to gather a comprehensive picture of expectations. These requirements were then assessed during **Phase 2 - solution design**, comparing business requirements vs the out of the box functionality a list of prioritized incremental configuration elements was defined. In addition, the solution design deliverable specified the future processes in which the system would be embedded and the technical integration requirements with connected input data sources and receiving systems.

Phase 3 - Implementation and testing were carried out through multiple iterative sprints. The test panels included future end-users, IT, and process owners, which allowed practical validation from day one. Involving end-users during testing had significant benefits: they could identify issues quickly, see how the system integrated with the newly defined processes, and develop expertise that would make go-live smoother. Daily stand-ups and strict planning routines ensured timely delivery while maintaining high engagement and quality.

The project culminated in a carefully managed **go-live**, supported by a **wave-based rollout and intensive hypercare - phase 4**. This approach minimized disruption, enabled early resolution of issues, and built confidence among users. Within a year, the team moved from initial requirements to a fully operational APS system that supports end-to-end planners with effective inventory entitlement and target stock setting.

Value creation & realization

How advanced capability building enabled a smooth APS transition



About the company

As a global producer of foods, the company provides quality, great taste, and nutrition for all eating occasions.



Approach

EyeOn built in-house advanced forecasting capabilities, ensuring user adoption for effective daily operations in their new APS.



Challenge

They aimed to implement an APS that enabled machine learning into their demand planning process to improve performance.



Results

The company now leverages machine learning to enhance forecasting, improve decision-making, and ensure a smooth transition into their new APS.



Modular forecast engine

The modular design allows the company to integrate statistical and machine learning models into one unified interface, increasing flexibility.



Knowledge transfer

EyeOn successfully transferred the forecasting engine and provided training to their internal teams, ensuring in-house capability.



Seamless APS transition

The newly developed capabilities turned out to be key to unlocking the full potential of their new supply chain planning system.



Expert insights by Bohdana Shumanska



To secure organization buy-in while developing advanced machine learning models, embedding them in a forecasting process that the company could own, scale up and continuously improve was key. Forecasting in the fast-moving consumer goods (FMCG) sector is inherently complex, influenced by seasonal peaks, promotions, and shifting consumer behavior. We complemented APS system capability with a robust forecast engine developed in Azure ML". To achieve this we focused on three pillars: robust data discovery to identify relevant demand drivers; iterative machine learning (ML) modelling to optimize forecast performance; and the creation of a modular forecasting engine built with software engineering best practices.

Equally important was ensuring long-term end-user adoption. Rather than providing a 'black box' solution, we shared our knowledge, code and methods collaboratively with their internal data science, MLOPS, and supply chain teams to develop analytics dashboards that measure forecast accuracy, stability and added value. This hands-on collaboration enabled planners and analysts to grasp the drivers behind the forecasts, evaluate model performance, and refine assumptions continuously. By combining technical innovation with organizational enablement, we created a solution that delivered immediate accuracy gains and established sustainable forecasting capabilities within the business.



Looking for ways to realize the full potential of your SC transformation?



APS digital transformation framework

Our experience of implementing APS has led us to develop a proven Digital Transformation Framework that will help you realise sustainable value. The framework outlines the five key phases of a successful APS implementation and provides a checklist for each phase.

[Get your copy](#)



Discuss your value case

Want to know how EyeOn can help? We look forward to connecting with you for a one-to-one meeting to determine the best possible approach to accelerating your transformation journey.

[Get in touch](#)



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