

# PLAN4DEMAND SUCCESS!



**Sales and Operations  
Planning Process creates  
collaboration using “one  
number” as a key metric  
across all units. This has a  
huge impact on finished  
goods inventory.**

**Plan4Demand’s S&OP experts  
met tight time lines to gain  
financial results.**

**SS078:**  
Wine Manufacturer

## **S&OP Process Launch Impacts Excess Finished Goods and Operational Efficiency**

### **Company Background:**

- Constellation Brands is one of the largest global producer and marketer of premium wine brands
- Each brand has many SKU's and a range of lifecycle durations
- 9 business units merging into a 3 business unit organization structure
- Company vision – better business collaboration with key distributors to better service customers and gain insight in market demand trends more quickly

### **Business Challenge:**

- Business strategy and cost saving efforts drove the effort to design and launch a robust S&OP process for greater visibility
- Operational data was scattered in many places which made getting a robust view of the whole business at any point in time very difficult
- Operational decision making was always contingent on data that was not verified

### **Plan4Demand’s Role:**

- Plan4Demand’s team of experts in S&OP and operational reporting, designed the process and tools in 3 months under a tight timeline and many constraints
- Designed and rolled out the process across North America in 5 months using a phased rollout approach

### **Quantifiable Benefits:**

- Identified \$100M in excess finished goods inventory alone
- Created a “one number” plan to make better operational decisions from lowering risk
- Using Portfolio and Supply Processes that had not been used before to make strategic business decisions