



How NORMA Group significantly reduced supply chain planning cycle time with Maestro

Key objectives:

- Implement SIOPI
- Concurrent planning processes
- End-to-end visibility

Industry:

Industrial Machinery
Manufacturing

Geographies:

Europe, APAC, Americas

Employees:

8,000+ employees

Results:

- Reduced forecasting time from weeks to hours
- Rapid decision making
- Improved customer response time

NORMA Group is an international market leader in engineered and standardized joining and fluid-handling technology. With around 8,000 employees, the company supplies customers in over 100 countries with more than 40,000 product solutions.

Its innovative joining solutions are used in water supply, irrigation and drainage systems; vehicles with conventional and alternative drive systems; ships and aircraft, as well as buildings. Headquartered near Frankfurt/Maintal, Germany, NORMA Group has a global network of 25 production sites and numerous sales offices in Europe, North, Central and South America and the Asia-Pacific region.

NORMA Group prides itself on having a next-generation supply chain built on a dynamic platform that stands out in quality, technology and logistics. To deliver on this promise/commitment amidst industry transformations and increasing operating costs, the company decided to implement Sales Inventory & Operations Planning (SIOPI). Yet, it didn't have the necessary information to forecast, as it was stored in different systems around the company. So, NORMA Group decided to find an advanced planning tool that could support its goal.



Advanced planning capabilities in an off-the-shelf solution

NORMA Group was looking for a sophisticated planning solution that would support end-to-end process planning, covering demand, supply and SIOP orchestration. And the team wanted an out-of-the-box solution. “We didn’t want a solution that would require a lot of customization,” explains Kamil Korczyński, Global Logistics Project Manager. “Customization takes time and requires a number of resources, and we wanted to implement the tool as soon as possible. We also wanted the system development expertise to reside with the vendor we selected rather than dedicating our own resources.”

With Maestro, NORMA Group found a standardized solution that was flexible enough to adapt to the company’s needs – without customization. “We have demand and supply planning that satisfies our current needs and can easily scale as our business grows,” Korczyński says.

NORMA Group divided the implementation into three phases. Phase 1 covered demand planning along with forecasting. The second phase included setting up supply planning, using the outcome of demand planning. Then the final phase was full SIOP orchestration with finance. For Phase 2, the company began by rolling supply planning out in three pilot plants, one located in each region: APAC, EMEA and the Americas. “We selected these locations because we wanted to engage all three regions and see how supply planning would work in our different business areas. The thought being that if we could make it work for them, then it would work for 90% of our global business,” Korczyński explains.

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KAMIL KORCZYŃSKI
GLOBAL LOGISTICS PROJECT
MANAGER, NORMA GROUP



Maestro enables intelligent decision making

NORMA Group could see the benefits of changing its approach to decision making early on in the project. “Before, we only had one plan. Now we could have a plan A, B and C and decide which one is best,” says Korczyński. For example, a customer asked the company if it could increase capacity by 60% for three months. Before, calculating the impact of that increase would have taken a week. With Maestro, the team was able to simulate the impact in a couple of hours. “We used to plan in monthly cycles. But now our planners talk about concurrency and simulations. You’ll hear them say, ‘Let’s simulate that’. So, now we can make better decisions and we’re getting better at predicting.”

System performance for fast decision-making

Another benefit Maestro offers is in the area of system performance. “Maestro is really quick, and that’s a big positive for our sales community when they’re working with forecasting. And it’s very logical. Once you’ve had the training, it’s easy to work with it and set it up.”

Looking ahead

In the future, NORMA Group will investigate implementing inventory optimization and order management and fulfillment. And as Korczyński puts it, “The sky is the limit. But first, we need to get strong on the fundamentals.”

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