



*The Leading Event in Africa for Supply Chain Professionals*

**47<sup>th</sup> ANNUAL CONFERENCE**

Century City Conference Centre, Cape Town

## **6 Years of DDMRP Success**

**A retrospective Report**

**Barry Anderson**

**Coca-Cola Beverages Africa**



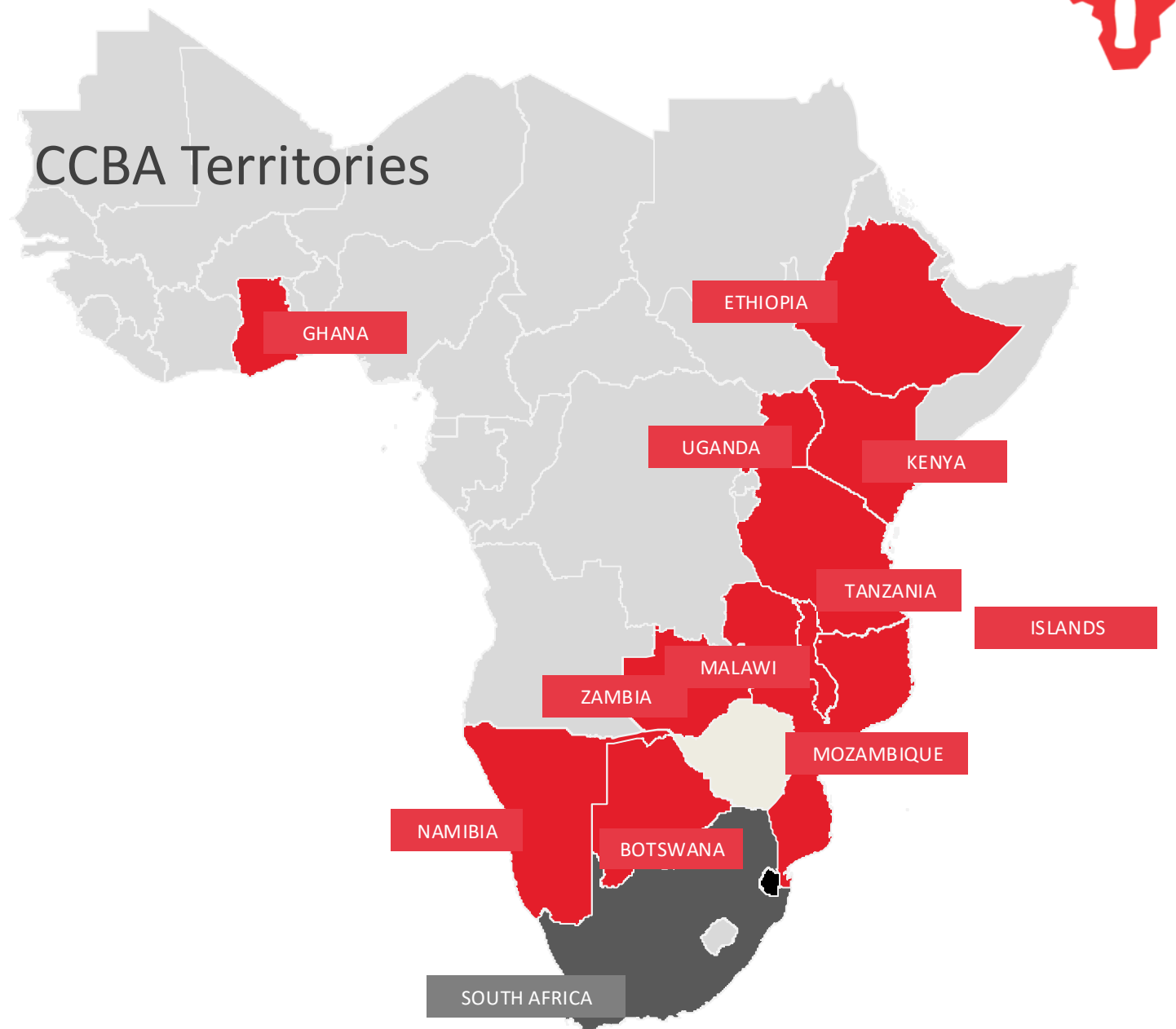
*Coca-Cola* Beverages Africa

40% of Africa's Volume

8th Largest Coca-Cola Bottler in the World

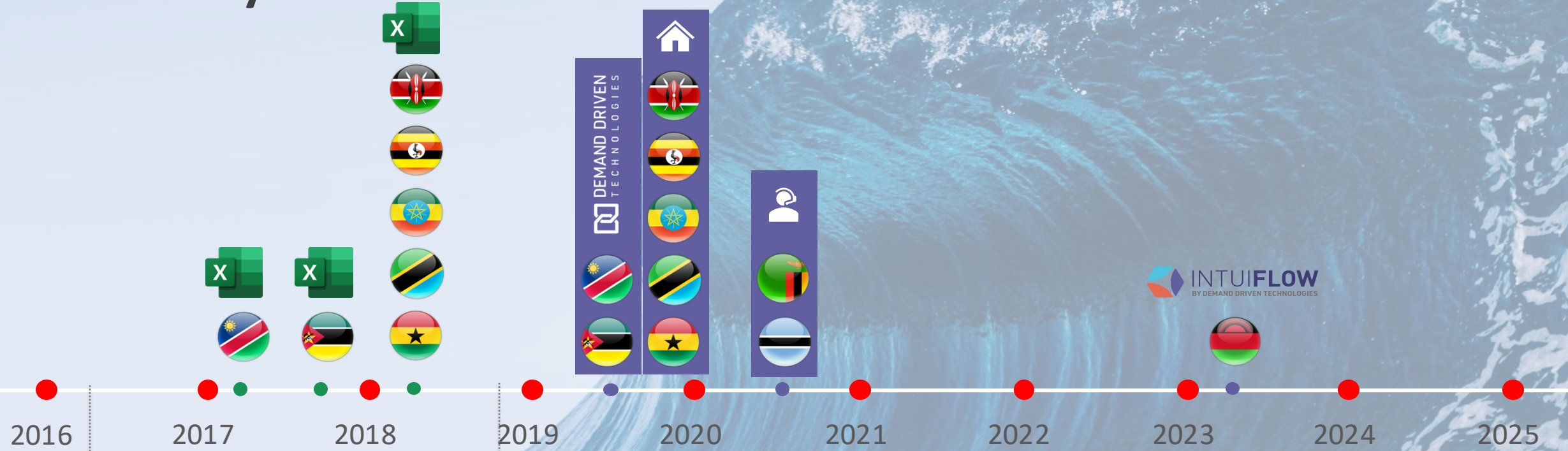
1.1 Billion Cases in 2024

## CCBA Territories





# The Journey



INTUIFLOW BY DEMAND DRIVEN TECHNOLOGIES

INTUIFLOW BY DEMAND DRIVEN TECHNOLOGIES



CCBA Supply Planning Community of Practice

All countries migrated SAP to D365

Sep | Investigate DDMRP software  
Nov | DD Tech selected as partner



# The Journey

## 2016

- Company wide realization that traditional MRP planning not delivering required results
- Actively searching for alternative ways in planning for inventory
- Introduction to DDMRP in Feb 2016
- Balance of 2016 focused on gaining knowledge on the DDMRP methodology (DDI Certification)

## 2017

- Feb 2017 - Launch a pilot project in Namibia with a homegrown Excel model
- By Oct 2017 the Excel model is refined and launched in Mozambique

## 2018

- Mar 2018 – Roll out the Excel based solution to Kenya, Uganda, Ethiopia, Ghana and Tanzania
- Aug 2018 - By this time marked improvements in key KPI's are realized.
  - OOS (mid teens to high single digit)
  - OTIF (high 60's to low 80's)
  - Working Capital improvement on stock holding.
- Sep 2018 – Investigate Proprietary DDMRP Software
- Vendor selection for RFP based on DDI accreditation
- Nov 2018 - DDTech selected as software partner



# The Journey Continues

## 2019

- **June 2019 - First installation of Intuiflow (previously R+) in Namibia with DDTech project team**
- **Second installation in Mozambique with DDTech project team**
- **July 2019 to Nov 2019 – Intuiflow roll-out to Kenya, Uganda, Ghana, Ethiopia, and Tanzania (in-house project team with remote DDTech support)**

## 2020

- **July 2020 – Intuiflow roll-out to Zambia and Botswana (roll-out performed remotely due to travel restrictions)**

## 2023

- **March 2023 – Intuiflow roll-out to Malawi (first integration to SAGE ERP platform)**

## 2024

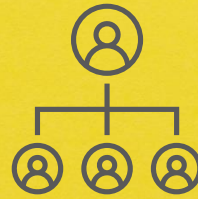
- **ERP change from SAP to D365 in 8 countries**



# Lessons Learned



*"Thoughtware before Software"*



Onboarding  
leadership  
to the DDMRP methodology



Ongoing Training  
for all users



# Getting through the PANDEMIC



Manufacturing locations remain open as deemed essential services albeit with skeleton crews



Planners expected to work remotely effectively supported by IntuiFlow as SAAS



Focus on top 40% SKU's  
Constant review and update of raw material variability, lead times, and targeted inventory levels (shortages and extended lead times)



Maintain the Weekly PGLS routine for all in-country planners, Group Planning, Group IT, and DDTech

# Post PANDEMIC



Getting back to business as usual  
Focus on correcting inventory levels  
Quick return to pre-pandemic standards



Overall review of planning parameters to accommodate new post-pandemic reality



DDMRP Methodology proven to support resilience and flexibility in the Supply Chain

# Current Challenges



## Challenges

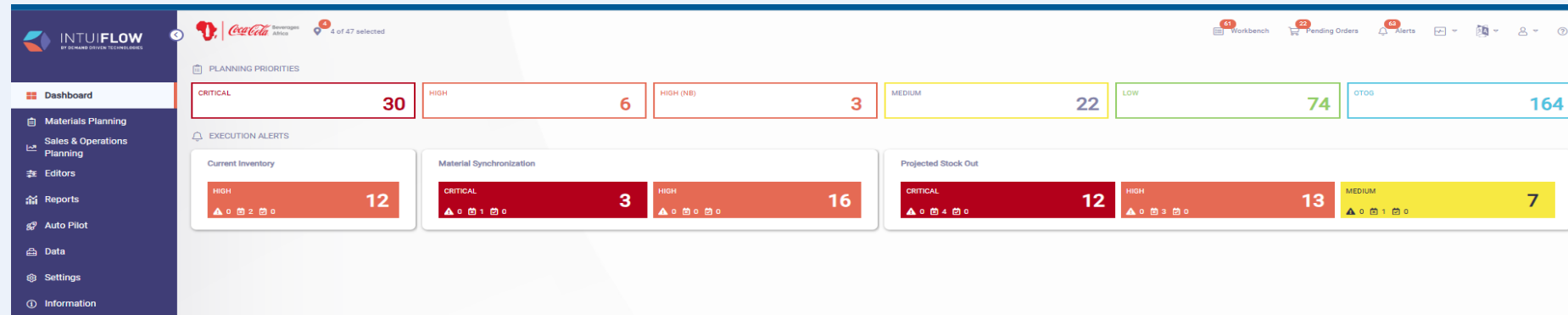
## How we approach them

	<p>People</p>	<ul style="list-style-type: none"> <li>• High planning staff turnover</li> <li>• Changes in leadership teams in the various countries</li> </ul>	<ul style="list-style-type: none"> <li>• Constant on-boarding and training of new planners</li> <li>• Routine re-introduction of the DDMRP principles and methodology to leadership teams</li> <li>• Weekly Community of Practice call with planners and DDTech</li> </ul>
	<p>Process</p>	<ul style="list-style-type: none"> <li>• Re-launch of the S&amp;OP process</li> <li>• Periodic enhancements and launch of new functionality in the software</li> </ul>	<ul style="list-style-type: none"> <li>• Routine country visits</li> <li>• Remote monthly S&amp;OP routines in preparation of Group S&amp;OP</li> <li>• Utilization of the Intuiflow Knowledgebase and the LMS Training platform.</li> </ul>
	<p>Compliance</p>	<ul style="list-style-type: none"> <li>• Compliance to working in the system - utilizing the tool (DDOM and DDS&amp;OP)</li> <li>• Master data maintenance and Housekeeping</li> </ul>	<ul style="list-style-type: none"> <li>• Routine audit of system usage</li> <li>• Development of reports to centrally audit system Master Data and Housekeeping</li> </ul>



# Using Intuiflow

## Materials Planning - Dashboard



## Materials Planning - Workbench

**Workbench** APPROVE ALL ORDERS MANAGE ORDERS TZ Production leveling + ADD NEW VIEW

Search... 48 of 48 selected 1,437 Workbench 17 Pending Orders 1,632 Alerts

Pack	Part Number	Description	ABC Clas...	Locat...	Priority	% of Buffer	Availa... Short...	Reorder Qty	Packagi... Quantity	Pack... Unit	On Hand	Supply Orders	Demand Allocatio...	Net Flk
Primary Resource:					Critical	Average:...		Sum: 16,458.00	Sum: 0.00	hour	Sum: 0.00	Sum: 0.00	Sum: 0.00	Su
Primary Resource: BOTL2TZ011RGB LINE					Low	Average:...		Sum: 52,220.00	Sum: 74.07	hour	Sum: 84,3...	Sum: 13...	Sum: 5,572...	Sum: 76
300ml SSD R...	4230	KREST TONIC 30...	D-	TZ011	Critical	0.00 %	▲	1,112.00	1.58	hour	0.00	0.00	0.00	
350ml SSD R...	2111	SPRITE ZERO 35...	D-	TZ011	Critical	0.00 %	▲	3,816.00	5.41	hour	0.00	0.00	0.00	
350ml SSD R...	1733	COKE ZERO 350...	D-	TZ011	High	0.00 %	▲	3,656.00	5.19	hour	0.00	0.00	0.00	
350ml SSD R...	1066	SPAR PINENUT 3...	C	TZ011	High	16.32 %	▲	15,264.00	21.65	hour	3,583.00	0.00	320.00	3



# Using Intuiflow

## Materials Planning – Distribution Planning

Coca-Cola Beverages Africa | 48 of 48 selected | 1,437 Workbench | 19 Pending Orders | 1,632 Alerts

Items per page: 40 | 81 - 120 of 839 items

Part Number	Location	Description	Deployment	Available To-Deploy	Total Deploy...	Net Flow After Dep...	Net Flow % ...	Shortfall
3032	TZ010	FANTA ORANGE 350ML CR 24RB	Hub	4,167.18	1,040.00	17,069.00	40.52 %	
1030	KE010	COKE 01X24 300ML RGB	Hub	40,371.46	1,040.00	59,517.00	58.93 %	
10874	NA013	FANTA RED APPLE PET 1.25L 1X12	Hub	8,967.16	1,022.00	8,815.00	61.38 %	
6540	NA013	STONEY 01X06 2000 SHR	Hub	8,382.13	1,020.00	7,423.00	61.67 %	
4204	TZ011	FANTA ORANGE 500ML 12ND	Hub	3,150.00	284.00	3,051.00	97.55 %	

Summary | Detail

On Hand	Current Work Orders	Qualified Demand	Holdback	Available To-Deploy
10,203.00	0.00	237.00	998.84	8,967.16

Items per page: 20 | 1 - 4 of 4 Items

Location	Net Flow Before Deployment	Net Flow % ToG Be...	Total Deployed	Net Flow After Deployment	Net Flow % ToG Aft...
NA015	551.00	86.69 %	0.00	551.00	86.69 %
NA012	101.00	45.45 %	112.00	213.00	95.86 %
NA014	432.00	94.47 %	0.00	432.00	94.47 %
NA011	1,179.00	56.15 %	910.00	2,089.00	99.50 %

## Materials Planning - Alerts

Coca-Cola Beverages Africa | 48 of 48 selected | 1,437 Workbench | 17 Pending Orders | 1,632 Alerts

Alerts | APPROVE ALL ORDERS | MANAGE ORDERS | Alerts | + ADD NEW VIEW

Search...

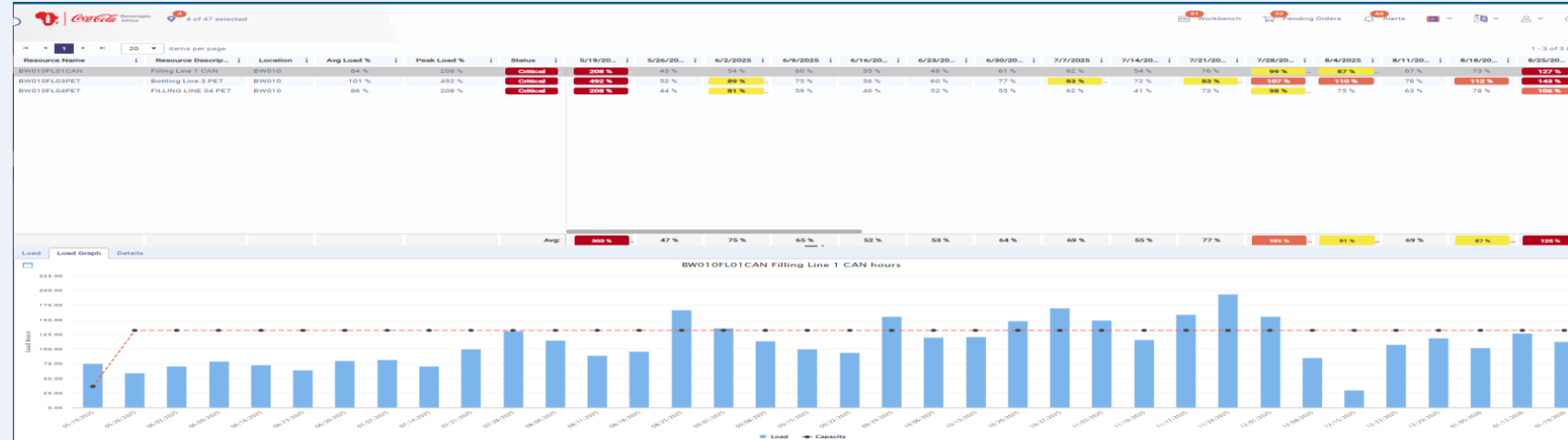
Alert Type

Part Number	Revision	Location	Alert Type	Alert Severity	Alert Date	Priority	% of Buffer	Spike	Availability Shortage	Reorder Qty
Alert Type: Current Inv										
5897		ET021	Current Inventory	Critical	1/18/2025	OToG	666.67 %			
PA0202699		MZ013	Current Inventory	Critical	3/6/2025	OToG	275.72 %			
RM0219995		MZ010	Current Inventory	Critical	4/25/2025	Critical	0.00 %			1,216,512.00
RM0212812		UG010	Current Inventory	Critical	4/29/2025	Critical	3.93 %			2,880,000.00



# Using Intuiflow

Sales and Operations Planning – Rough Cut Capacity Planning



Sales and Operations Planning – Projected Supply

Part Number	Location	Description	To...	5/26/2025	6/2/2025	6/9/2025	6/16/2025	6/23/2025	6/30/2025	7/7/2025	7/14/2025	7/21/2025	7/28/2025
3322	KE010	FANTA ORANGE 350ML 24...	2,384,...	2,384,382.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7494	KE010	M/M TROPICAL JUICE DRI...	1,160,...	0.00	40,002.00	0.00	20,001.00	0.00	20,001.00	40,002.00	0.00	40,002.00	0.00
6862	KE010	MONSTER ROSSI 500ML 6 ...	23,700,...	0.00	0.00	0.00	0.00	400.00	200.00	100.00	800.00	600.00	400.00
1372	KE010	COKE 1.25L 12 S/W NP	408,00,...	0.00	24,000.00	12,000.00	12,000.00	0.00	12,000.00	0.00	0.00	12,000.00	0.00
7499	KE010	M/M MANGO JUICE DRIN...	1,620,...	19,629.00	53,352.00	0.00	53,352.00	0.00	53,352.00	0.00	53,352.00	0.00	53,352.00
1010	KE010	COKE 1L CR 12RB	362,52,...	0.00	6,360.00	6,360.00	6,360.00	0.00	6,360.00	6,360.00	12,720.00	6,360.00	6,360.00
7695	KE010	M/M APPLE JUICE DRINK ...	522,60,...	20,904.00	0.00	10,452.00	20,904.00	0.00	0.00	10,452.00	20,904.00	0.00	20,904.00
4430	KE010	KREST BITTER LEMON 300...	818,29,...	11,118.00	0.00	12,230.00	12,230.00	12,230.00	12,230.00	12,230.00	12,230.00	24,460.00	12,230.00
Sum:				2,511,800.00	2,130,201.00	147,958.00	226,863.00	82,015.00	240,692.00	161,281.00	241,558.00	176,178.00	218,969.00



# Using Intuiflow

## Sales and Operations Planning – Part Simulation

**Coca-Cola Beverages Africa** 48 of 48 selected

1,437 Workbench 19 Pending Orders 1,632 Alerts

**Choose Part - Location: Revision**

1030 - MZ011:

---

**Simulation Results**

Service Level: 98.1%

Average Inventory Units: 35442.6

Average Running Balance: 7,973,528.58

Days Stocked Out: 5

Max Red Zone Penetration %: 100.0%

Minimum Days On Hand: N/A

Orders Generated: 43

**Simulation Graph**

Green Zone Yellow Zone Red Zone Inventory Qty Net Flow

Service Level Evaluation Window

100,000.00  
50,000.00  
0.00

06/01/2025 07/01/2025 08/01/2025 09/01/2025 10/01/2025 11/01/2025 12/01/2025 01/01/2026 02/01/2026 03/01/2026 04/01/2026 05/01/2026

Demand Pulse Total 0.00

Order Spike Threshold Level

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Run Simulation
Save Part Settings
Edit Part Settings

**Simulation Settings**

Use Demand Histories  OFF

Starting Date 5/19/2025

Weeks to Simulate 52

Daily Usage Horizon (Weeks) 13

Include Order Spikes for Buffered Parts  OFF

**Inventory Management**

Inventory Planning M12C

Auto Pilot On  OFF

Service Level A [99%]

Daily Usage Type FDU

Fixed Lead Time 3

Goods Receipt Time 0.00

Decoupled Lead Time 3

**Order Policy**

Minimum Order 8,532.00

Order Multiple 2,133.00

Order Cycle Override 7.00

**Adjustments**

Planned Adjustment Factor

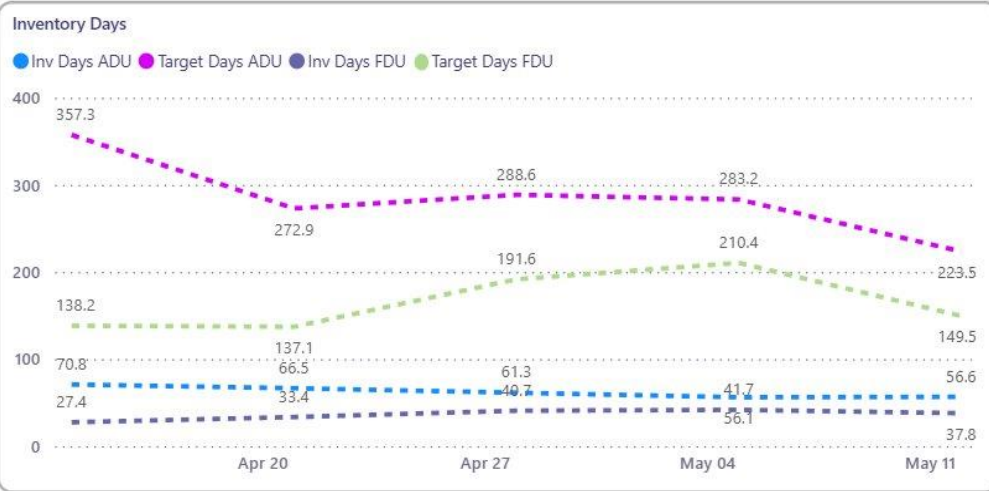
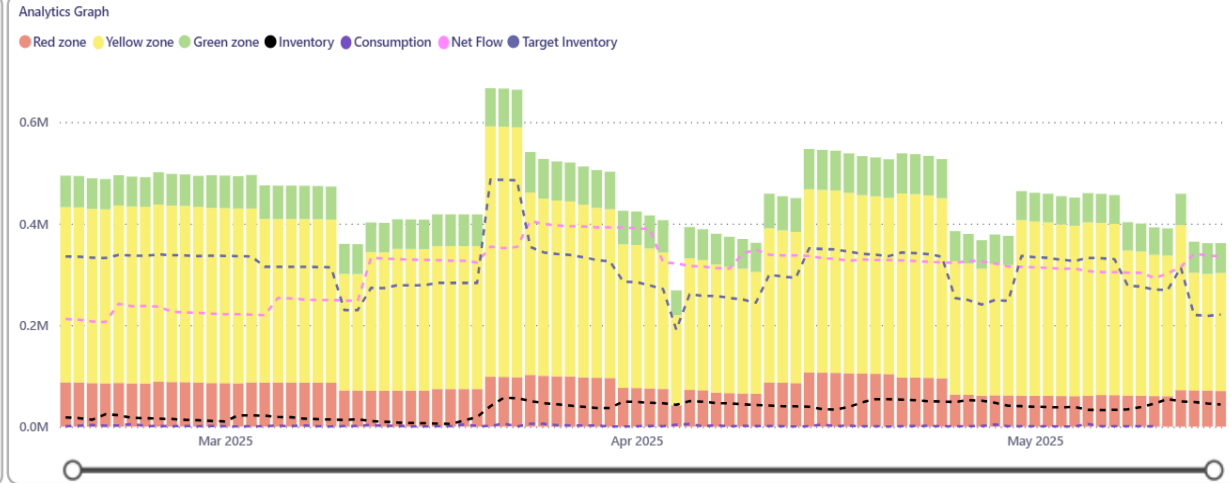
Cycle Day Adjustment Factor Core RGB Peak MG



# Using Intuiflow

## Reporting – Analytics

79  
Days with shortages  
5  
Parts with shortages  
94  
Total Shortages  
18.8  
Days of shortage per part



Last refresh: 5/16/2025 1:02:48 AM (UTC) | Date Range: 5/10/2025 - 5/16/2025 | Period: Day

QJ stock level | R+ Pallet Qty | Combination | Primary Resource | UserDefined5

<b>Current Inv Value</b> 737,505K	<b>Target Inv Value</b> 1,320,396K	<b>NB inv value</b> 0K	<b>Excess NetFlow Value</b> 31,050K	<b>Shortages With Demand</b> 1.0 %
--------------------------------------	---------------------------------------	---------------------------	--	---------------------------------------

Avg Count Red Items: 6% | Avg Count Yellow Items: 40% | Avg Count Green Items: 50% | Avg Count Blue Items: 4%

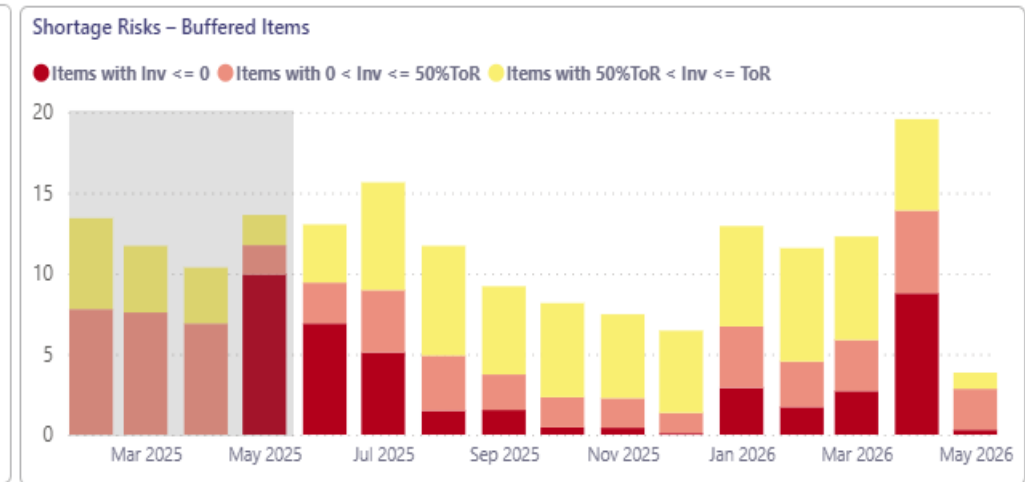
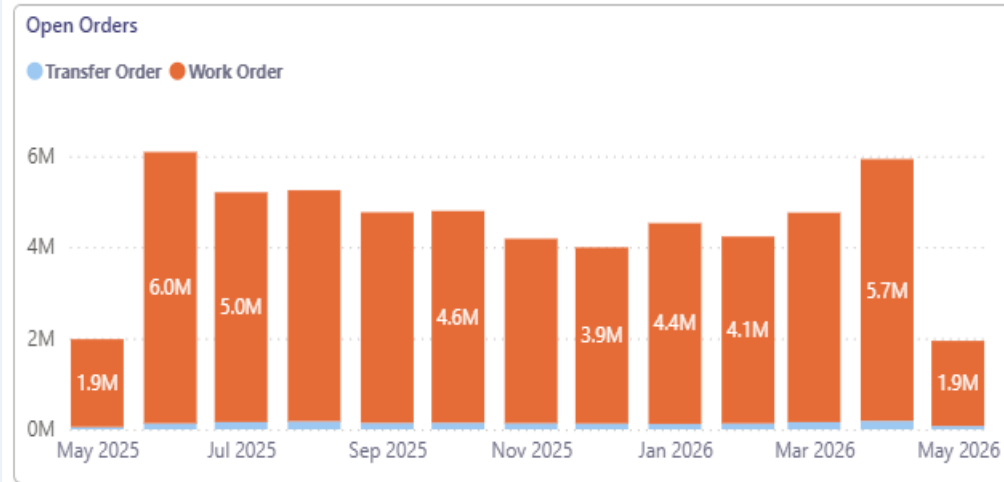
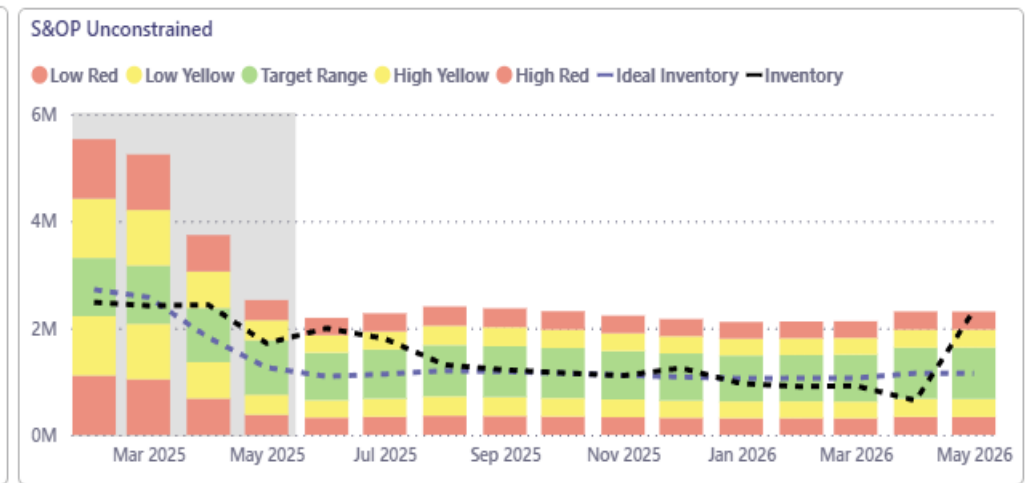
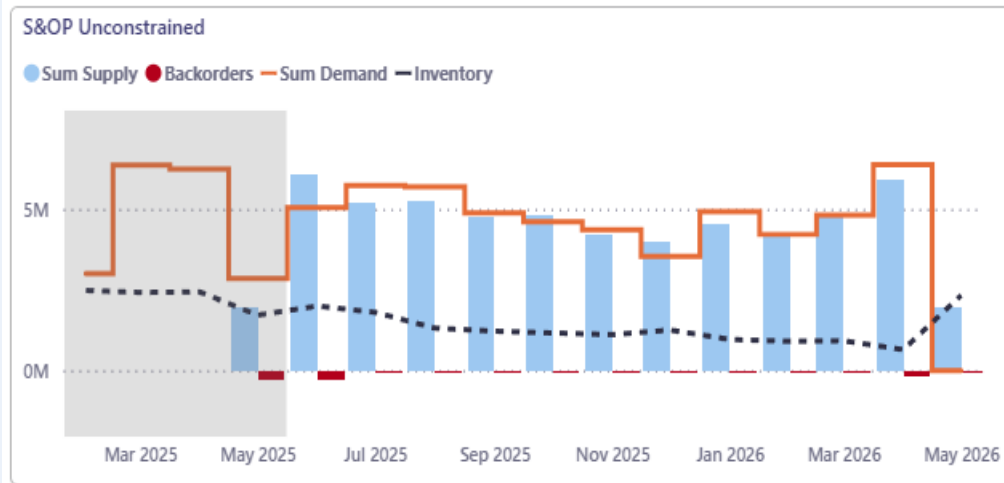
Count of Items per Planning Priority

Current and Target Inventory Value



# Using Intuiflow

## Reporting – S&OP





# Using Intuiflow

## Reporting – S&OP by Family

S&OP Family Aggregation		2/1/2025	3/1/2025	4/1/2025	5/1/2025	6/1/2025	7/1/2025	8/1/2025	9/1/2025	10/1/2025	11/1/2025	12/1/2025	1/1/2026	2/1/2026	3/1/2026	4/1/2026	5/1/2026
ABC Classification																	
⊕ A	Demand	946,928	1,740,586	1,867,533	643,985	1,287,624	1,523,290	1,601,845	1,187,335	866,759	818,024	656,703	919,702	806,096	918,039	1,181,074	
	Supply unconstrained				431,264	2,697,912	932,058	1,010,763	1,121,904	1,016,010	791,343	607,698	887,697	899,145	906,300	1,178,667	23
	Inventory Unconstrained	203,777	162,772	174,766	-32,745	859,903	1,000,236	393,012	110,256	113,135	106,312	123,417	35,313	63,231	66,474	25,195	31
	Unconstrained Inventory Days				2	22	23	8	3	3	3	5	2	3	3	2	
	AdjustmentDays				0	0	0	0	0	0	0	0	0	0	0	0	0
⊕ A+	Demand	86,367	182,251	170,421	116,527	222,259	257,232	262,855	233,814	226,806	214,054	171,841	240,660	210,932	240,225	309,053	
	Supply unconstrained				142,502	211,819	277,069	265,707	237,058	214,560	221,074	206,578	211,130	190,856	241,812	248,554	8
	Inventory Unconstrained	30,296	25,977	28,809	1,750	23,337	21,647	32,142	43,499	41,152	40,223	47,564	32,615	35,356	20,112	-14,480	3
	Unconstrained Inventory Days				3	4	3	4	6	5	6	7	5	5	4	3	
	AdjustmentDays				0	0	0	0	0	0	0	0	0	0	0	0	0
⊕ B	Demand	1,233,426	2,757,091	2,467,553	1,106,043	2,132,800	2,391,513	2,270,771	2,069,507	2,138,920	2,033,319	1,666,156	2,305,312	1,935,188	2,213,312	2,992,763	
	Supply unconstrained				729,713	1,884,343	2,408,015	2,308,739	2,076,404	2,191,314	1,912,417	1,973,136	2,076,949	1,929,654	2,154,781	2,699,124	96
	Inventory Unconstrained	1,570,272	1,514,538	1,547,278	882,134	414,506	328,126	369,010	523,729	477,771	437,870	513,422	411,610	320,897	353,807	114,057	94
	Unconstrained Inventory Days				11	7	5	5	7	7	6	8	7	5	6	3	
	AdjustmentDays	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
⊕ C	Demand	388,937	798,323	796,397	283,057	543,578	633,504	673,985	598,193	597,051	561,401	450,751	620,199	535,653	606,459	810,458	
	Supply unconstrained				252,803	505,783	570,748	678,215	578,242	611,353	551,837	519,480	598,364	502,254	608,110	801,899	19
	Inventory Unconstrained	230,446	200,523	236,438	199,301	145,055	101,899	73,045	87,053	91,563	91,004	109,997	62,152	70,733	60,773	4,801	25
	Unconstrained Inventory Days				8	6	5	4	4	5	5	6	4	4	4	2	
	AdjustmentDays	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
⊕ D-	Demand	345,518	891,376	943,492	695,996	860,130	934,078	880,719	791,514	774,447	732,237	596,364	837,434	728,125	830,416	1,091,287	
	Supply unconstrained				423,164	786,671	1,013,231	983,895	749,774	760,556	706,821	685,850	750,622	709,164	845,074	1,002,736	45
	Inventory Unconstrained	445,249	513,627	445,448	392,073	278,976	310,173	434,101	434,368	425,035	422,739	446,003	382,203	392,831	389,628	315,445	61
	Unconstrained Inventory Days				13	12	10	13	13	14	14	16	13	14	14	11	
	AdjustmentDays	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Demand	3,001,176	6,369,627	6,245,396	2,845,607	5,046,391	5,739,615	5,690,174	4,880,364	4,603,983	4,359,035	3,541,815	4,923,307	4,215,995	4,808,450	6,384,635	
	Supply unconstrained				1,979,446	6,086,528	5,201,121	5,247,319	4,763,382	4,793,793	4,183,492	3,992,742	4,524,762	4,231,073	4,756,077	5,930,980	1,94
	Inventory Unconstrained	2,480,040	2,417,437	2,432,738	1,442,513	1,721,777	1,762,082	1,301,310	1,198,924	1,148,656	1,098,148	1,240,403	923,893	883,048	890,795	445,018	2,30
	Unconstrained Inventory Days				8	12	10	7	7	7	7	8	7	6	6	4	
	AdjustmentDays	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

# New Areas of Focus



**Utilizing Auto Pilot**  
functionality for Buffer Sizing

**Building Rhythm Wheel**  
(fixed sequence manufacturing) into the  
operating model

**Implementing Intuiflow**  
**Demand Planning**  
(Forecasting) module in selected locations

**Auto approve functionality**  
Piloting and extending for routine tasks

**DDS&OP**  
Evolve understanding and use





*Coca-Cola* Beverages  
Africa

DDMRP

# THE JOURNEY CONTINUES