

SAPICS 2025 Speaker



SAPICS

The Leading Event in Africa for Supply Chain Professionals

47th ANNUAL CONFERENCE

Century City Conference Centre, Cape Town

Demand Driven World™

CAPE TOWN, JUNE 9-10, 2025



Caroline Mondon

CPIM, CPIM-F, CSCP, AEFP, DDPP, DDLP

Development Director, AfrSCM, France

Presentation: The 4th Buffer to Protect the Flow: Why Skills
Matter More than Ever

Demand Driven World™



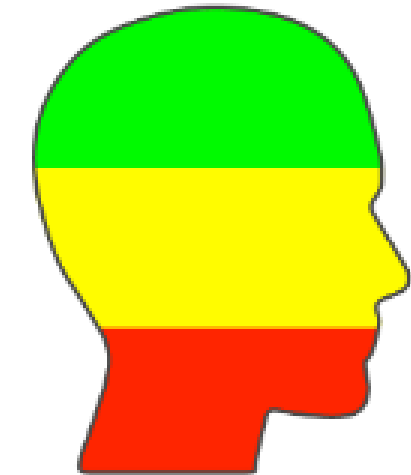
CAPE TOWN, JUNE 9-10, 2025



- The 4th buffer : Skill in the Demand Driven Skills Model DDSM

Principles and links to the

Demand Driven Adaptive Enterprise Model



- Project Air Liquide France: Results & Testimonies

Business case used in the DDI training

A small company



Center of France (Loire Valley)



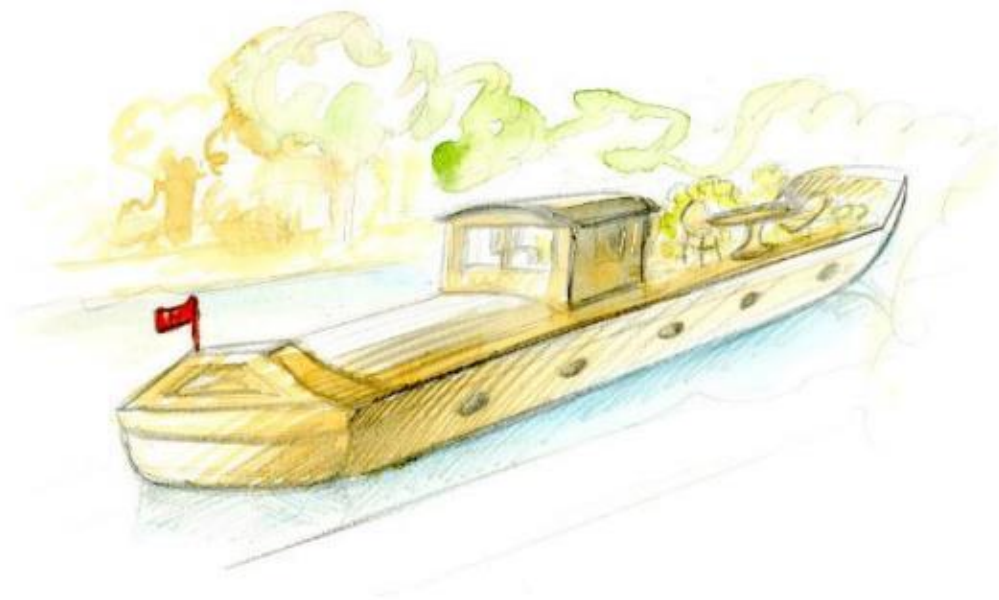
H.RAMI



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Manufacturing

wooden and metal furnitures
in 3 product lines



Croisière



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Collectivité



Boutique

In 2 workshops



Metal shop: Team of 6



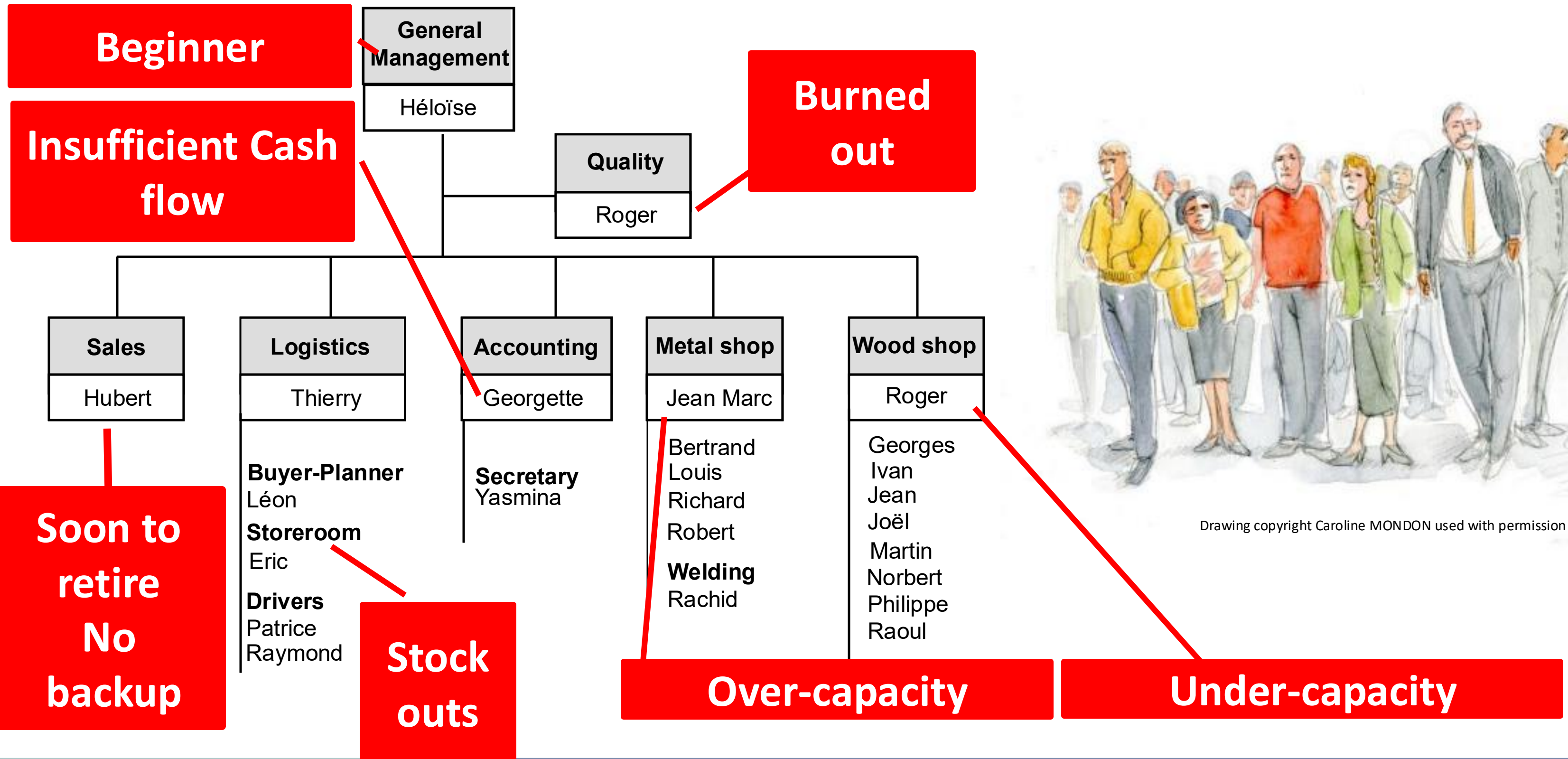
Wood shop: Team of 9



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Step 1 : Agree on the problem

24 demotivated employees



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Step 2: Agree on the direction of the solution

« It is all about flow »

A Simplified Flow Equation

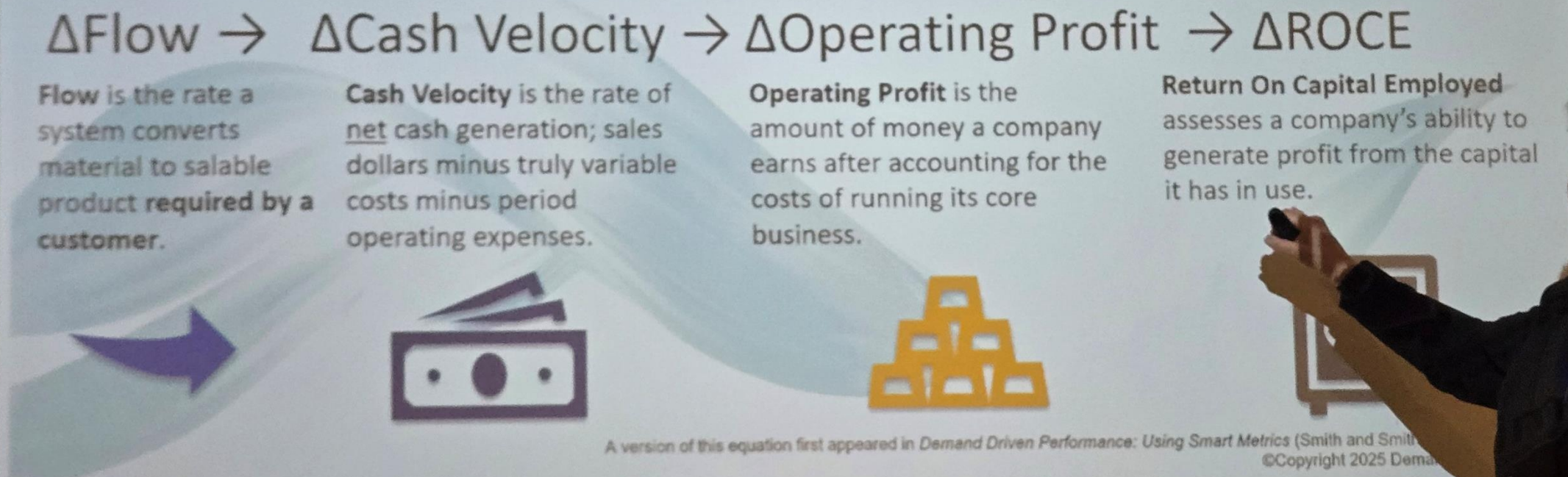
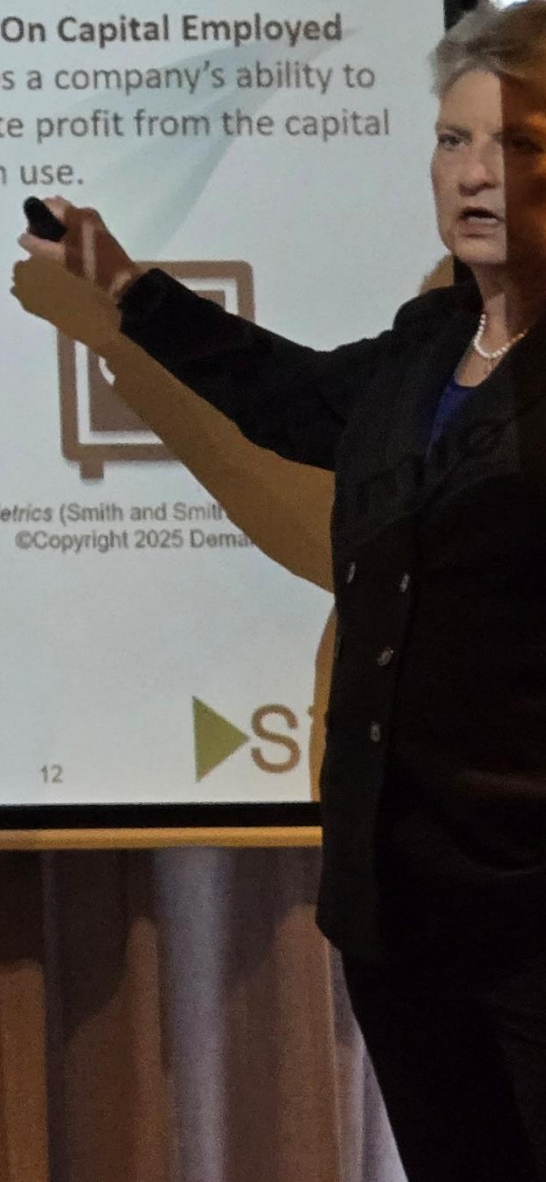
$\Delta\text{Flow} \rightarrow \Delta\text{Cash Velocity} \rightarrow \Delta\text{Operating Profit} \rightarrow \Delta\text{ROCE}$

Flow is the rate a system converts material to salable product required by a customer.

Cash Velocity is the rate of net cash generation; sales dollars minus truly variable costs minus period operating expenses.

Operating Profit is the amount of money a company earns after accounting for the costs of running its core business.


Return On Capital Employed assesses a company's ability to generate profit from the capital it has in use.



A version of this equation first appeared in *Demand Driven Performance: Using Smart Metrics* (Smith and Smith) ©Copyright 2025 Demand Driven Institute.

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Step 1: Agree on the problem

Dysfunction per cause:	%
Bottleneck capacity	19
Skills holes	38
Missing components	16
Wrong forecast	27



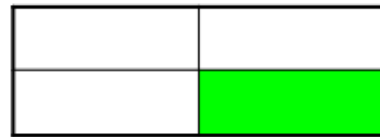
**Isn't it, all together,
a lack of flow
management skills?**



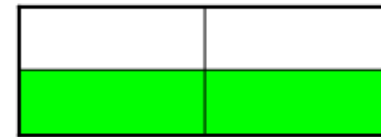
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Step 2: Agree on the direction of the solution with an executive coach

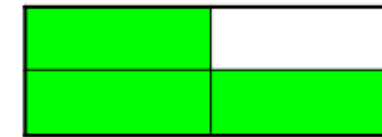
4 skill levels to manage flow



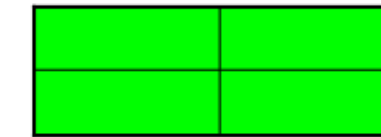
Student



Operational



Autonomous Expert



Trainer

			Train and coach 100% of the processes and adapt
		Manage 100% of the processes that support 100% of flow	
	Manage 20% of the processes that support 80% of flow		
Understand "It is all about flow"			

« Roughly right is better than precisely wrong »

Step 1: Agree on the problem (confirmation)



Skills Matrix



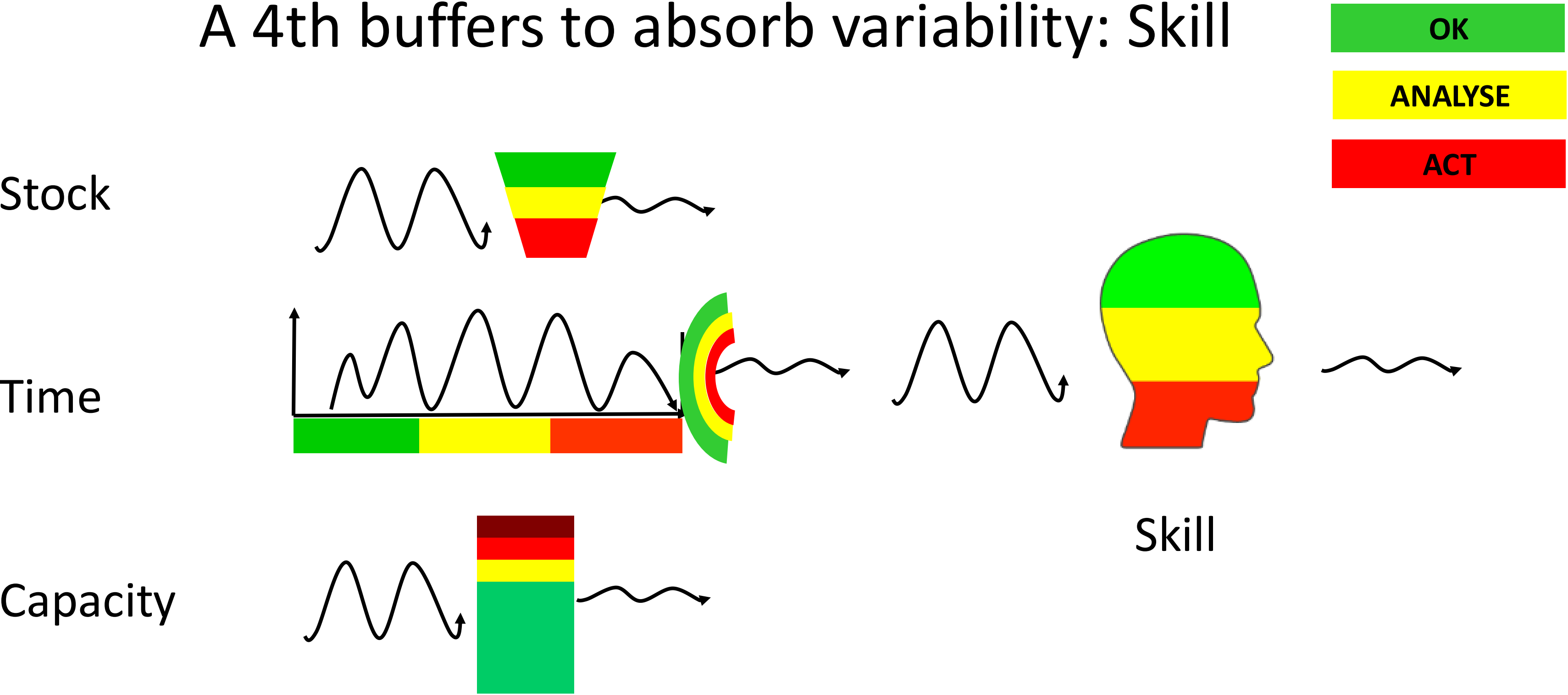
-> No backup,
no flow vision

Department	GM	Finance		Sales	Logistics				Workshops				Quality	
Function		Accounting	Secretary	Sales Director	Supply chain manager	Buyer Planner	Storeroom	Drivers	Metal workers	Welder	Metal Supervisor	Wood workers	Wood Supervisor	Quality Control
Name	CEO													
Bertrand														
Eric														
Georges														
Georgette														
Héloïse														
Hubert														
Ivan														
Jean														
Jean Marc														
Joël														
Léon														
Louis														
Martin														
Norbert														
Patrice														
Philippe														
Rachid														
Raoul														
Raymond														
Richard														
Robert														
Roger														
Thierry														
Yasmina														
24	Employees													
														Functions 14

Department	GM	Finance		Sales	Logistics				Workshops				Quality	
Function		Accounting	Secretary	Sales Director	Supply chain manager	Buyer Planner	Storeroom	Drivers	Metal workers	Welder	Metal Supervisor	Wood workers	Wood Supervisor	Quality Control
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Raymond														
Richard														
Robert														
Roger														
Thierry														
Yasmina														
24	Employees													
														skills 14

Step 2: Agree on the direction of the solution

A 4th buffers to absorb variability: Skill



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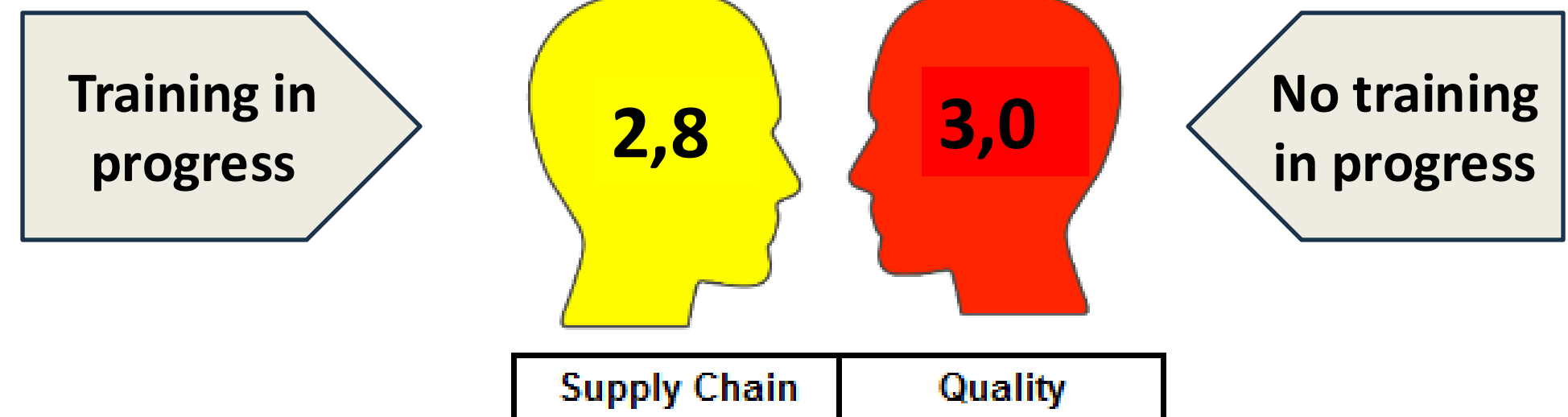
Skill Maturity / function



Department	Supply Chain				Quality			
Function Skill	Supply chain Manager	Purchaser	Planner	Storeroom	Total Quality TPM			
Name								
Eric				■				
Ken		■		■				
Léon	■	■	■	■				
Roger					■	■		
Thierry	■	■	■	■				
# Employee per level	0 0	1 1	1 1	1 0	1 0	1 1	1 0	0 0
# Green square / skill	5	9	8	9	3			
# Employee with skill	2	3	3	3	1			
Average skill per employee with skill	2,5	3,0	2,7	3,0	3,0			
Average skill per department	2,8				3,0			

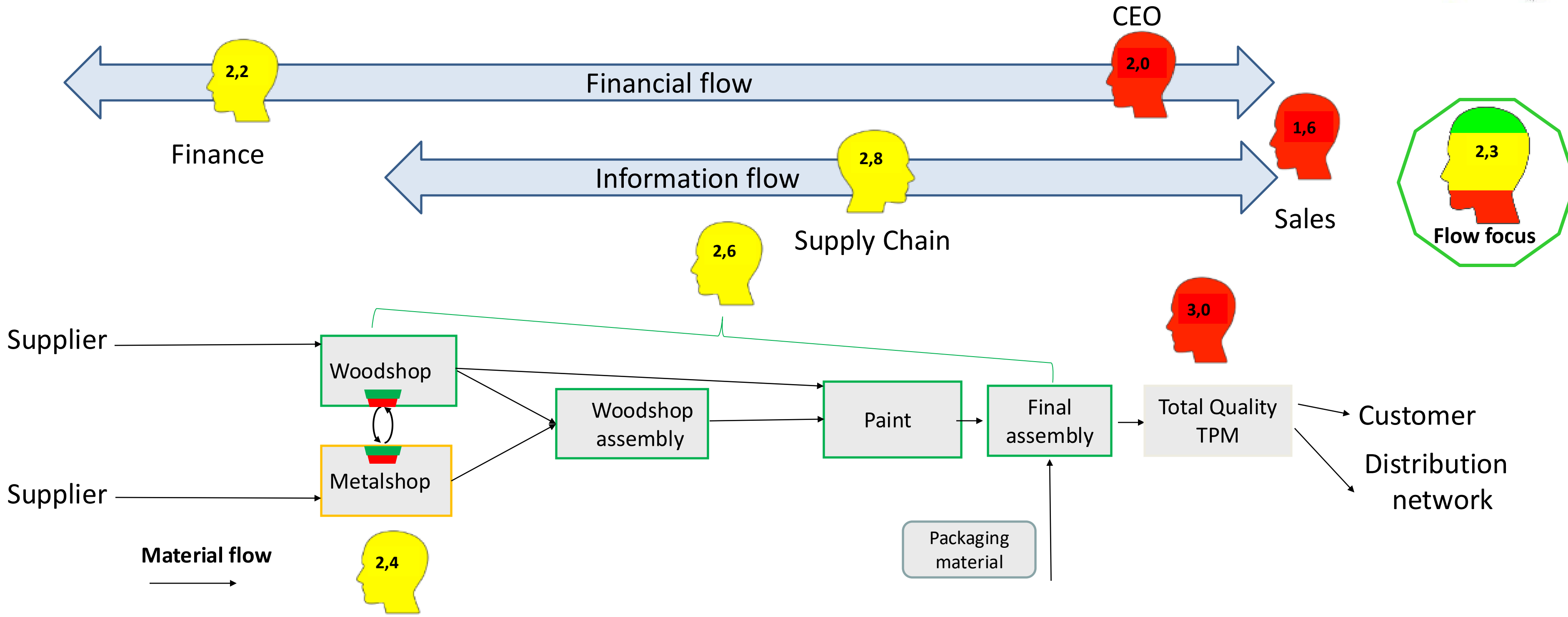
Color legend for Skills:

- ≥ 3 employees per Skill including: 1 Trainer + 1 Autonomous Expert + 1 Student or Operational
- ≥ 2 employees per Skill
- Only 1 employee per Skill Or no Trainer nor Autonomous Expert



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Visualize Skill Flow in the value stream



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Training priorities with a focus on flow



Head	Average skill	Department	Pioneer team of Trainers	Training Plan	Priorities
Left	1,6	Sales	Hubert	Hubert trains Ivan, Héloïse, Yasmina	1
Left	2,0	GM	Georgette	Georgette trains Héloïse	2
Left	3,0	Total Quality	External	Roger starts a full TtT path	3
Left	2,2	Finance	Georgette	Georgette trains new assistant Anastasia	4
Left	2,4	Metalshop	None	Welding is outsourced.	5
Left	2,6	Woodshop*	Ivan	Ivan formalizes continuous improvement in Woodshop before moving to Sales export	6
Right	2,8	Supply Chain	Thierry	Thierry (qualified trainer) trains Léon and Ken	7

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Internal Trainer Level - Definition



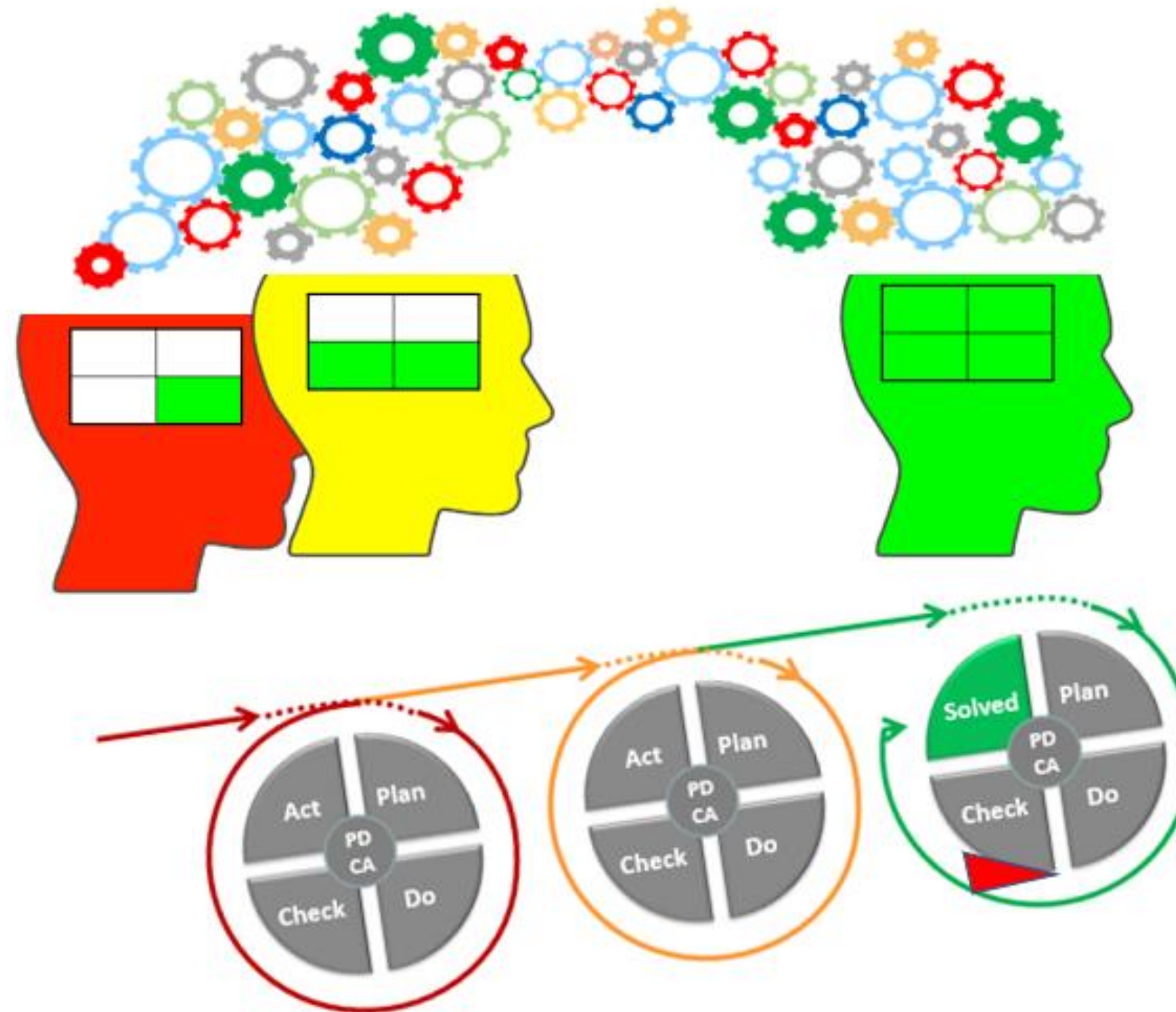
Trainer

Internal Trainer Level – Definition

An internal trainer can teach 100% of the processes related to the skill with a **constant focus on flow** and:

- Create the educational path from with the appropriate level of details
- **Describe, audit, maintain** and continuously improve and document all processes current and new ones
- Coach with the appropriate soft skills to facilitate **changes**
- **Calculate and explain ROI** of projects
- **Introduce innovations on products, services and processes with a systemic view**

Cultural change: Trainers are as important as Managers

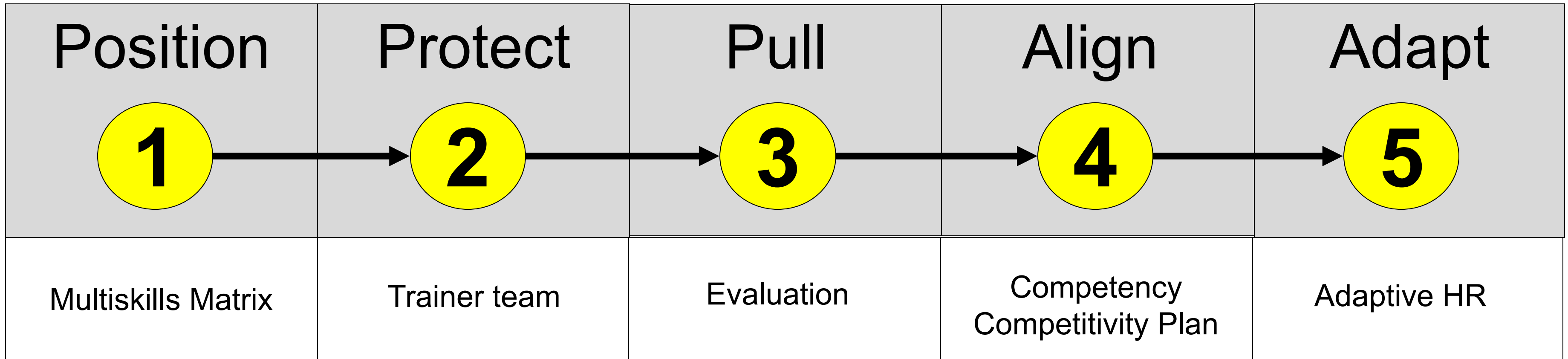


+ to introduce innovations

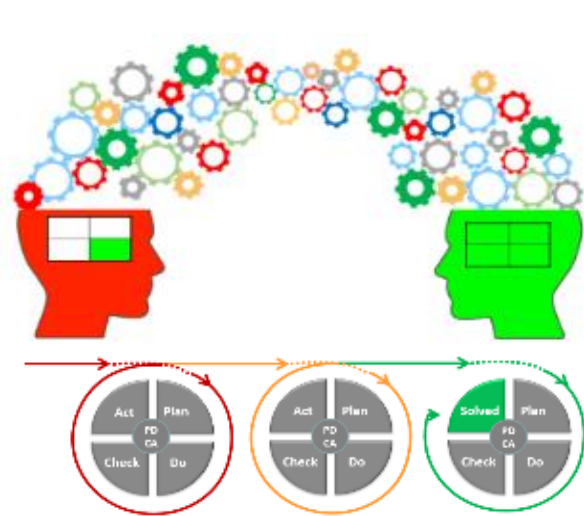
Continuous improvement to protect and promote the flow

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The 5 steps of the Demand Driven Skills Model DDSM



Department	GM	Finance	Sales	Logistics	Workshops	Quality
Function						
Site						
Name						
CEO						
Accounting						
Secretary						
Sales Director						
Supply chain manager						
Buyer Planner						
Storeroom						
Drivers						
Meat workers						
Welder						
Metal Supervisor						
Wood workers						
Wood Supervisor						
Quality Control						



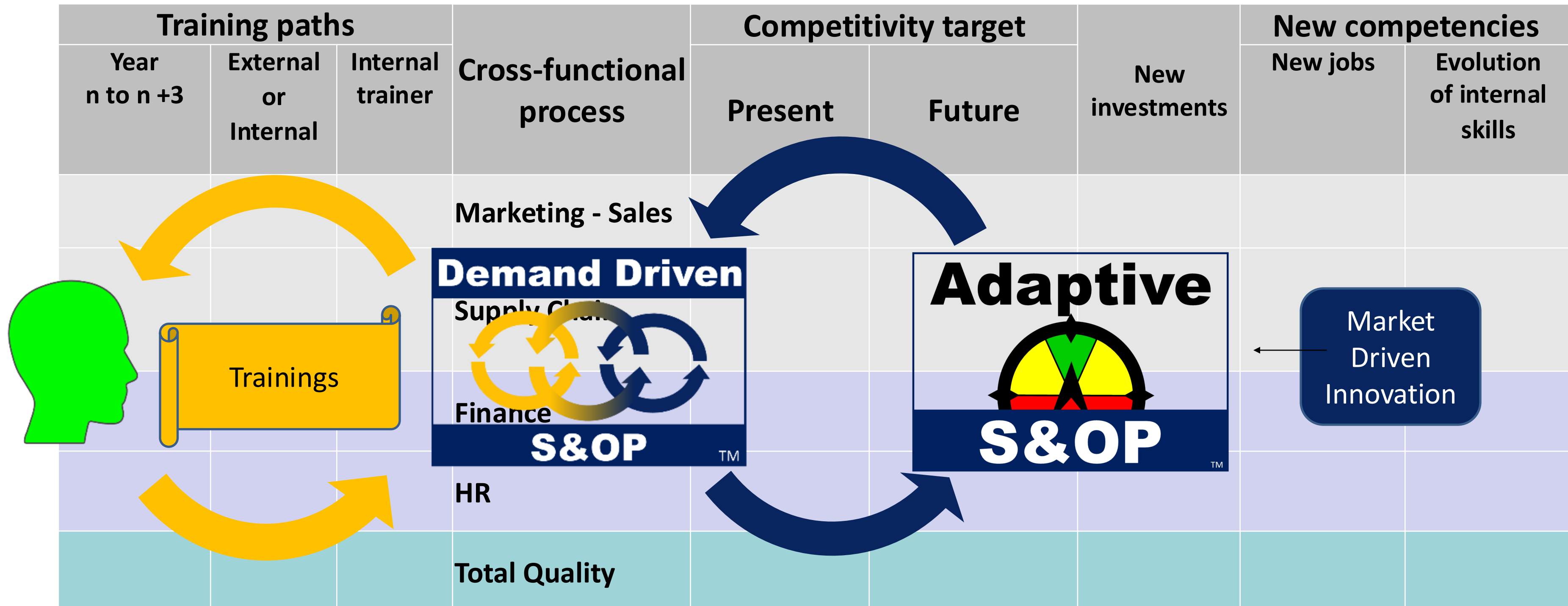
Training paths		
Year 1 to 3	External or Internal	Internal trainer



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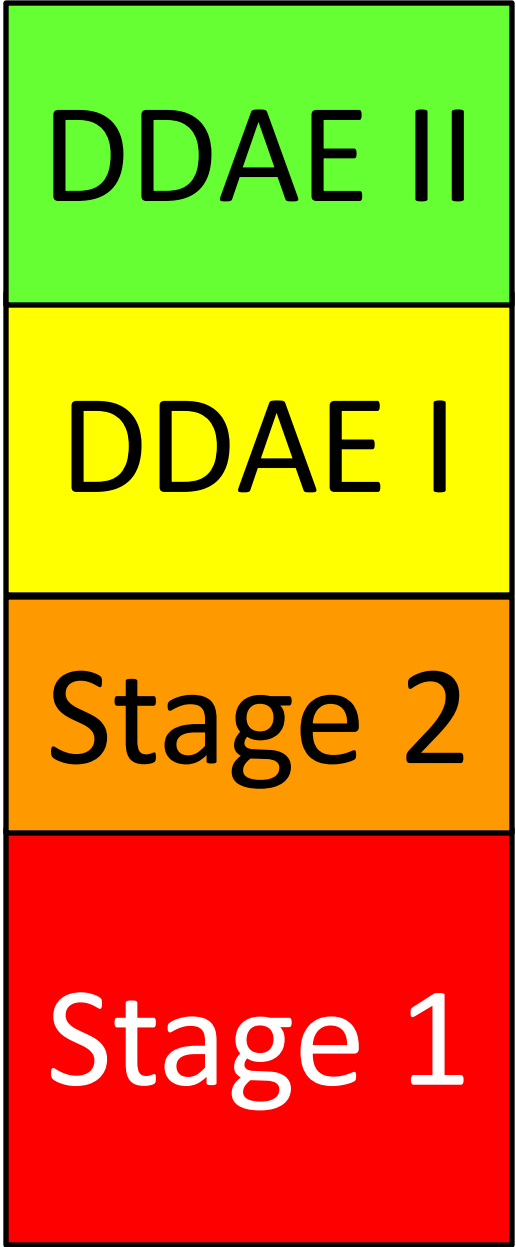
Demand Driven Adaptive Enterprise Model & DDSM in the Competency Competitivity Plan



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Visualize progress

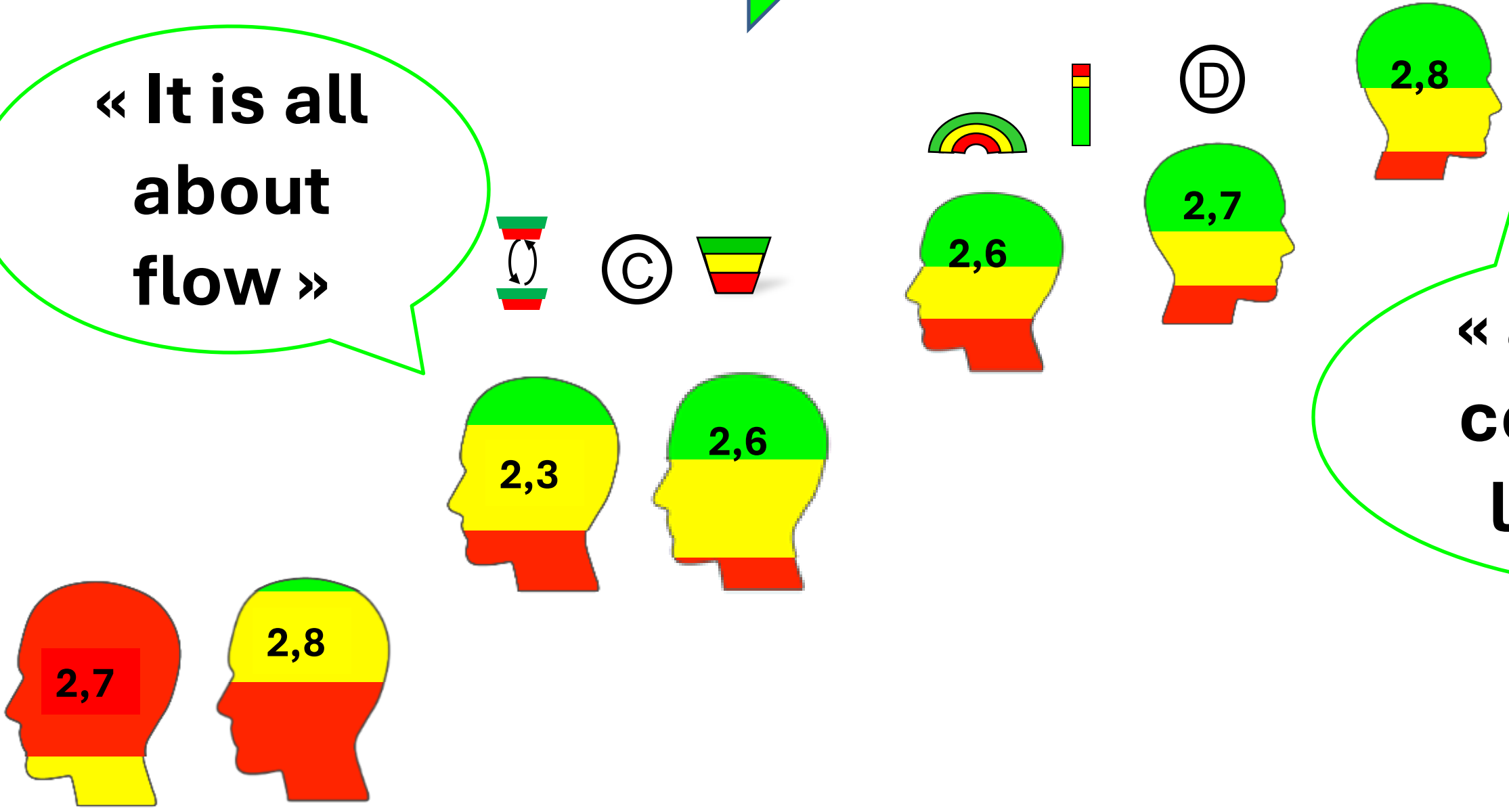
12 months



DDAE III

« It is all about flow »

« and about continuous learning »



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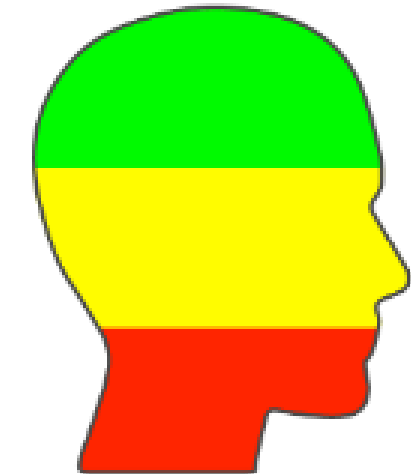
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Principles and links to the
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- Project Air Liquide France: Results & Testimonies

Project Air Liquide France



Air Liquide Industry branch produces and delivers gaz for customers in chemistry, steel industry and refining. It is at the heart of energy transition projects.

Mitry plant: 100 employees.



Trainings for Managers Demand Driven Skills Model DDSM



3 DDSM Workshops: May 2022 update October 2024
18 Managers trained

Demand Driven Skills Model
Atelier 2 (groupe 1) Air Liquide Mitry
9 mai 2022



Demand Driven Skills Model
Atelier 2 (groupe 2) Air Liquide Mitry
11 mai 2022



Demand Driven Skills Model
Atelier 1 (groupe 3) Air Liquide Mitry
9 octobre 2024



Trainings for Trainers & Managers

Train the trainer in Skill Flow



Mitry

Since May 2022, 5 groups organized by



Demand Driven Skills Model
Train the Trainer Flux de Compétences Jour 1
Air Liquide Mitry 22 mai 2025



Demand Driven Skills Model
Train the Trainer Air Liquide Mitry
25 octobre 2023



Demand Driven Skills Model
Train the Trainer Air Liquide Mitry
30 juin 2022



Demand Driven Skills Model
Train the Trainer Air Liquide Mitry
20 janvier 2023



Demand Driven Skills Model
Train the Trainer Air Liquide Mitry
10 juillet 2024



Step 1: Agree on the problems

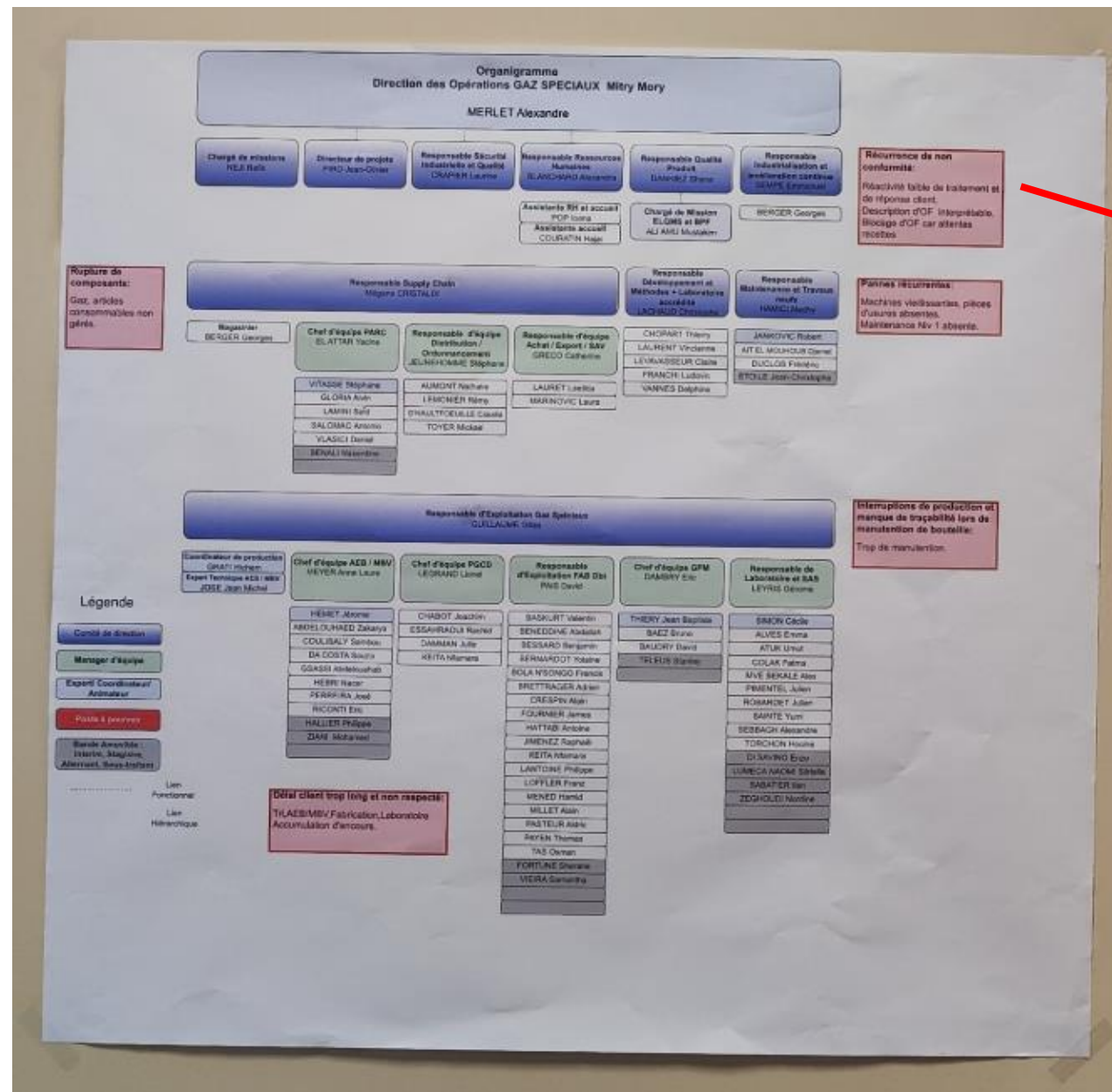


Organization chart

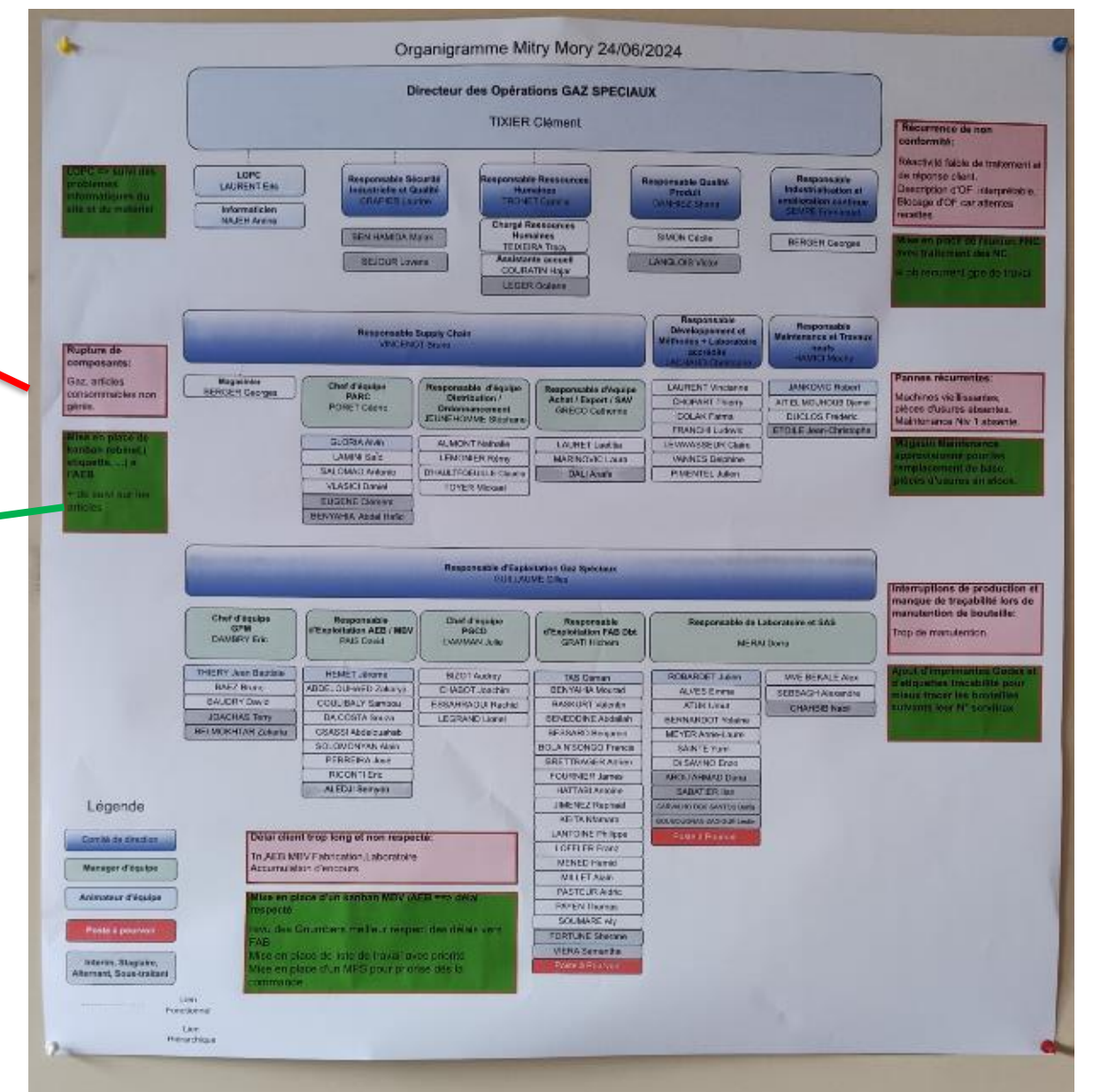


Problems

Solutions



2019

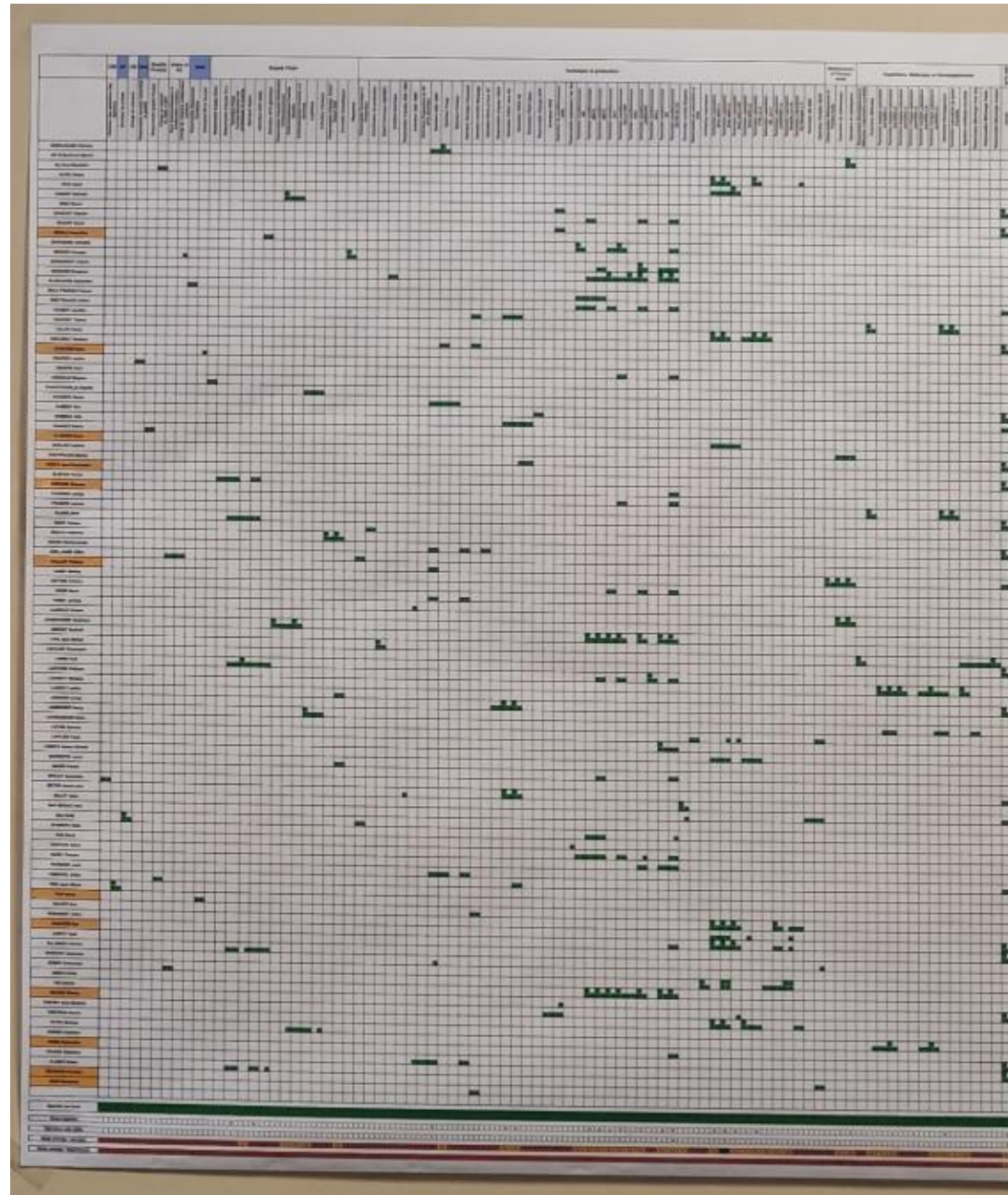


2024

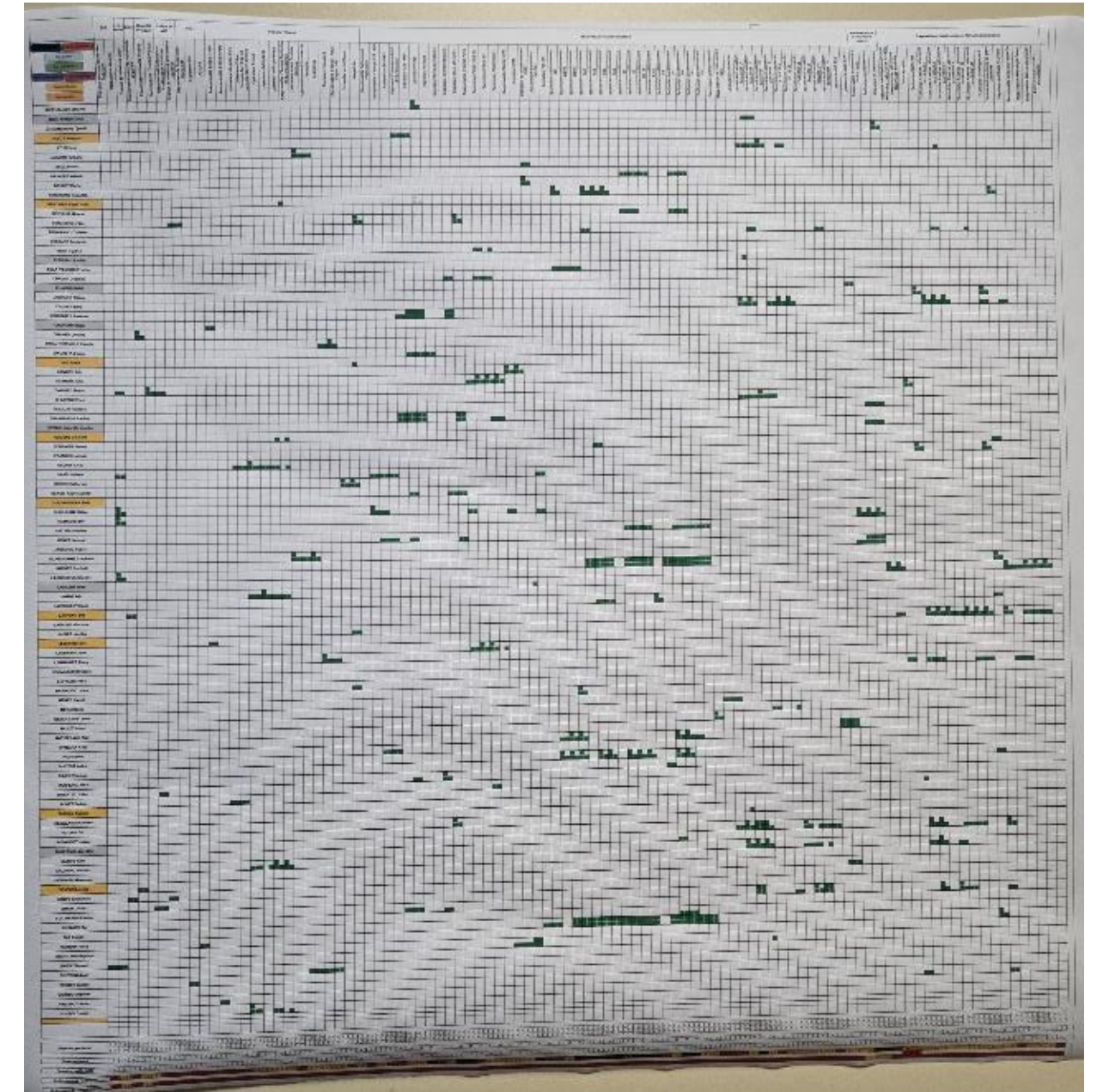
Step 2: Agree that the solution solve the problem



Multiskills Matrix



2019



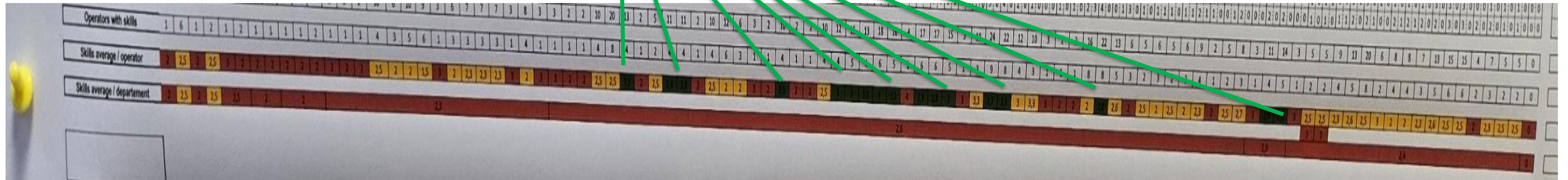
2024

Step 2: Agree that the solution solve the problem



Many Green Skills

2024

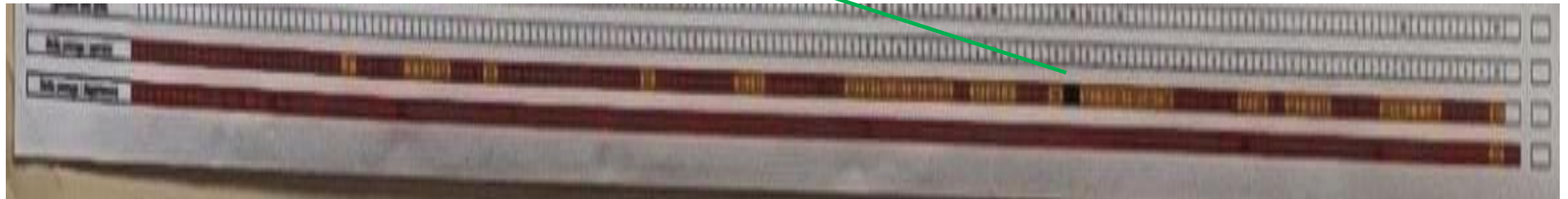


Only one Green Skill

Multiskills Matrix bottom

27

2019



Results

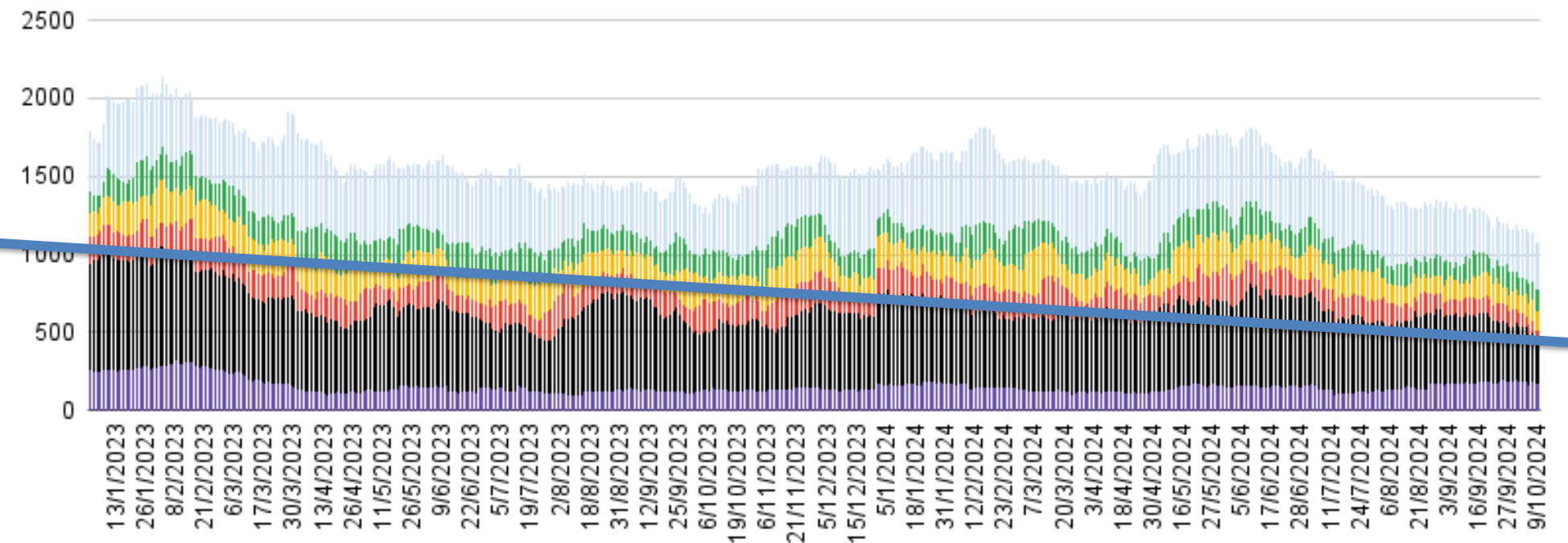
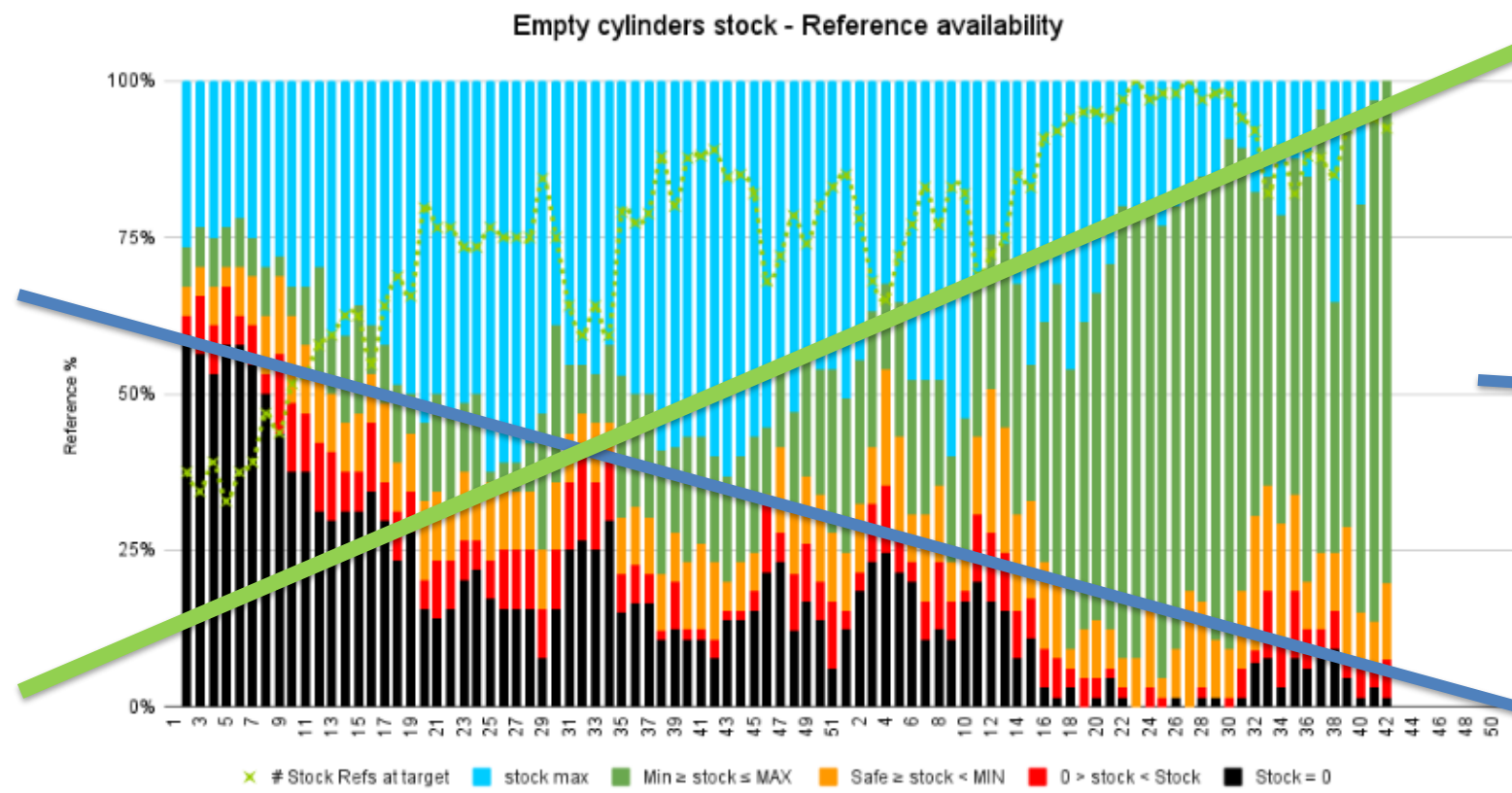


Stockouts & WIP level

- Stockouts of empty cylinders
- Too much inventory
- Stock between Min-Max

Work in Process

- Late delivery



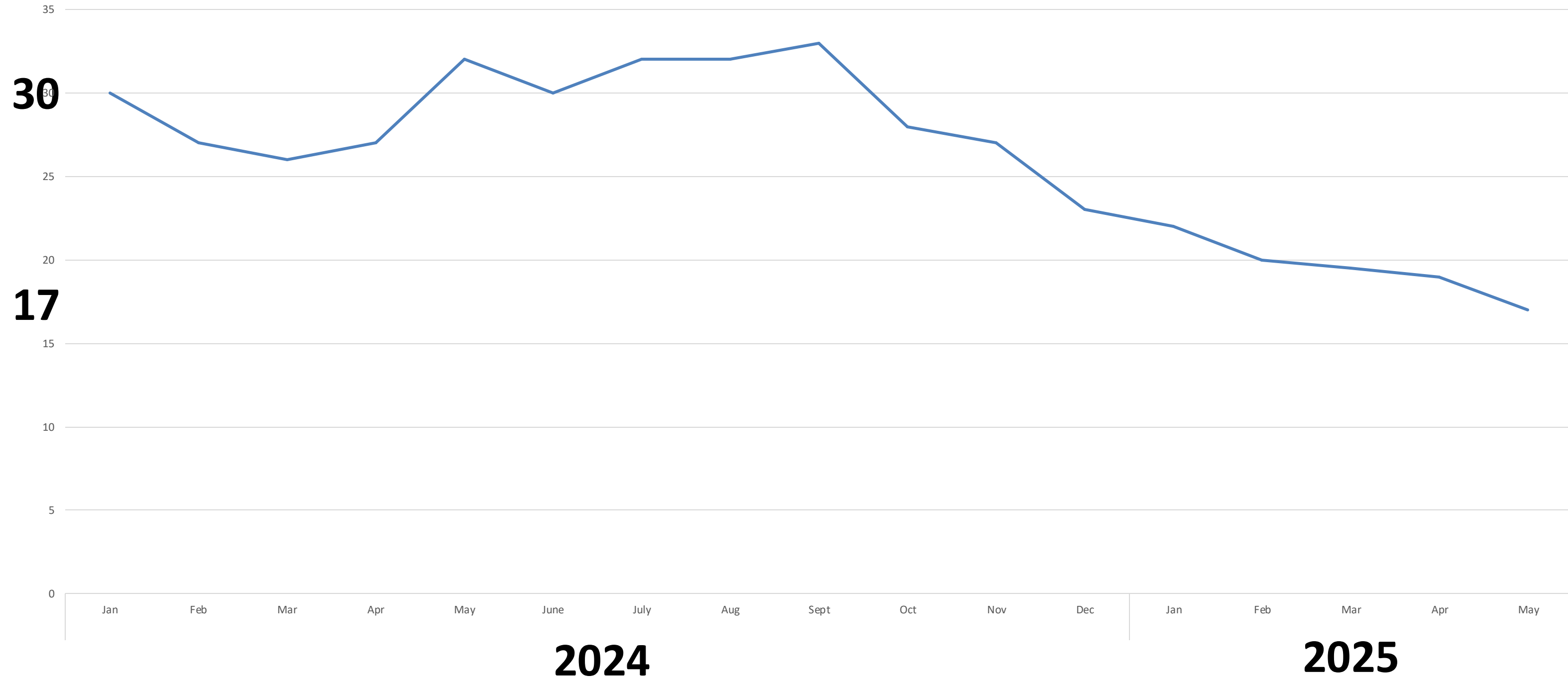
2023

2024

2023

2024

Production Lead Time



Testimony of the Plant Director who started the DDSM



Alexandre MERLET, CSCP

“The Demand Driven Skills Model offered new career paths for each individual and brought a practical answer to questions like "how to avoid turning a good operator into a not-so-great team leader?". Over the months, this significantly contributed to empowering the managers and bringing a better social climate: fewer hours of strike, with less people involved.”

Testimony of the new Plant Director



Clément TIXIER

“The Demand Driven Skills Model is not just a Multiskills project. It is the starting point to a **cultural change** to anchor flow management, continuous improvement and quality mindset into the teams.”

Culture versus strategy

« Culture eats strategy for breakfast »



Peter DRUCKER

professor of politics and philosophy

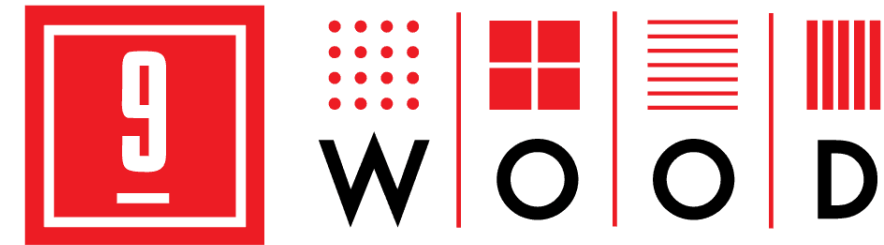
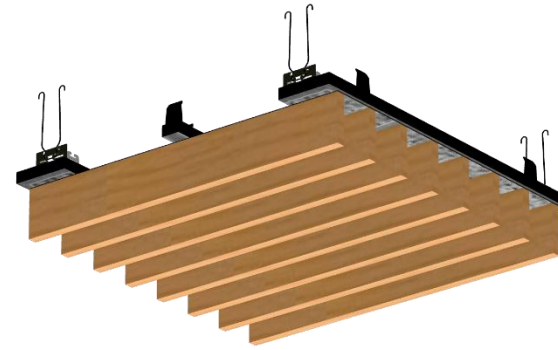


Key to changing the culture

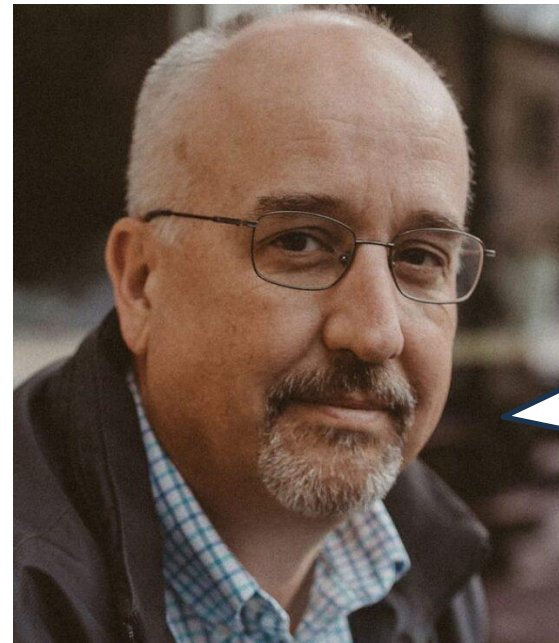


**Celebrate
each new
green
square**

Testimony



Project started on site on March 2019 in Oregon, West USA, 124 employees. Update August 2024.



Craig JOLLY Production Manager

We continue to track our Demand Driven Skills Model progress in a monthly meeting with our Production Supervisor Team. We've added some new equipment, quite a few people and also a supervisor this year, so the Skills Buffer status helps us identify where we need to focus our training efforts. Progress is sometimes slow, but the visibility the Skills Buffer provides is an important piece of information for us. I'm grateful we have this in place.

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