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**SAPICS**  
THINK SUPPLY CHAIN  THINK SAPICS



**INNOVATION IN MOTION**  
**8 - 11 June 2025**

*The Leading Event in Africa for Supply Chain Professionals*  
**47<sup>th</sup> ANNUAL CONFERENCE**  
Century City Conference Centre, Cape Town

**S&OP – Doing More with Less**

# S&OP – Doing More with Less



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# Virbac South Africa – S&OP Case Study



**Colleen Purdy**  
General Manager, Virbac South Africa



**Linford Moroathsehla**  
Production Head, Virbac South Africa

# Focusing on animals health, from the beginning



**FOUNDED IN 1968 BY A FRENCH VETERINARIAN**  
listed since 1985

**100% ANIMAL HEALTH SINCE THE BEGINNING**  
not linked to a human pharmaceutical company

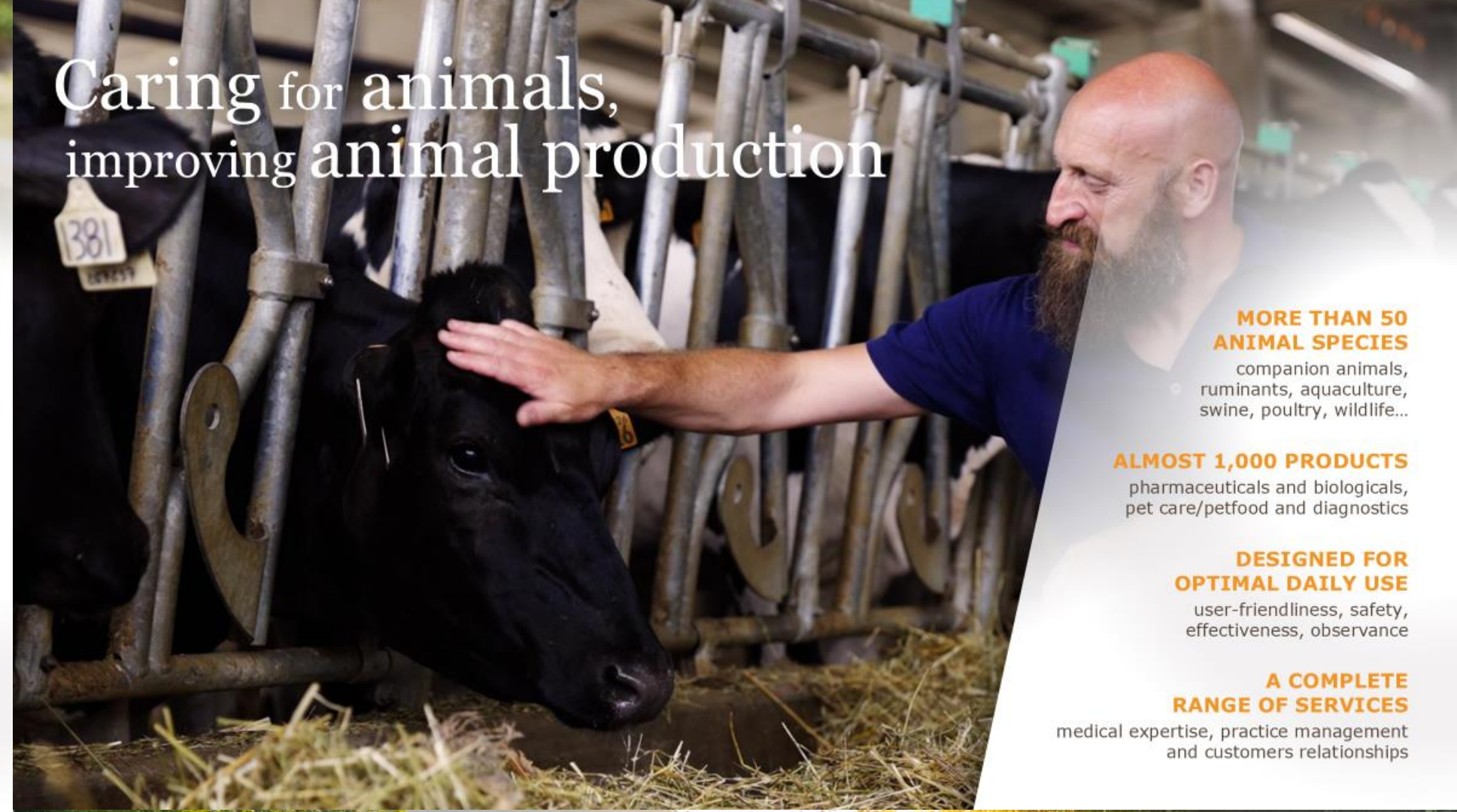
**SALES SUBSIDIARIES IN 35 COUNTRIES**  
Products in more than 100 countries

**MC 1,397 SALES**  
ranks 6<sup>th</sup> worldwide

**6,400 EMPLOYEES**

Figures 2023

# Caring for animals, improving animal production



**MORE THAN 50 ANIMAL SPECIES**

companion animals,  
ruminants, aquaculture,  
swine, poultry, wildlife...

**ALMOST 1,000 PRODUCTS**

pharmaceuticals and biologicals,  
pet care/petfood and diagnostics

**DESIGNED FOR OPTIMAL DAILY USE**

user-friendliness, safety,  
effectiveness, observance

**A COMPLETE RANGE OF SERVICES**

medical expertise, practice management  
and customers relationships

# Nurturing a unique relationship with veterinarians, farmers and owners in every country



**PERSONALIZED PARTNERSHIP**

knowledge of customers' needs,  
services, key accounts

**A SALES MODEL BASED ON PROXIMITY**

personalised advice and relationship

**STRUCTURES WITH DIFFERENT SIZES**

from independent customer  
to multinational company

**SPECIFIC ACTIONS FOR PET OWNERS AND DISTRIBUTORS**

according to the distribution  
channel of each country

# Making responsible choices for a sustainable future



**SINCE ALWAYS ORIENTED SUSTAINABLE DEVELOPMENT**

balance between  
care for individuals,  
respect of the environment,  
economic performance

**VIRBAC COMMITMENTS**

Innovating responsibly,  
strengthening employee engagement,  
ensuring the quality of products and  
services, protecting the environment

**GRI REPORT**

750 CSR performance indicators

**VIRBAC FOUNDATION**

animal health at the  
heart of ecosystem's health



**Colleen Purdy**  
General Manager, Virbac South Africa



**Linford Moroathsehla**  
Production Head, Virbac South Africa

# Virbac Transformation Impact

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High backorders  
Out of stocks



Low/no backorders  
Happy customers (nominated for customer awards)

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Silo working



Collaborative decision making  
Faster decision making

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High overtime costs  
Low morale



Reduced overtime  
Improved morale and teamwork

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High inventory  
Off site storage costs



Inventory under control  
Reduced off-site storage

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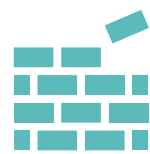
## Virbac South Africa – S&OP Case Study



Culture and leadership ‘part of the family’



Diagnose the root causes of problem - from multiple perspectives



Start by focussing on control (you do not need to jump straight to clever or mastery) - we used Excel and google sheets!



Start measuring what matters



**The hand knows  
where to cut, not  
just how.**

# S&OP: Innovation in Application

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**The Core Innovation is Communication, Not Technology** - This shift from a technology problem to a communication discipline is the fundamental innovation.



**"Good Enough" Data is a Powerful Catalyst** - The focus shifts from data purity to collaborative interpretation.



**S&OP Becomes a Powerful Cash Flow Management Tool** - a tool for financial survival and self-funded growth, not just operational efficiency.



**The "Executive" Meeting is Often the Entire Management Team** - eliminating the layers of bureaucracy that can slow down larger organisations. There is no gap between strategy and execution.



**The Process Builds Unexpected Leadership Skills** - This cross-functional exposure is a powerful, surprising, and low-cost way to develop the next generation of business leaders.

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Let's see what you  
told us

# Summary: The Value of S&OP Is Achievable for All

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## People Powered Decision Process:

- While we talk about data, forecasts, and supply constraints, these are merely the language of S&OP. **S&OPs success or failure hinges entirely on the people who participate in it.**
- S&OP forces people who speak different functional "languages" into the same room to agree on a single story.
- The entire S&OP cycle is built on a foundation of trust between individuals and teams. S&OP involves navigating egos, managing conflict, and making difficult trade-off decisions—all distinctly human skills that no software can replicate.

You can have the most advanced software, the cleanest data, and the most elegant process maps, but if the people involved don't trust each other, refuse to compromise, or fail to take ownership, you don't have S&OP.

You have a reporting exercise.

**S&OP is all about the people.**

**S&OP requires bottom-up and top-down engagement – strong and engaged leadership and consistent and clear team engagement with the entire team— from shop floor upwards.**

# Summary: Getting Started Simply!

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1. Engage your team – bottom to top
2. Select a value-stream or category from your business
3. Build a spreadsheet:
  - Sales forecast
  - Available capacity
4. Define the gap/gaps (customer demand minus capacity)
5. Convene your cross-functional leadership team
6. Make decisions on how on close the gap
7. Repeat, continuously improve and evolve!



1. Improved control
2. Improved collaboration
3. Everyone working from the same numbers and assumptions
4. Happier customers
5. Reduced costs
6. Optimized inventory
7. Improved planning and risk management