



**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



# **BCE's survive & thrive DDMRP Implementation**

**Jaycee Kent**

# OVERVIEW

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- INTRODUCTION
  - CHALLENGES
  - ANALYSIS
  - SOLUTION
  - IMPLEMENTATION
  - RESULTS
  - GOING FORWARD
  - KEY TAKEAWAYS
-

# GUIDING PRINCIPLES

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- ACTIVE PARTICIPATION
  - QUESTIONS
  - TIME CONSTRAINTS
  - CONFIDENTIALITY
-

# WHO AM I?

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- JAYCEE KENT, MBA (GIBS) | PGDip GM | BCom Hons Supply Chain | BCom Marketing | CSCP | CPF® | SCOR-S
- HEAD OF PROCUREMENT.
- 14 YEARS EXPERIENCE.
- 8 YEARS EXPERIENCE IN LEADERSHIP POSITION.
- EXPERIENCE IN 5 DIFFERENT INDUSTRIES.



# WHO IS BCE?

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SOUTHERN AFRICA'S LEADING SUPPLIER  
OF KITCHEN UTENSILS, INDUSTRIAL  
COOKWARE AND COMMERCIAL KITCHEN  
APPLIANCES TO THE HOSPITALITY AND  
FOODSERVICE INDUSTRIES

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# WHO IS BCE?

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**DIVERSE PRODUCT  
AVAILABILITY**



**AFTER SALES  
REPAIRS**



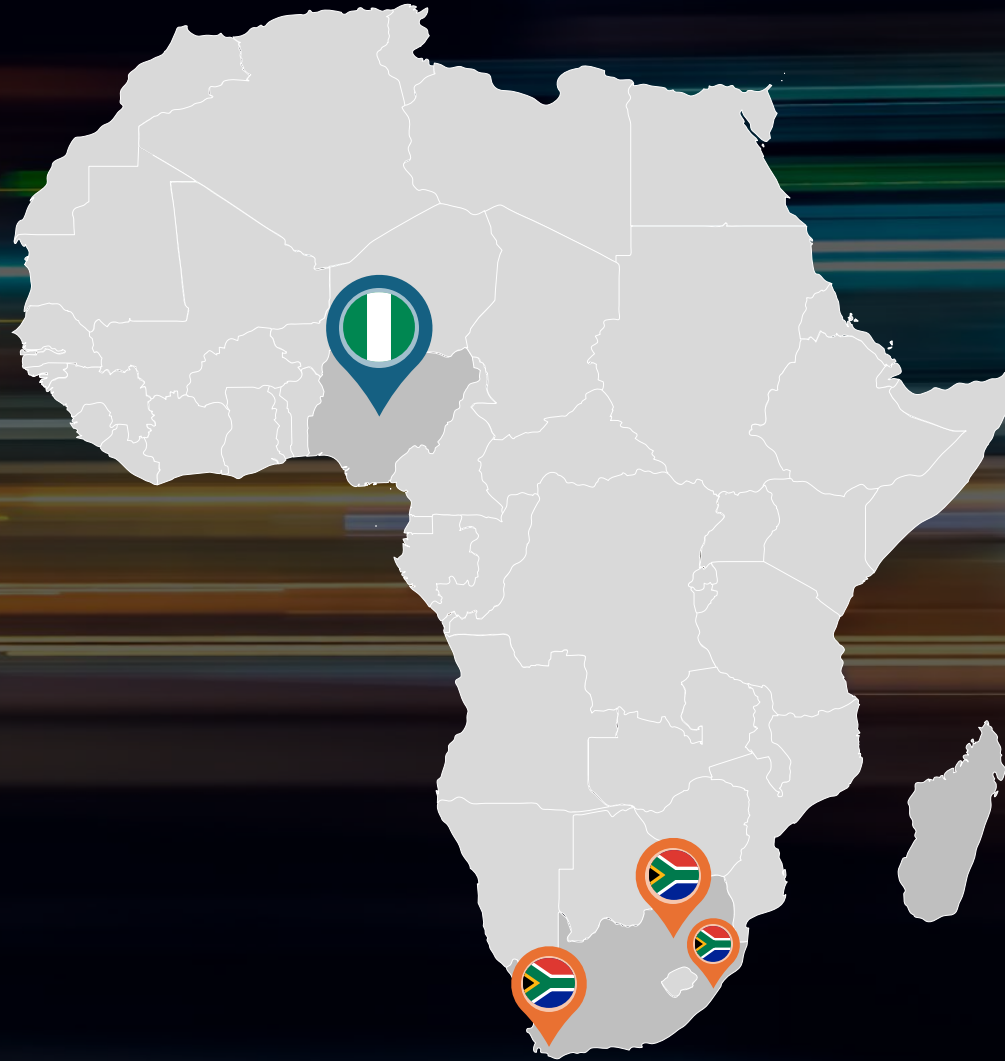
**PRODUCT  
CONSULTATION**



# DISTRIBUTION

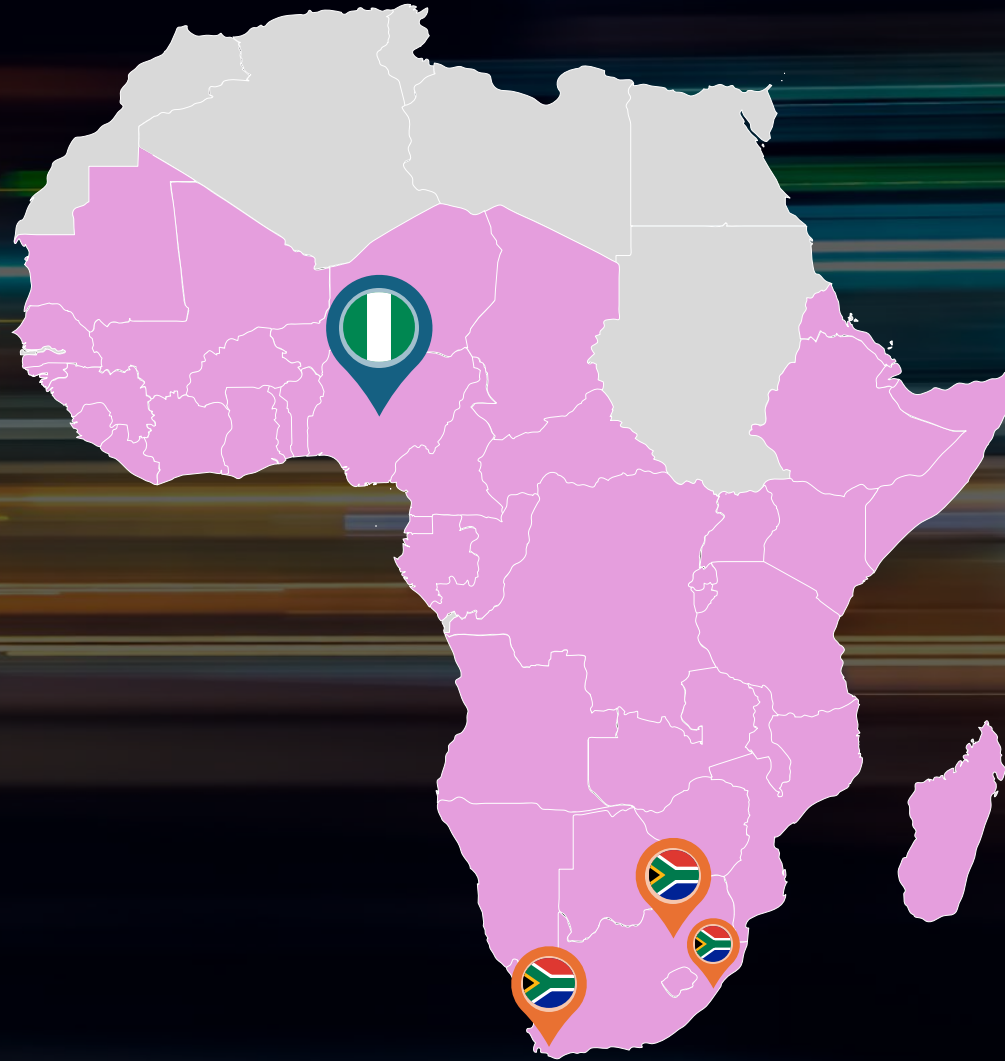


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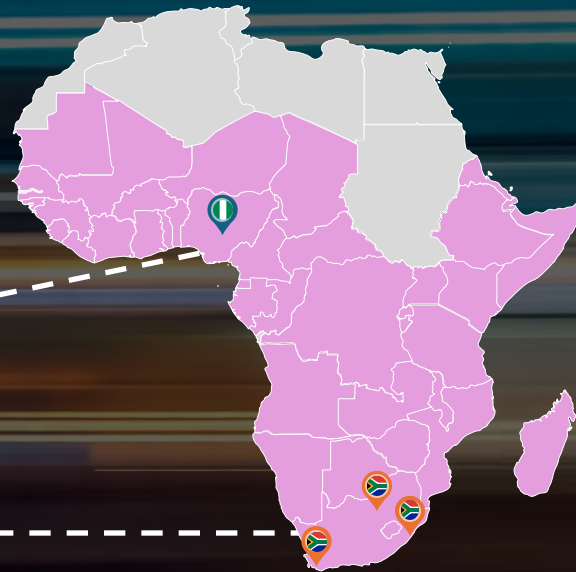


# DISTRIBUTION

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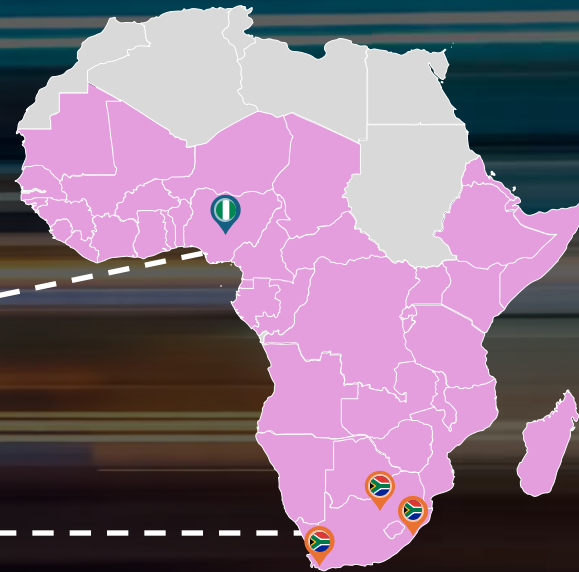
# DISTRIBUTION



# DISTRIBUTION

**IMPORT 21+**  
DIFFERENT COUNTRIES

**LOCALLY**  
SOURCE & MANUFACTURE



**980+**  
SHIPMENTS

# OUR CHANNEL

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**BCE WHOLESALER / DISTRIBUTOR**



**DEALERS / RESELLERS**



**END USERS**

# END USERS

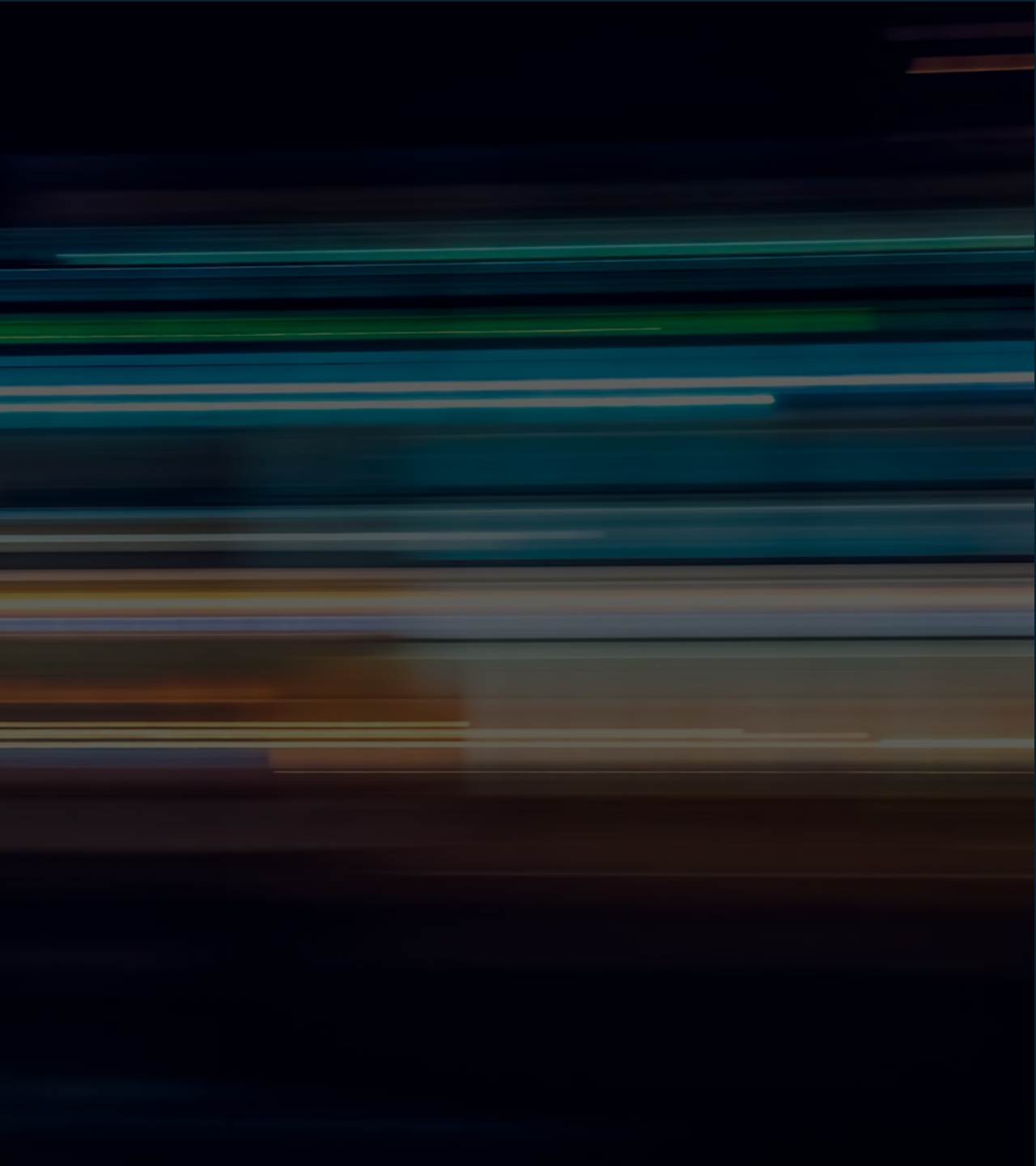
# RESTAURANTS



**RESTAURANTS**



**HOTELS**



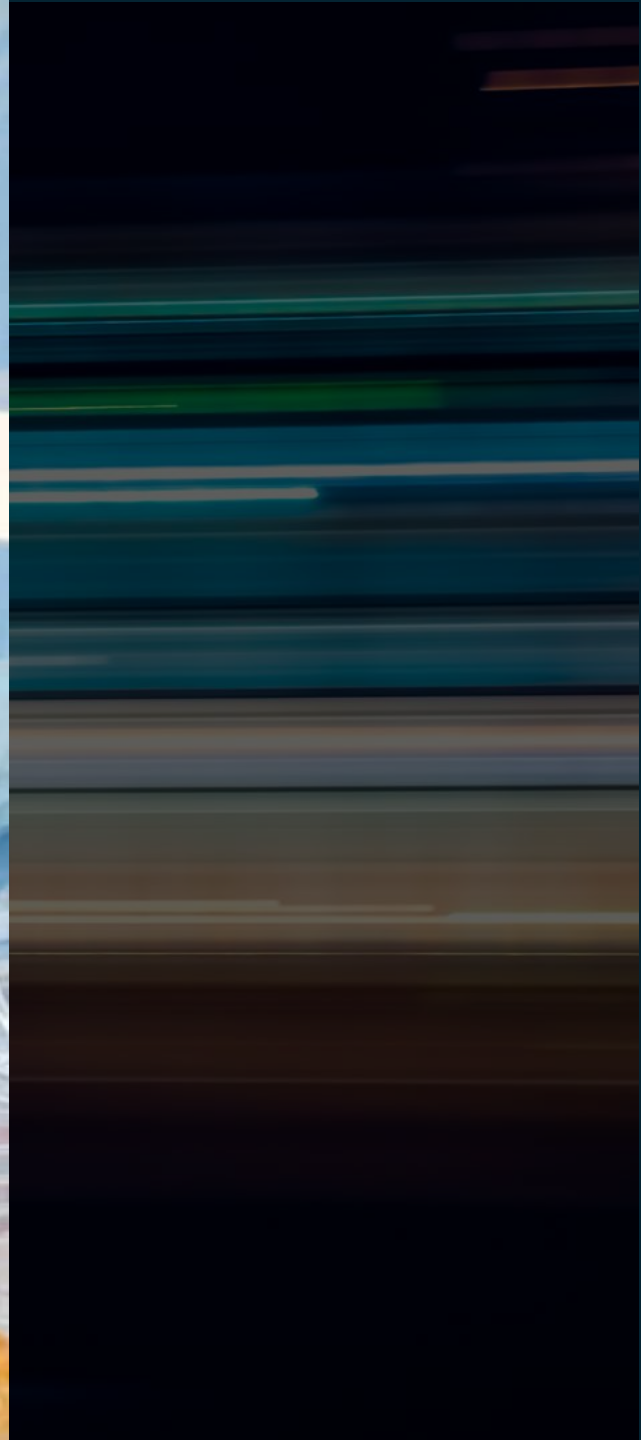
# RESTAURANTS



# HOTELS



# HOSPITALS



# RESTAURANTS



# HOTELS



# HOSPITALS



# MILITARY BASES



# OUR VALUE PROPOSITION

# OUR VALUE PROPOSITION



## PREMIUM QUALITY & PRICE STABILITY

- **65 ENDORSED TRUSTED BRANDS**
- **IMPORT FROM 20 COUNTRIES**
- **RECOGNISED WARRANTIES**
- **EXTENDED PRICE STABILITY**



## INVENTORY & DISTRIBUTION

- **4 500 IN STOCK CATALOGUE ITEMS AND 8 500 SPARES**
- **DELIVERY WITHIN 24 HOURS COUNTRYWIDE**
- **3 LOCATIONS**



## FINANCIAL & SERVICE BACK-UP

- **ACT AS BANK, PROVIDE TERMS.**
- **IMMEDIATE SPARES AND ACCESSORIES**
- **3 WORKSHOPS**
- **SELECTED REPAIR AGENTS**

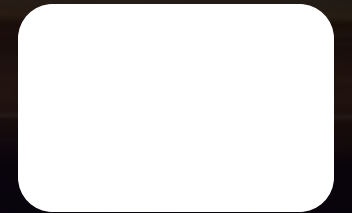
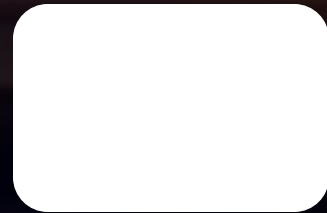
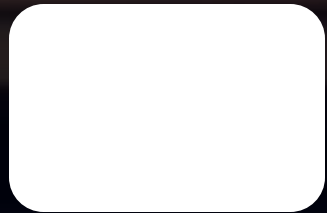
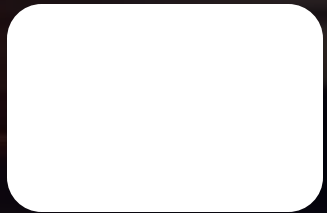
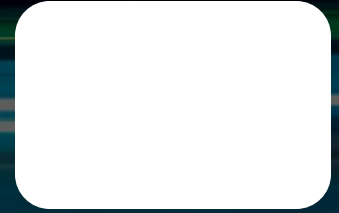
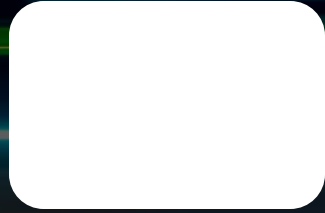
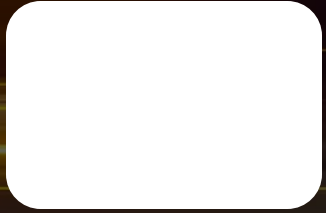


## EXPERIENCE

- **OVER 37 YEARS EXPERIENCE**
- **FOCUSING ON EXCEPTIONAL SERVICE**
- **QUALITY PRODUCTS THAT THE MARKET REQUIRES**

# BUSINESS CHALLENGES

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# BUSINESS CHALLENGES

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**15+ HIGH**  
NO# SKU



**DIVERSE**  
PRODUCT RANGE

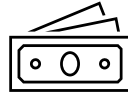


**220+**  
SUPPLIERS

## COMPLEX SUPPLY CHAIN CHALLENGES



**ERRATIC**  
DEMAND



**VARIOUS**  
PRICE STRATEGIES

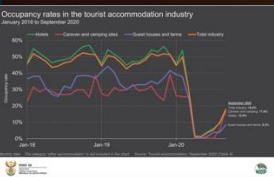


**IMMEDIATE**  
AFTER SALES

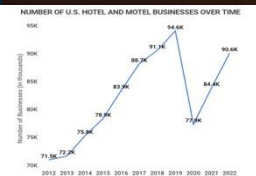


**STABLE**  
MARKET PRICING

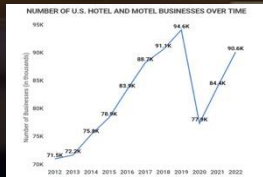
# BUSINESS CHALLENGES AMPLIFIED



# BUSINESS CHALLENGES AMPLIFIED

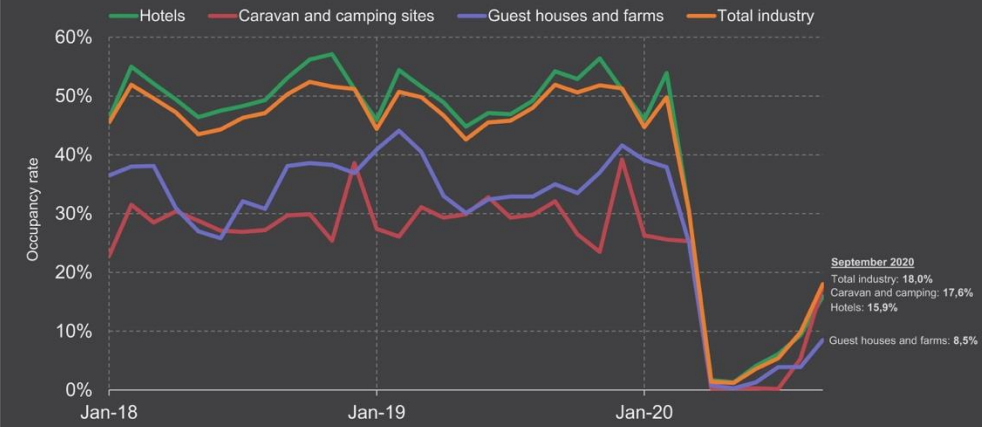


# BUSINESS CHALLENGES AMPLIFIED



## Occupancy rates in the tourist accommodation industry

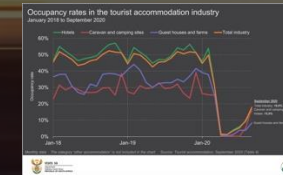
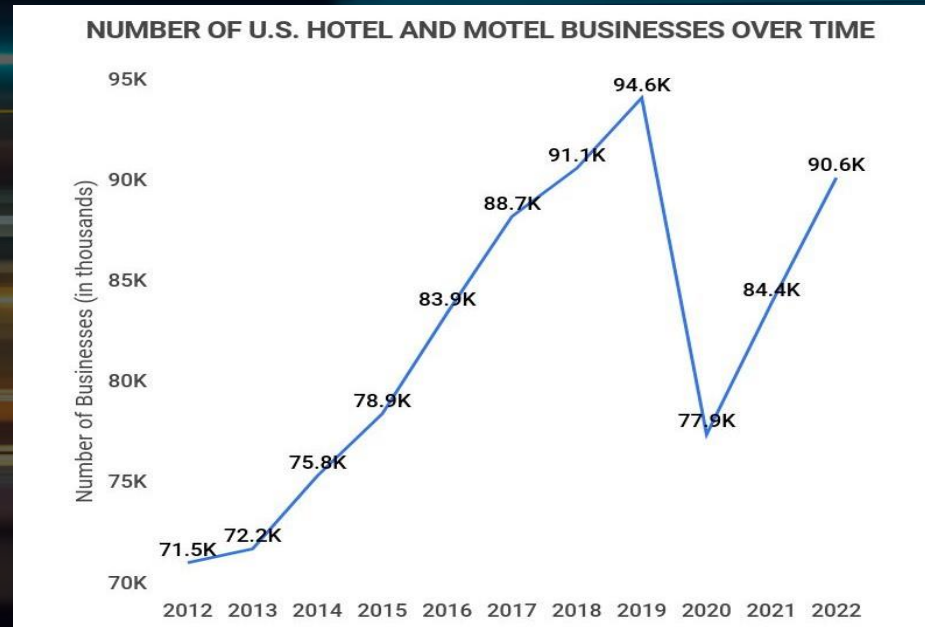
January 2018 to September 2020



Monthly data The category 'other accommodation' is not included in the chart Source: Tourist accommodation, September 2020 (Table 4)

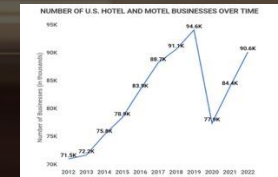


# BUSINESS CHALLENGES AMPLIFIED





# BUSINESS CHALLENGES AMPLIFIED



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# BUSINESS CHALLENGES AMPLIFIED



**South African rand drops to 3-year low on loadshedding fears**  
By Bloomberg, 23 Nov 2023

**US Federal Reserve holds interest rates at 22 year high**  
Central bank keeps door open to another rate hike to quell inflation

This central block contains two news snippets. The top one features a photograph of a man in a suit and glasses speaking, with a close-up of South African Rand coins to his right. The bottom one features a photograph of Jerome Powell, Chair of the Federal Reserve, speaking at a podium with the US flag and the Federal Reserve seal behind him.



# BUSINESS CHALLENGES AMPLIFIED



# BUSINESS CHALLENGES AMPLIFIED

## SA port gridlock sees ships pile up

Nearly 70 container, cargo and bulk carriers were in or around Durban on Wednesday, according to ship tracking data compiled by Bloomberg.

By Paul Burkhardt, Bloomberg 22 Nov 2023 12:03



# BUSINESS CHALLENGES AMPLIFIED

## Red Sea shipping workarounds add costs, delays for suppliers, retailers

By Lisa Baertlein

December 29, 2023 3:59 AM GMT+2 · Updated a month ago



### SA port gridlock sees ships pile up

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By Neil Bushnell, Bloomberg · 23 Nov 2023 (2:12 PM)



USD to ZAR Chart +20.56% (2Y)



# SUMMARY: BUSINESS SPECIFIC PROBLEMS

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## BUSINESS SPECIFIC CHALLENGES:

**LARGE NUMBER OF ITEMS**

**VARYING LEAD TIMES ACROSS MANY  
GEOGRAPHICAL LOCATIONS**

**ERRATIC DEMAND LOW VISIBILITY**

**PRODUCT VARIETY & TRENDS**

**VARIOUS STABLE PRICING  
REQUIREMENTS**

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**VARIOUS STABLE PRICING  
REQUIREMENTS**

## EXASPERATED BY:

**MACROECONOMIC CONDITIONS**

**GEOPOLITICAL CONDITIONS**

# TIMELINE OVERVIEW

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DDMRP  
INITIATION  
EXCEL PILOT



2017



# TIMELINE OVERVIEW

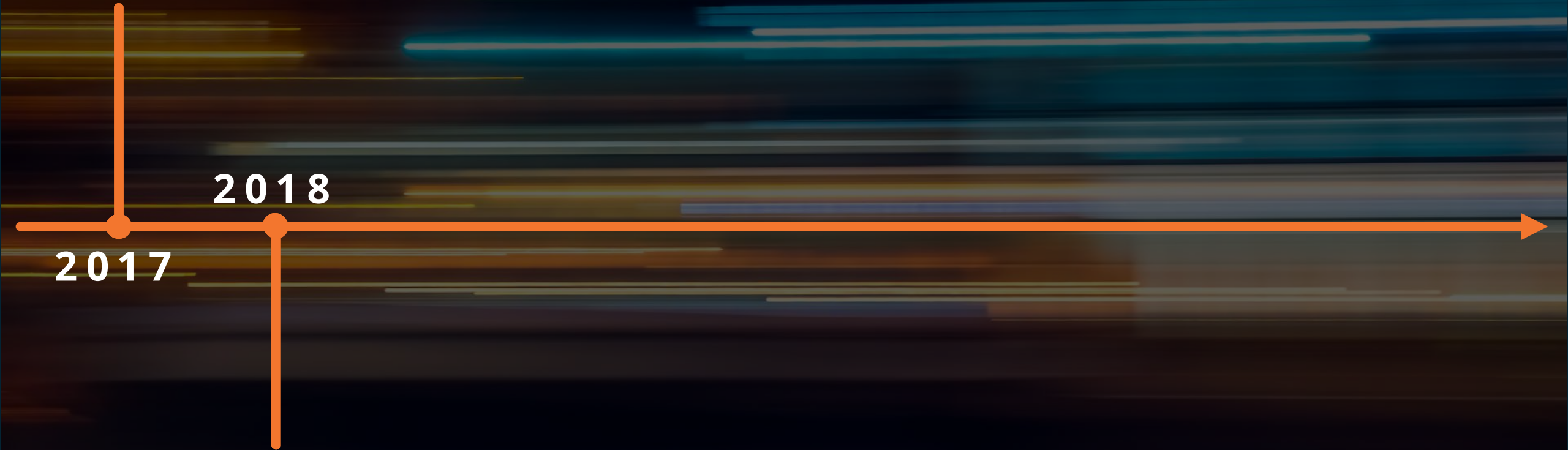
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DDMRP  
INITIATION  
EXCEL PILOT

2018

2017

SYSTEM  
IMPLEMENTATION  
B2WISE SAAS



# TIMELINE OVERVIEW

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DDMRP  
INITIATION  
EXCEL PILOT

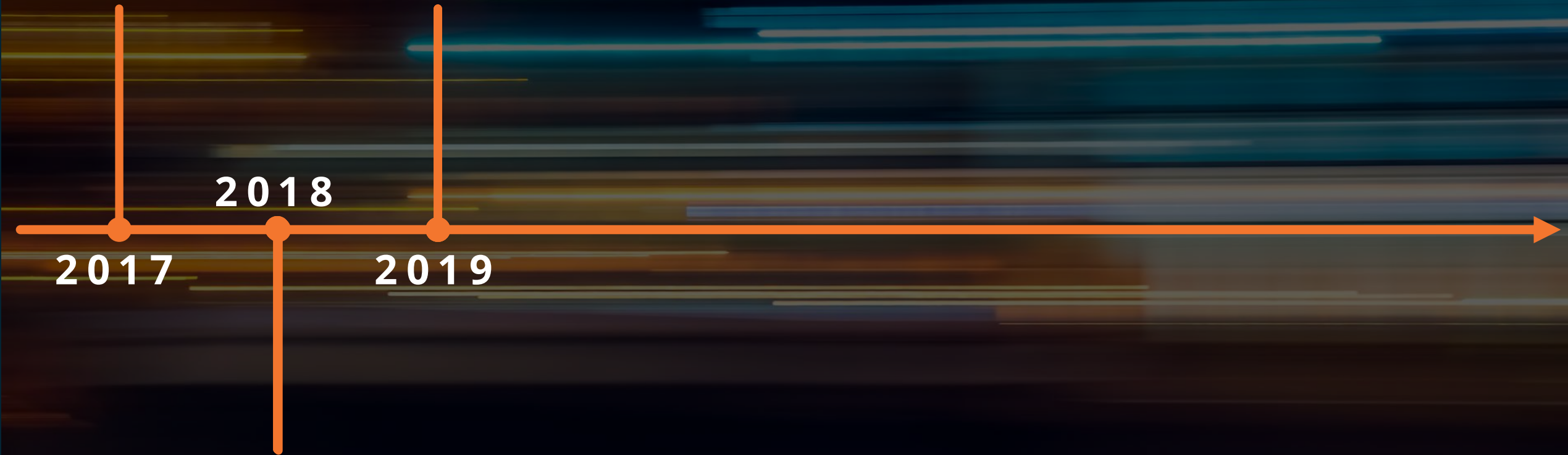
TEAM EXPANSION  
+ EARLY RESULTS

2018

2017

2019

SYSTEM  
IMPLEMENTATION  
B2WISE SAAS



# TIMELINE OVERVIEW

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DDMRP  
INITIATION  
EXCEL PILOT

TEAM EXPANSION  
+ EARLY RESULTS

2018

2020

2017

2019

SYSTEM  
IMPLEMENTATION  
B2WISE SAAS

DEMAND  
COLLAPSE +  
SUPPLY CHAIN  
IMPORTANCE



# TIMELINE OVERVIEW

DDMRP  
INITIATION  
EXCEL PILOT

TEAM EXPANSION  
+ EARLY RESULTS

TEAM REBUILD +  
STRATEGIC SHIFT

2018

2020

2017

2019

2021

SYSTEM  
IMPLEMENTATION  
B2WISE SAAS

DEMAND  
COLLAPSE +  
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# TIMELINE OVERVIEW

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INITIATION  
EXCEL PILOT

TEAM EXPANSION  
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2018

2020

2022

2017

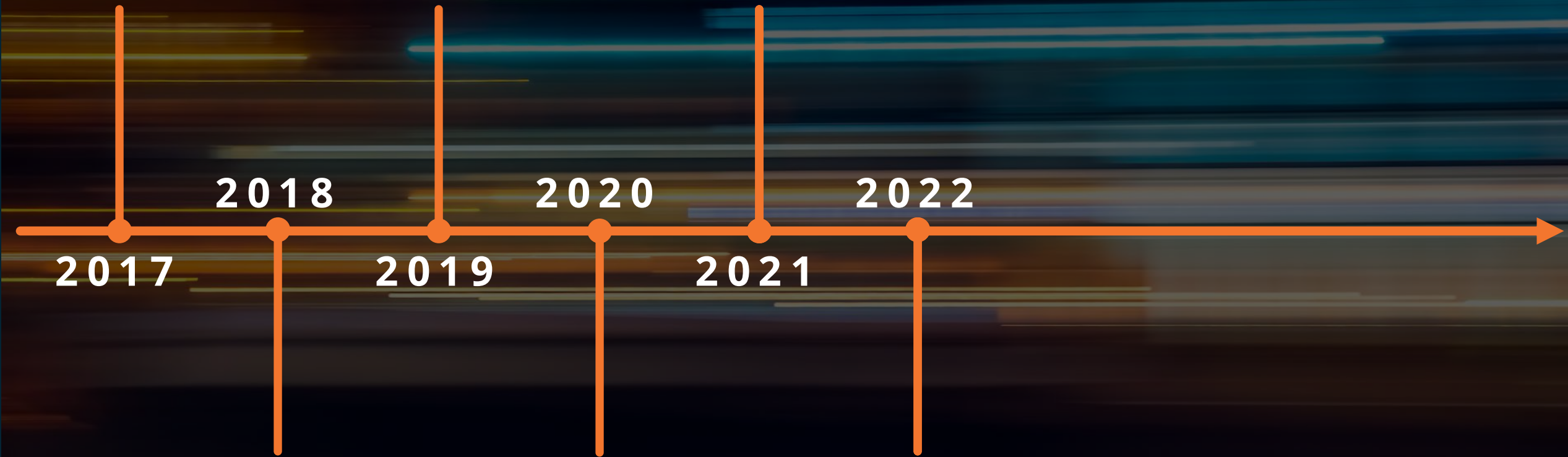
2019

2021

SYSTEM  
IMPLEMENTATION  
B2WISE SAAS

DEMAND  
COLLAPSE +  
SUPPLY CHAIN  
IMPORTANCE

CROSS-FUNCTIONAL  
TEAM SETUP



# TIMELINE OVERVIEW

DDMRP  
INITIATION  
EXCEL PILOT

TEAM EXPANSION  
+ EARLY RESULTS

TEAM REBUILD +  
STRATEGIC SHIFT

MARKET  
CONDITION  
ADJUSTMENTS

2018

2020

2022

2017

2019

2021

2023

SYSTEM  
IMPLEMENTATION  
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# TIMELINE OVERVIEW

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EXCEL PILOT

TEAM EXPANSION  
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TEAM REBUILD +  
STRATEGIC SHIFT

MARKET  
CONDITION  
ADJUSTMENTS

2018

2020

2022

2024

2017

2019

2021

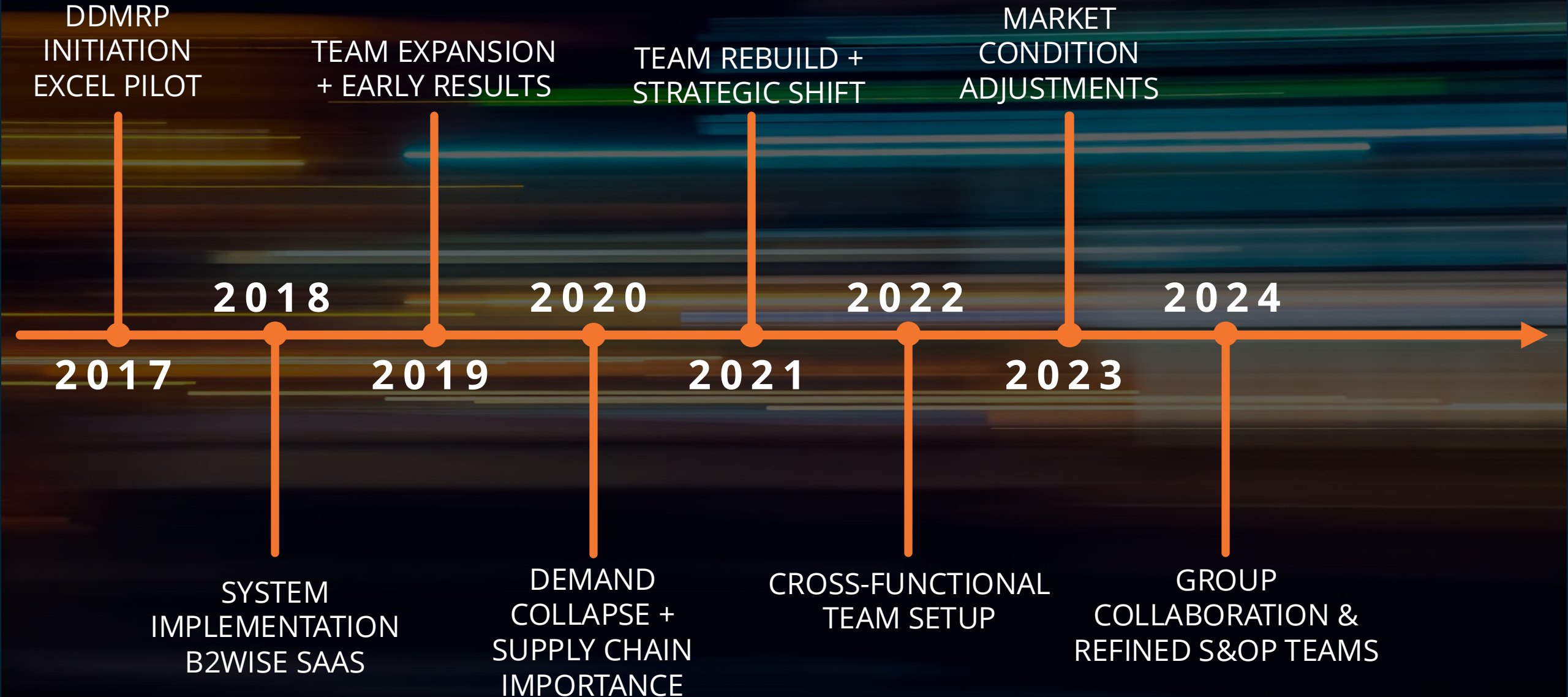
2023

SYSTEM  
IMPLEMENTATION  
B2WISE SAAS

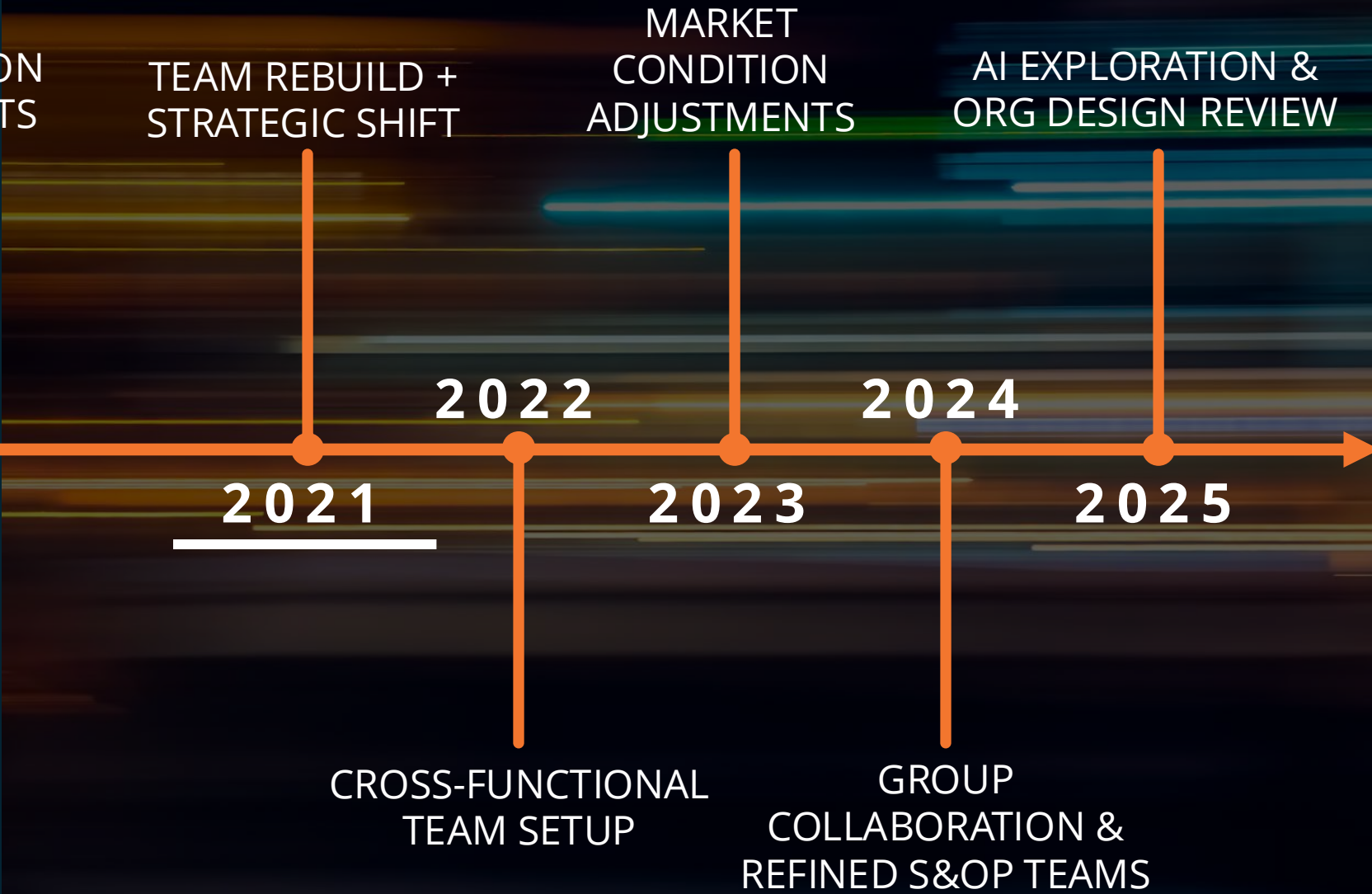
DEMAND  
COLLAPSE +  
SUPPLY CHAIN  
IMPORTANCE

CROSS-FUNCTIONAL  
TEAM SETUP

GROUP  
COLLABORATION &  
REFINED S&OP TEAMS



# TIMELINE OVERVIEW



# FULL ANALYSIS – DUCK DIVE

---

**REVIEW OF OVERALL SUPPLY CHAIN  
REQUIREMENTS. USE OF CONTINGENCY  
THEORY (FIT) DIAGNOSTIC MODEL.**

Cummings, T., & Worley, C. G. (2015) Chapter 5, Diagnosing. In *Organizational Development and Change*. San Francisco: Cengage Learning, pp. 89-106.

**INPUT – ENVIRONMENT WE ARE OPERATING IN**

**IN DEPTH TIME SPENT -REVIEWING  
COMPONENTS - TECH, STRUCTURE, STRATEGY,  
CULTURE, AND MANAGEMENT PROCESSES.**

**OUTPUTS – SHAREHOLDER &  
CUSTOMERS REQUIREMENTS**

**SUPPORTED BY EXTENSIVE DATA  
ANALYSIS**

# FULL ANALYSIS – DUCK DIVE

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**INITIAL 6 MONTHS**

**INPUT – ENVIRONMENT WE ARE OPERATING IN**

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**OUTPUTS – SHAREHOLDER &  
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**SUPPORTED BY EXTENSIVE DATA  
ANALYSIS**

# **SOLUTION – STRATEGY TRANSLATION**

---

**FORMULATION OF PROCUREMENT STRATEGY  
ALIGNED TO COMPANY **OBJECTIVES** AND  
**SHAREHOLDER** REQUIREMENTS.**

**FOCUSED ON **FOUR** AREAS**

# **SOLUTION – STRATEGY TRANSLATION**

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**FOCUSED ON **FOUR** AREAS**

# SOLUTION – STRATEGY TRANSLATION

1 **CUSTOMER** 

2 **FINANCIAL** 

3 **INTERNAL** 

4 **LEARNING & GROWTH** 

# SOLUTION – STRATEGY TRANSLATION

## IMPLEMENTATION OF BALANCED SCORECARD FOCUSED ON:

### 1 MARGIN SUPPORT (CUSTOMER & FINANCIAL)

- Optimisation Of Supply Chain Costs
- Reduction Of Backorders

### 2 CASHFLOW IMPROVEMENT (FINANCIAL)

- Decoupling Of Purchases / Improving flow
- Reduction In Inventory

### 3 STRATEGIC & TACTICAL PLANNING (INTERNAL)

- Key Supplier Collaboration
- Key Customer Collaboration

### 4 SYSTEMS & PROCESSES EFFICIENCIES (INTERNAL)

- Branch Replenishment
- Purchase Order Review – Delegation of Authority
- Stock-out With Demand
- Business Intelligence Tools e.g. b2Wise Alerts.
- Removal & Automation Of Non-value-added Processes.

### 5 PEOPLE (LEARNING & GROWTH)

- Training Of Team (DDRMP Methodology)
- Upliftment Of Team Members On Efforts
- Implementation Of KPIs



# IMPLEMENTATION

**UPDATE NEW  
SOPs ALIGNED TO  
STRATEGY**



**Step 1**

# IMPLEMENTATION

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- TRAINING
- COLLABORATIVE TARGET SETTING
- ONE-ON-ONES
- DELEGATION
- TEAM SET UPS

**GAIN BUY-IN  
FROM TEAM  
MEMBERS &  
KEY SUPPLIERS**

**UPDATE NEW  
SOPs ALIGNED TO  
STRATEGY**



**Step 1**



**Step 2**

# IMPLEMENTATION



# IMPLEMENTATION



# INITIAL & CONTINUOUS RESULTS

**BACKORDERS**

**TOTAL STOCK DAYS**

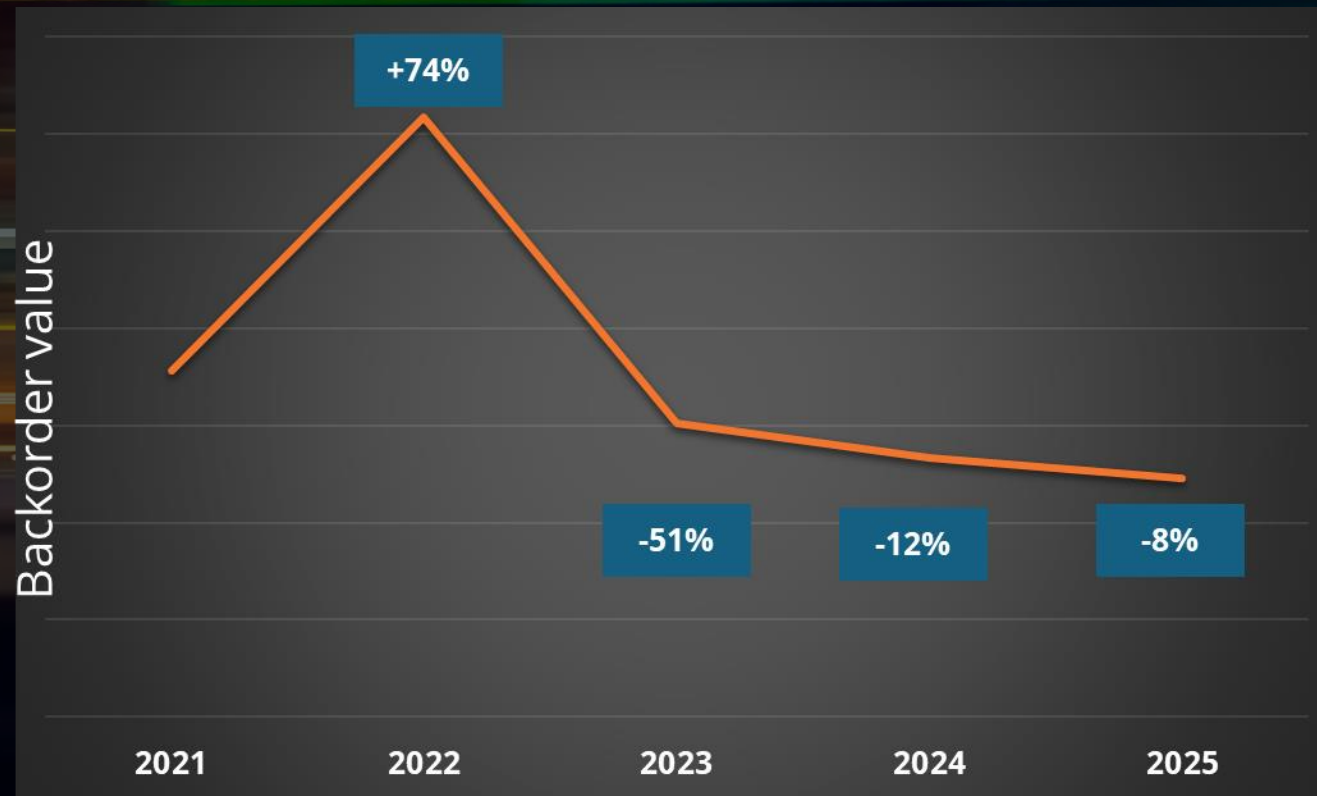
**SPARE PARTS STOCK DAYS**

**INVENTORY WRITE OFF  
PROVISION**

**CUSTOMER WAITING TIME  
(DAYS) FOR SPARE ITEMS**

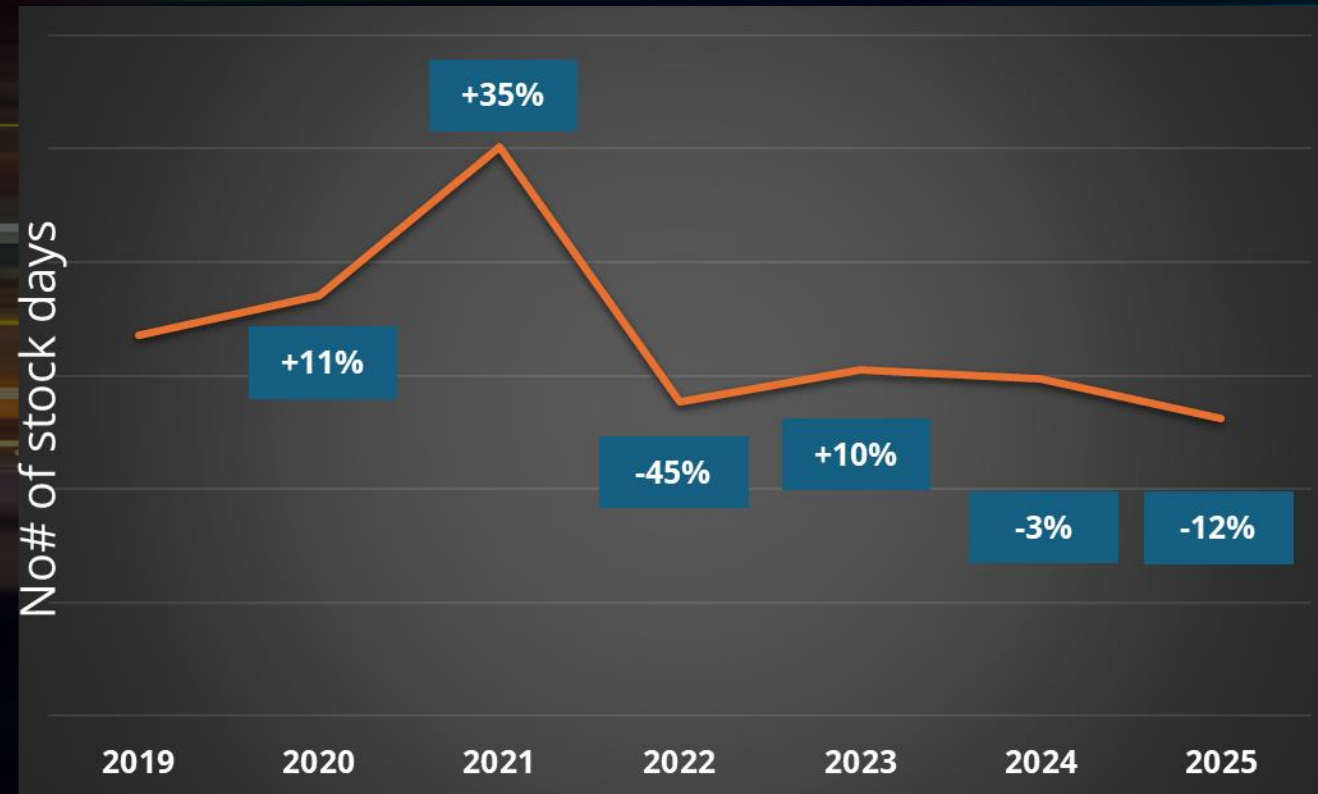
# INITIAL & CONTINUOUS RESULTS

## BACKORDERS



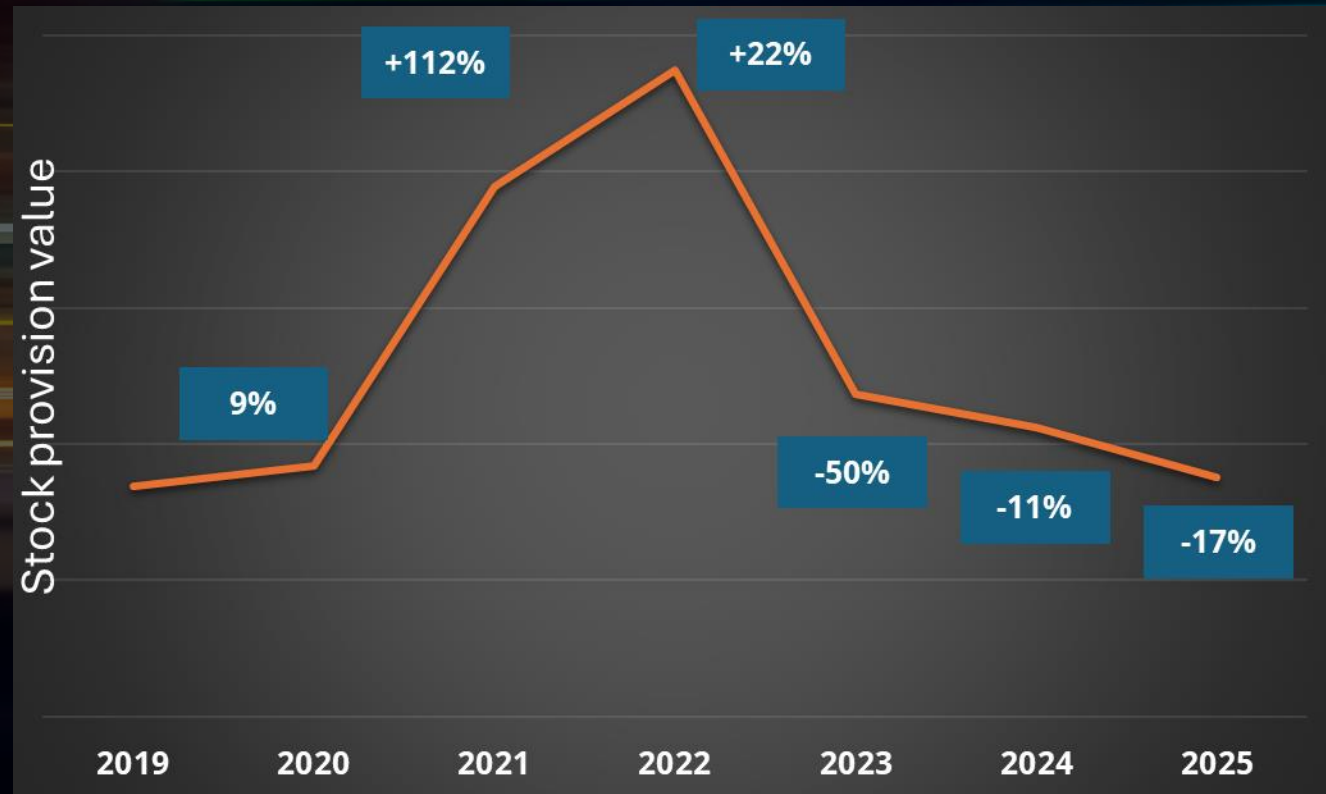
# INITIAL & CONTINUOUS RESULTS

## TOTAL STOCK DAYS



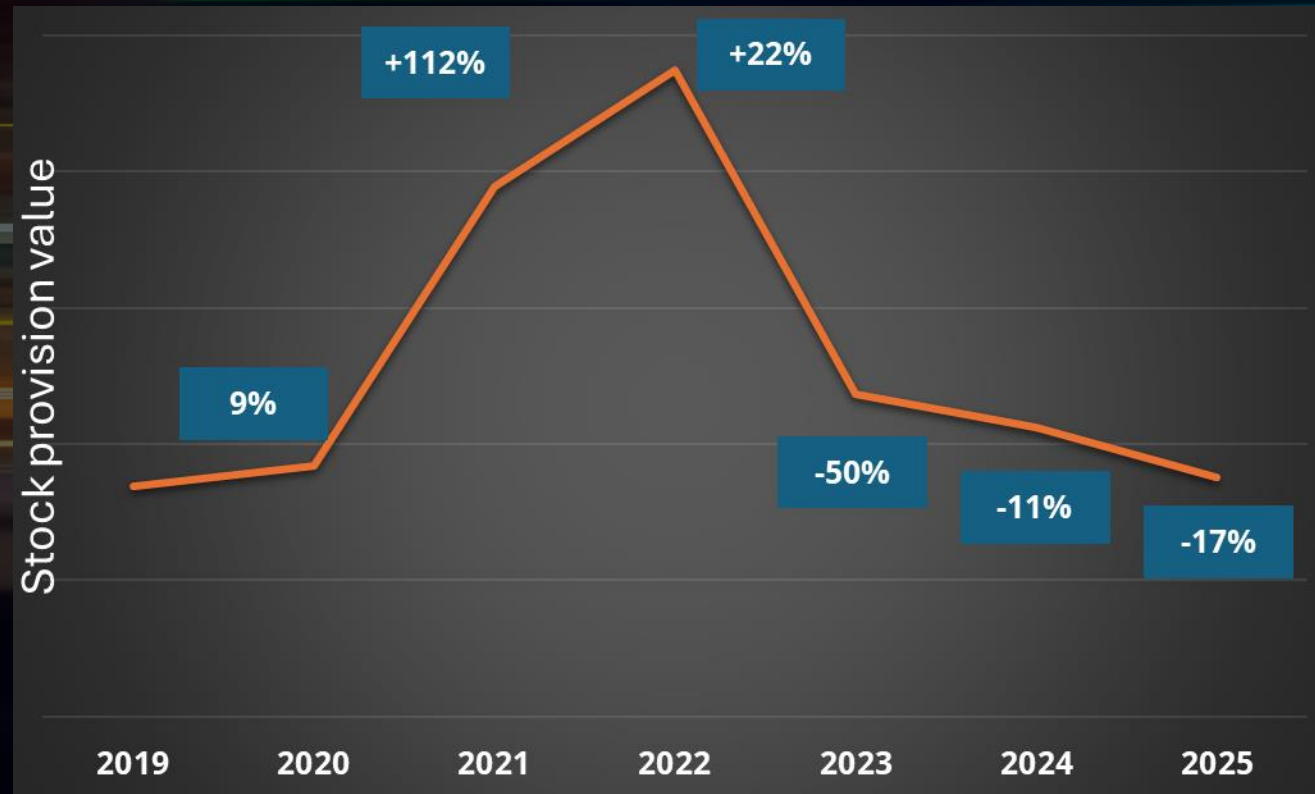
# INITIAL & CONTINUOUS RESULTS

## SPARE STOCK DAYS



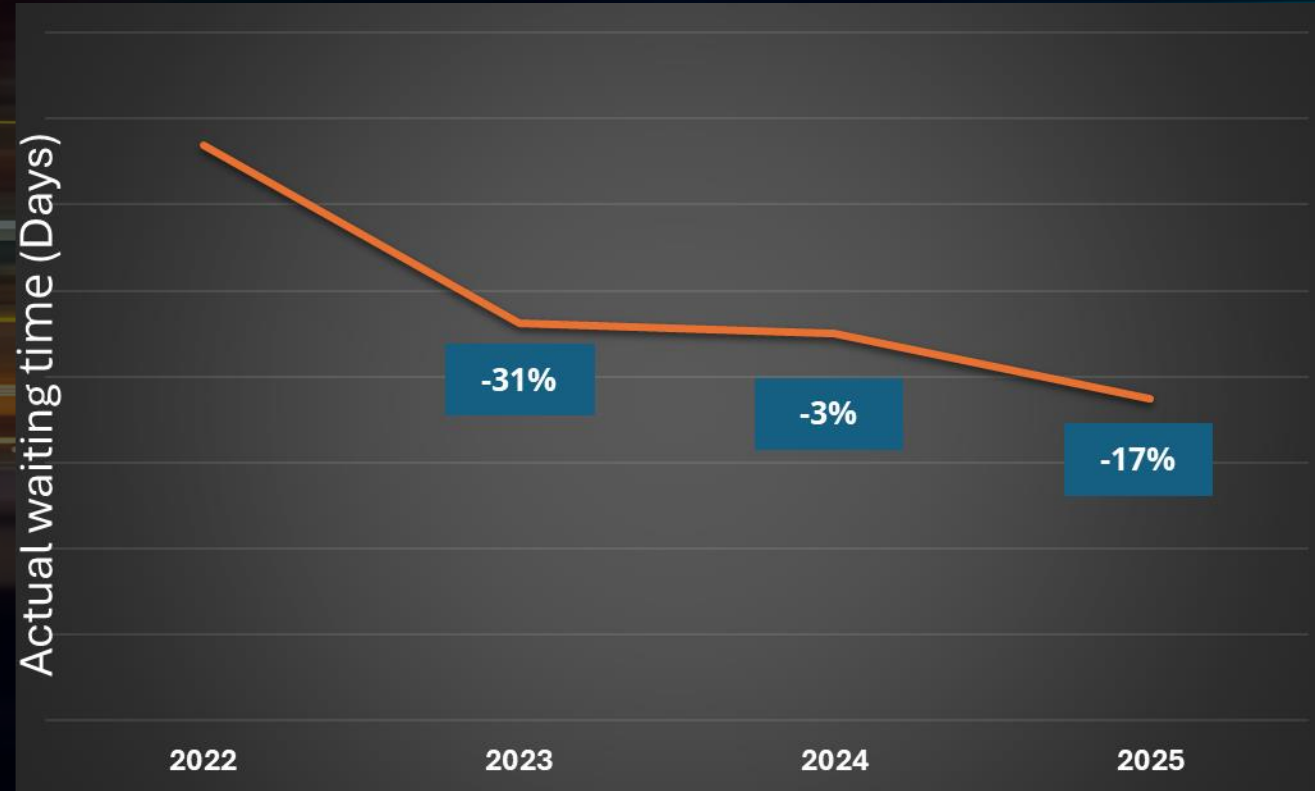
# INITIAL & CONTINUOUS RESULTS

## INVENTORY WRITE OFF PROVISION



# INITIAL & CONTINUOUS RESULTS

## CUSTOMER WAITING TIME (DAYS) FOR SPARE ITEMS



# INITIAL & CONTINUOUS RESULTS

**BACKORDERS**



**SPARE PARTS STOCK DAYS**



**TOTAL STOCK DAYS**



**IMPROVED CUSTOMER SERVICE AND MORE EFFICIENT BUSINESS**

**INVENTORY WRITE OFF  
PROVISION**



**CUSTOMER WAITING TIME  
(DAYS) FOR SPARE ITEMS**



# WHERE FROM HERE?

---

**AUTOMATION ORDER GENERATION**

**A FOCUS ON ESG WHILE MAINTAINING  
COMPETITIVENESS**

**ALTERNATIVE MARKET SOURCING  
DEVELOPMENT**

**ADDITIONAL ANALYTICS & AI APPLICATION**

**EXPANDED GROUP COLLABORATION  
SUPPLY CHAIN INITIATIVES**



# 5 KEY TAKEAWAYS

1

**SUPPLY CHAIN COMPLEXITY  
CAN BE A STRATEGIC  
ADVANTAGE**

---

3

**ADAPTABILITY COMES  
FROM ALIGNMENT**

---

2

**RESILIENCE REQUIRES  
STRUCTURAL CHANGE,  
NOT JUST REACTION**

4

**WHAT GOT US HERE  
WON'T GET US THERE**

# 5 KEY TAKEAWAYS

1

**SUPPLY CHAIN COMPLEXITY  
CAN BE A STRATEGIC  
ADVANTAGE**

3

**ADAPTABILITY COMES  
FROM ALIGNMENT**

5

**PEOPLE MAKE THE  
PROCESS WORK**

2

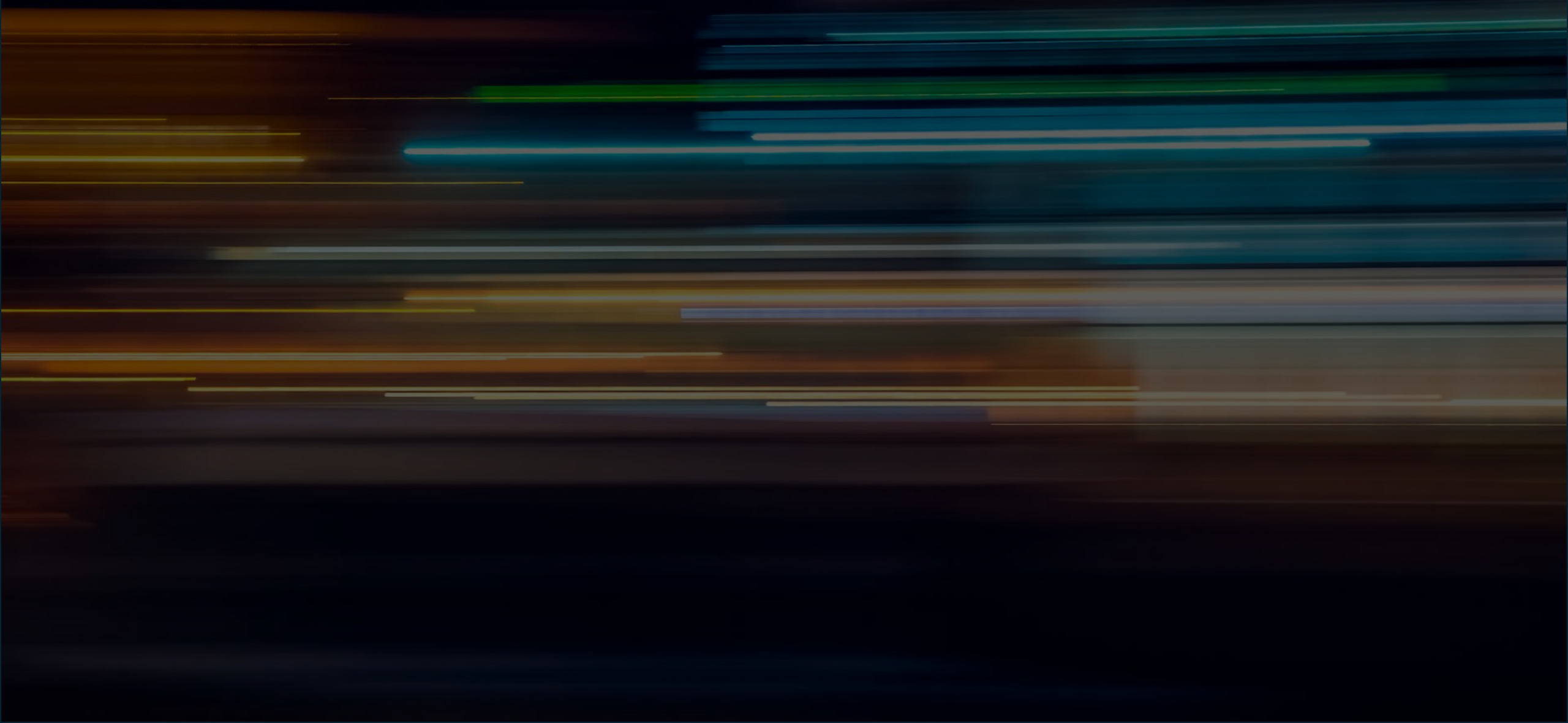
**RESILIENCE REQUIRES  
STRUCTURAL CHANGE,  
NOT JUST REACTION**

4

**WHAT GOT US HERE  
WON'T GET US THERE**

**WE HAVE A RESPONSIBILITY**

---



# WE HAVE A RESPONSIBILITY

---

## RESTAURANTS



# WE HAVE A RESPONSIBILITY

---

**RESTAURANTS**



**HOTELS**



# WE HAVE A RESPONSIBILITY

---

**RESTAURANTS**



**HOTELS**



**HOSPITALS**



# WE HAVE A RESPONSIBILITY

---

**RESTAURANTS**



**HOTELS**



**HOSPITALS**



**MILITARY BASES**



# WE HAVE A RESPONSIBILITY BECAUSE WE CAN MAKE A DIFFERENCE

**RESTAURANTS**



**HOTELS**



**HOSPITALS**



**MILITARY BASES**





# THANK YOU

