



Building a Resilient Global Supply Chain

Background

Our client, a housing, health, and care providers partner, started operations in 2014 following the union of three other health and care partners. Their purpose, to provide emergency monitoring to patients and residents within the housing sector.

The business focuses on delivering Technology Enabled Care Services (TECS). And at the heart of the service is the UK's leading digital TECS monitoring centre.

The centre delivers proactive and reactive monitoring to support the health, safety and security of more vulnerable people than any other centre of its kind.

Integrated or standalone, the TECS family of solutions form a digital package of care and wellbeing; supporting housing, care and health providers to deliver better outcomes - ones that improve the lives of their customers, patients and residents.

The problem

The digital solutions required a shift in procurement streams and supply chain partners around the globe with several key components procured from China.

The Smart Living Solutions sales forecast indicated a huge rise in volumes in the near future coupled with the uncertainty of the UK import and procurement processes meant that the supply chain was a key business risk.

Having previously supported our client with a range of Operational and Organisational consulting projects, Bourton Group was asked to provide support to ensure the business had an acceptable level of supply chain resilience built on assessments and analysis.



The task was complex as it involved process and approach recommendations as well as challenging aspects of managerial and leadership competence. All of which was handled well; including the more difficult tasks of managing leadership performance.

Chief Operating Officer
Housing, Health & Care Partner

Solution

Work began with a detailed analysis of current and future demands using ABC/XYZ SKU analysis techniques to understand the product mix and estimated volumes for components and systems. The outcome indicated several critical components were single-sourced from overseas.

Our supply chain assessment tool was deployed to analyse supply chain status and performance and determine action plans.

A cross-functional workshop was held to identify critical suppliers and to determine associated supply chain risks using the FMEA (Failure Mode and Effects Analysis) approach including internal and external factors (Brexit, overseas suppliers, political action, etc).

Workshop sessions were held to develop solutions and create plans to implement new ways of working.

Benefits achieved

- An assessment and quantified understanding of the supply chain and its current processes
- Supply chain performance is benchmarked against comparable businesses
- A quantified assessment of the risks and potential impacts to supply for both current and future volumes including mitigation actions
- Assessment and selection of best option for future supply considering business growth
- An implementation plan and transformation roadmap for the new ways of working including supply chain strategy development