



SCM Consult
MANAGEMENT CONSULTANCY

AT THE CUTTING EDGE OF **INNOVATIONS**

- Operations consulting
- International business
- Economic research
- Strategy consulting





SCM Consult is an international management consultancy providing the full range of business consulting services in Russia. We have over 8,000 consultants in our resource base and up to 400,000 experts available worldwide who can be engaged in project development and conducting of studies.



PROFESSIONAL CONSULTANTS — business leaders, researchers, academics and experts from various industries worldwide.



UNIQUE EXPERIENCE — of “best practice” implementation in project management and cost cutting in global corporations (Global 100).



INTERNATIONAL QUALITY STANDARDS — we conduct business ethically and support safety culture aimed at “zero” harm to personnel and environment.



LONG TERM PARTNERSHIP — with our clients based on trust and mutual benefits is the fundamental basis for business success.

WE HELP OUR CLIENTS TO GAIN COMPETITIVE ADVANTAGES IN BUSINESS DEVELOPMENT
AND TO ACHIEVE SUSTAINABLE GROWTH.

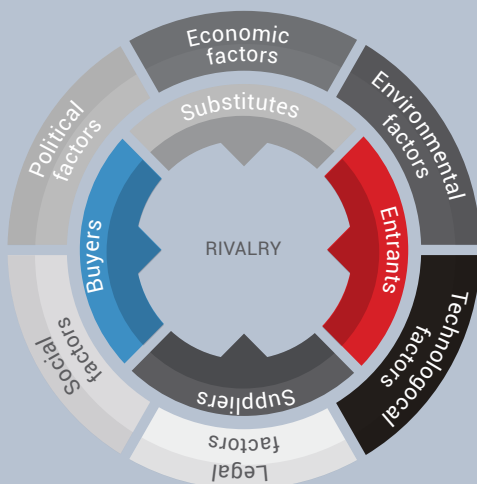
STRATEGY CONSULTING



COMPETITIVE ANALYSIS

Analysis of products & services, boundaries with other industries, scale of competition.

Identification of key buyers and suppliers, competitors, alternative products and services, potential new players.



Industry aspects that may be affected by competitors, new entrants or client's organisation.

Risk assessment – study of old and future positive and negative changes that may potentially arise in relation to a competition.

System test analysis and defining an industry structure of current profitability level, main forces affecting profitability, system analysis of industry in relation with long-term profitability.

Evaluation of fundamental factors behind the competition for defining strong and weak ones and understanding why.

Analysis of more profitable players in relation to the main industry forces.

WE HAVE AN EXTENSIVE **PRACTICAL EXPERIENCE OF DEVELOPING STRATEGIES** THAT ALLOW

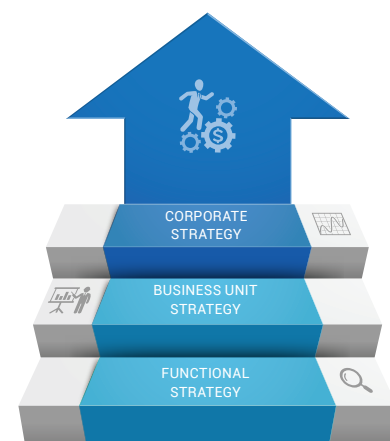
ACHIEVING A COMPETITIVE ADVANTAGE IN CHANGING BUSINESS ENVIRONMENT AND EXTERNAL FACTORS THROUGH CONFIGURATION OF THE ORGANIZATION'S RESOURCES AND COMPETENCES.

MULTILEVEL STRATEGES

Corporate strategy – Verification of current corporate objectives and capability of corporate center to add value to constituent business units. The primary focus of our services is development of programs that can make the capitalization of the whole company higher than that of its parts.

Business unit strategy – Development of programs that allow achieving the full potential of the business, competing more effectively and delivering sustainable competitive edge. First of all, we focus on core assets and major activities of business units and then conduct an unbiased assessment of adjacent areas and non-core assets.

Functional strategy – This is an integral part of a company's strategic plan. In general, it features deeper detailing and a short-term planning scope. Our major emphasis during the elaboration is on the assessment and securing involvement of different functional services in the effective implementation of corporate and business plans.



STRATEGIC MARKETING

Do you want to achieve new heights for your business, increase revenue, profits and value of your brand? Then, you need TMSSM - Transformational marketing strategy, which is the basis of our marketing consulting services. It can help you achieve unique results in your business and leave your competitors behind.

TMSSM is a complex strategy that may impress you with its opportunities. It can help you succeed in promotion of new products and services, establish efficient communication and better integration between functional disciplines, contractors and sales channels and, as a result, boost your sales, ROI and brand loyalty.



HUMAN CAPITAL

HOW WE HELP CLIENTS:

01 HR-policy planning – analysis of headcount, development of job specification, manpower plan, tasks, coordination and control.

Managing employee competences – development of criteria and competency assessment, recruitment, selection, training and development. **02**

03 Managing employee attitudes and behaviours – performance management, compensation, incentives, employee communication.

Consulting on organisational change, solving project objectives and interpersonal problems through team work. **04**

OUR APPROACH:

Gap-analysis of human capital

In-depth analysis and identification of bottlenecks in human resources both within the organization and available on a market. Articulation of the analysis results to the management or other stakeholders of the business makes realize the importance of searching talented individuals by all parties involved.

Efficiency of utilized resources

Oftentimes, an organization has talented employees, whose abilities remain unnoticed. Failure to exploit their leadership qualities can be a link of inefficiency and create additional expenses for a company providing external staff search.

Staff optimization

Major emphasis is on reducing an organization's demand for hiring additional staff or reducing the number of existing employees due to internal processes optimization. In most cases, based on our experience, when a company gets rid of activities adding no value, whether operational or administrative ones, and can strictly define areas of job responsibilities, it can reduce its expenses and demand for staff.



ANALYSIS OF MARKETING FUNCTION

Analysis of marketing function from the perspective of adding value to a business.



CUSTOMER INSIGHT

Analysis of buyer behavior, competitive analysis, marketing research and market segmentation.



MARKETING STRATEGY

Marketing planning, analysis and processes. Implementing marketing planning.



MARKETING MIX IMPLEMENTATION

Product strategy and the innovation process, bringing an innovation to market, pricing strategies, building successful brands, integrated marketing communications.



CUSTOMER MANAGEMENT

Key account management, managing channels and the customer experience.

OPERATIONAL CONSULTING

CONSULTING ON MATTERS OF OPERATIONS AND ITS SUPPORTING FUNCTIONS IS ONE OF OUR KEY SPECIALISATIONS.

OPERATIONAL EFFICIENCY

HOW WE HELP CLIENTS:

Development of standart operations procedures (SOP) as a part of corporate and marketing strategies of organisation.

Mapping processes and selection of optimal flows.

Capacity and bottleneck management in operational processes.

Statistical process control (SPC), failure mode & effects analysis (FMEA).

Development and implementation of operational strategy.

Gap-analysis of demand and supply, current set up of operations, identification of key problem

WE HELP TO IMPROVE PERFORMANCE LEVELS AND ACHIEVE THE COMPETITIVE EDGE BY APPLYING THE BEST-IN-CLASS OPERATIONAL TECHNIQUES. WE DEVELOP AN EFFICIENT OPERATIONS PROCESSES AND HELP TO DETERMINE AN OPTIMAL RESOURCES REQUIRED TO PRODUCE AND DISTRIBUTE PRODUCTS AND SERVICES TO FULFIL EXPECTATIONS OF ORGANISATION'S CLIENTS.

and development of performance improvement solutions.

Implementation of Lean, JiT, Kaizen and other methods of improvement performance of operational processes.

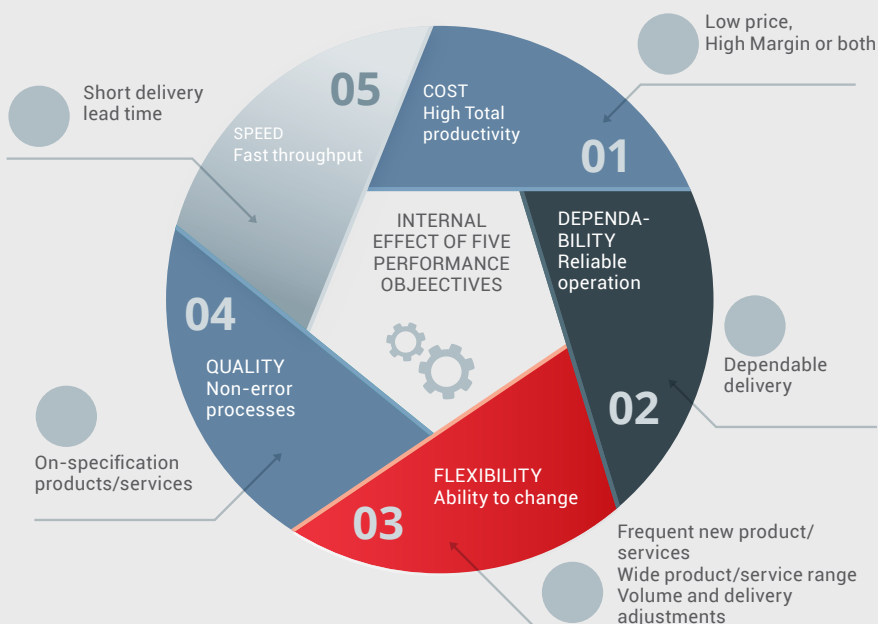
Development of key performance indicators (KPI) as a part of key performance objectives such as cost, reliability, flexibility, quality and speed.

Planning demand and inventory.

Trainings of operational staff.

Development and implementation of **operational and management dashboards.**

EXTERNAL EFFECT OF FIVE PERFORMANCE OBJEECTIVES



OPERATIONAL PLANNING

OUR EXPERTS CAN HELP YOU BUILD AN EFFECTIVE PRODUCTION PLANNING SYSTEM ACCORDING TO OUR PROPRIETARY PLANPRO™ APPROACH, WHICH ALLOWS TO ACHIEVE BALANCE BETWEEN DEMAND AND OPTIMUM PRODUCTION LEVELS, MINIMIZE FIXED AND VARIABLE COSTS, REDUCE RISKS AND INCREASE PROFITABILITY.

HOW WE HELP CLIENTS:

Demand planning

Developing and implementing processes for capturing & correcting historical data. Creating a baseline statistical forecasts. Adjusting forecasts based on sales & marketing plans.

Supply planning

Evaluation of capacity to serve the demand plan. Capacity/resource planning. Inventory & materials planning.

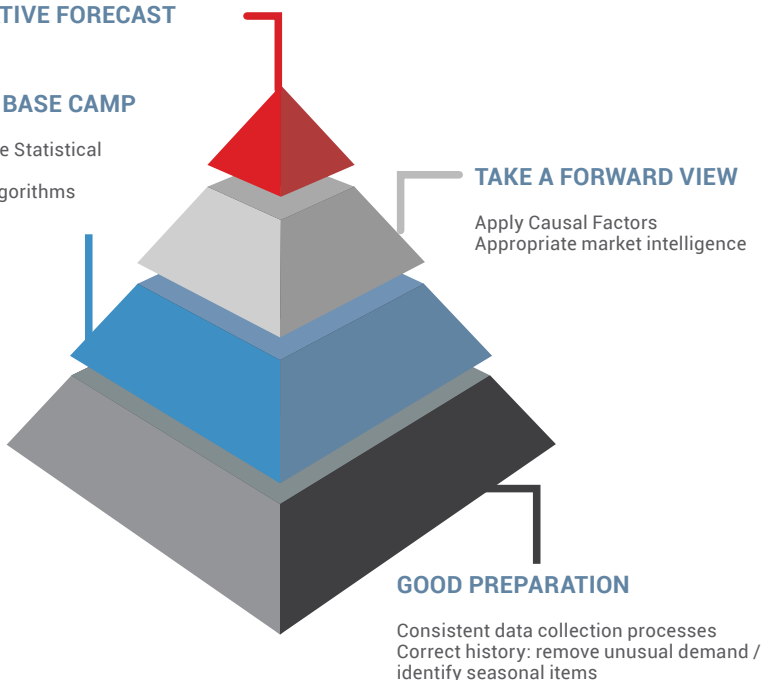
Forecast optimization

Optimisation of forecasts by complex analysis including measuring the accuracy of statistical forecasts; evaluation factors and forecast deviations; enhancing processes for demand shaping, implementation of scenario modeling, trade-off decisions.

COLLABORATIVE FORECAST

GETTING TO BASE CAMP

Create a Baseline Statistical Forecast
Using best-fit algorithms



BENEFITS FOR CLIENTS:

- Synchronized process working for one target.
- Business process performance improvement and cost reduction across the whole supply chain.
- Improvement of forecast accuracy and reduction in Mean Absolute Percent Error (MAPE).
- Optimization, achieving visibility of inventory and increase in cash flow.
- Reduction of obsolete products through development of metric for measurement and control.
- Service level improvements via development and monitoring of KPI, revenue generation.
- Improved Product Life-cycle Management)/Launch of new products.
- Improvement in communication and minimised cross-functional conflicts.

SUPPLY CHAIN INTEGRATION

The most commonly reported bottom-line benefits from supply chain integration center on reduced costs in such areas as inventory management, transportation, warehousing and packaging, improved service through

techniques such as time-based delivery and make-to-order, enhanced revenues, which result from such supply chain related achievements as higher product availability and more customized products.

WHAT WE DO

01



EVALUATE

Describing existing supply chain processes and identifying opportunities for optimization. We evaluate communication with customers from the moment when order is placed till the payment of the bill. Product transactions from a supplier to a customer. Interaction with the market from aggregate demand to fulfillment of order.

DEFINE

Developing the vision and the strategy of supply chain integration, designing the optimal organizational structure, implementing information and communication networks, transforming the strategy into action. We develop KPIs and evaluate the efficiency of existing supply chain, benchmark results and identify weaknesses.



02

03



PLAN

Preparing the action plan to act on inefficient figures and design «to-be» process, define key project players, prioritize and develop detailed Action Plan (Resources, Milestones, Deliverables).

EXECUTE

Implementing changes and optimization of processes.



04

FIRSTLY, WE FOCUS
ON AREAS WHERE QUICK
WINS CAN BE ACHIEVED.





Analysis of procurement portfolio and strategy development based on portfolio segmentation characteristics.

Development of procurement policies and procedures, revision of contracts,

supplier performance management and their rationalisation.

Consultations on implementation of « Purchase-to-Pay » electronic systems.

Global sourcing systems and optimization of supply chain.

New technological decisions in the procurement cycle.

Minimization of waste and inventory investment reduction.

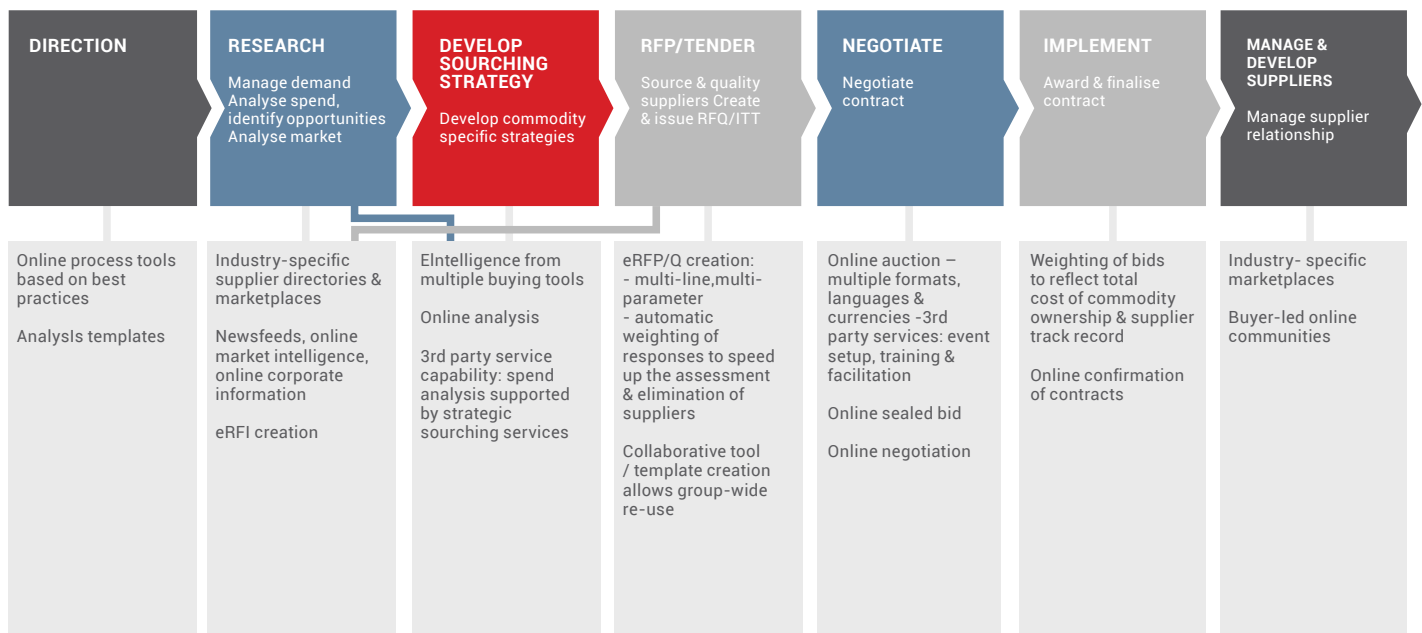
Out-sourcing (Make or Buy decisions).

Evaluation of the knowledge and expertise of personnel.

IN THE PAST, **PROCUREMENT** WAS INVOLVED IN DAILY OPERATIONAL WORK AND IT'S CONTRIBUTION **WAS NOT ALWAYS WHAT IT COULD BE.**

TODAY, THE EFFICIENT PROCUREMENT ORGANIZATIONS USE SUCH A TECHNIQUES AS **OPTIMIZATION OF SUPPLY BASE, VOLUMES, REDUCING TRANSACTION COST AND IMPROVING** THE QUALITY OF PRODUCTS AND SERVICES.

APPLYING NEW TECHNOLOGICAL SOLUTIONS TO THE PURCHASING CYCLE



WE HELP CLIENTS TO OVERCOME BARRIERS
IN THE REALM OF ORGANIZATIONAL CHANGES
AND FORM SUCCESSFUL PROGRAMS
OF COMPANY TRANSFORMATION AIMED AT
ACHIEVING CONFORMITY OF THE STRATEGY,
ORGANIZATION'S CULTURE AND MANAGEMENT.

ORGANIZATIONAL CHANGE

HOW WE HELP CLIENTS:

Analysis of problematic situations including an evaluation of visible organizational factors like competency, resources, motivation system etc. and hidden ones like political aspects, fears, incompetency and groundless diversification of core products and services.

Analysis of existing approaches (for example, aggressive or progressive, conciliatory, ideological or educating, destroying etc.) to changing an organization's culture and selection of an optimum one.

Elaboration of parameters for organizational changes.

Conducting polls, simulation of problematic issues and situations discussions, feedback.

Preparation of a training program.

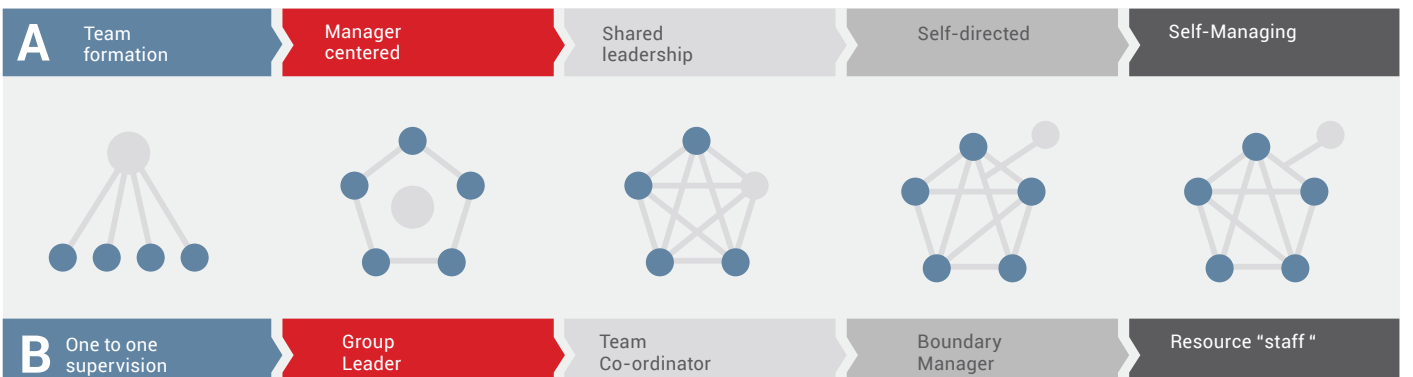
Building an efficient self-managing teams, managing organizational changes, solving project tasks and interpersonal problems through team work.

BALANCED SCORE CARD SYSTEM DEVELOPMENT



A Stage

B Manager's role





INVENTORY MANAGEMENT

WE HELP OUR CLIENTS' MANAGEMENT AND OPERATING PERSONNEL WITH FUNDAMENTAL BASICS AND A TECHNIQUE TO ANALYZE AND CONTROL INVENTORY LEVELS AND TO IMPLEMENT THE LATEST INNOVATIVE DEVELOPMENTS LIKE JIT (JUST-IN-TIME) & JIS (JUST-IN-SEQUENCE).

HOW WE HELP CLIENTS:

Analysis of inventory and materials levels, which are in the process of delivery, order cycle, anticipated demand level for the order cycle period and statistical analysis of historical forecasts deviations.

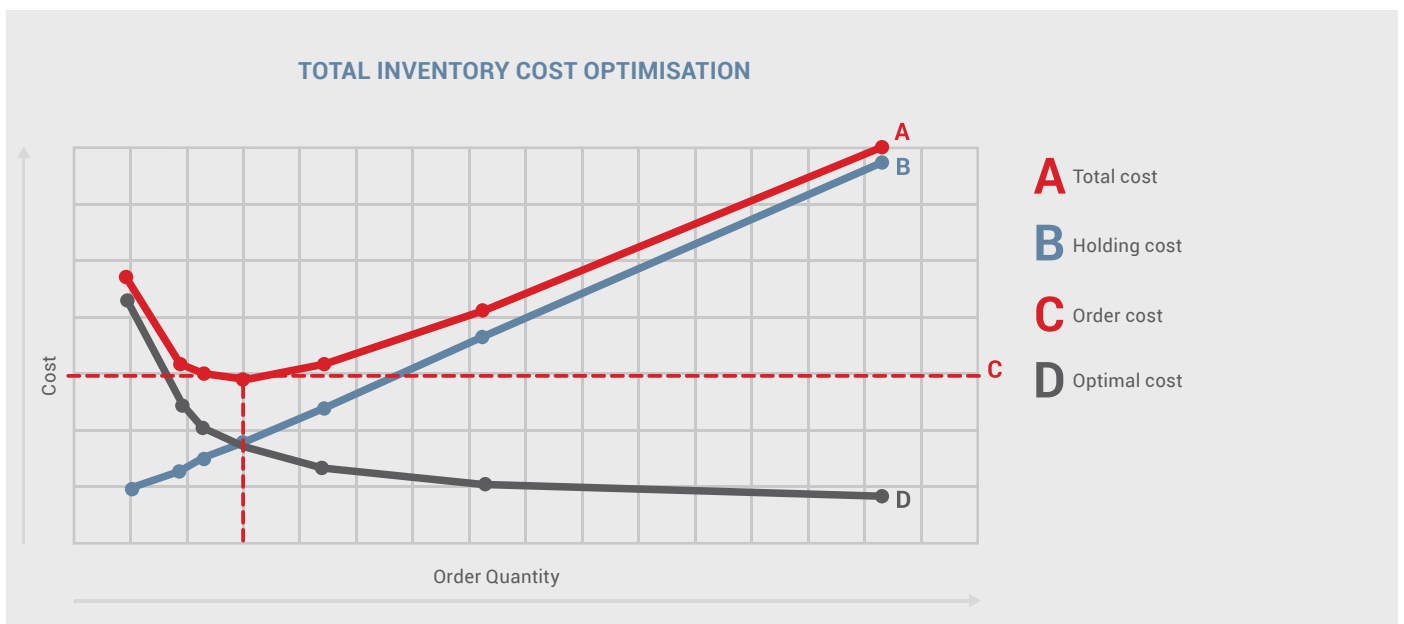
Analysis of the cost of orders for goods replenishment and inventory holding costs, as well as calculation of ROP (Re-order Point) and Safety stock.

Calculation of EQQ (Economic Order Quantity), ABC-analysis (segmentation of inventory etc.), consulting on product range planning.

Gravity analysis of an optimal warehouse and distribution center locations.

Calculation of the optimal warehouse capacity, materials flow planning, areas for receiving and dispatch, storing and packaging.

INVENTORY MANAGEMENT PLAYS A KEY ROLE IN EFFICIENT OPERATION OF ALMOST EVERY ORGANIZATION. **REDUCTION OF NON-LIQUID/EXCESS STOCK AND INVESTMENTS AND CREATION OF PROPER VOLUMES LEAD TO MORE EFFICIENT INVENTORY SYSTEM** THROUGH SERVICE **IMPROVEMENT, HIGH PRODUCT TURNOVER AND HEALTHIER BUSINESS STRUCTURE.**



ECONOMIC RESEARCH & STUDIES

SCM CONSULT OFFERS VARIOUS RESEARCHES AND EXPERT REVIEWS, PREPARATION OF EXECUTIVE SUMMARIES AND RECOMMENDATIONS FOR STATE AND MUNICIPAL BODIES OF RUSSIAN FEDERATION AND BUSINESSES IN THE AREA OF ECONOMICS AND SOCIOLOGY.



OUR STUDIES ALLOW **IDENTIFYING PREDICTED PATTERNS** AND CAUSES OF **SOCIAL AND ECONOMIC CHANGES** AND FORECASTING THEIR **FURTHER DEVELOPMENT**



Industrial economics – economics of labour; corporate restructuring and corporate management matters, innovations and investment activities, market structures and competitive changes in corporate organisation.



Social policies – this can include such areas as local employment, mobility and migration of labour; consumption and dynamics of savings; differentiation in remuneration, demographic aspects of households behaviour and distribution of their assets and income.



Macroeconomic studies – interaction between financial markets and real sector of economics, budget and monetary policy, inflation tendencies and unemployment; economic growth, savings, consumption and investments, international flow of capital, trade balance.



International economic relations – international and inter-regional trade policy, competition and cooperation, level of localisation (local content), tariff unions, costing, tariffs and quotes, technology use and exchange, innovations.

INTERNATIONAL BUSINESS

PROJECT MANAGEMENT –
OVERSEAS PROJECTS

INVESTMENT
COOPERATION

Consultations during negotiations with clients.

Development of project structure and description, including project requirements and deliverables.

Organisational aspects - key positions, responsibilities and relations.

Work breakdown structure (WBS), schedule (Gantt Charts), estimates, project execution reports (VOWD), communication plans, quality control (QA), risk management.

Identification of resources, selection, control and staff trainings.

Systems and technologies.

Corporate social responsibility.



Assistance in setting up joint ventures.

Recommendations and consultations on optimal structure and legal form of joint ventures and tax schemes.

Exchange and implementation of new technologies.

Assistance on local content matters.

Setting up business relations with international organizations for private and public sector organizations.

ASSISTANCE WITH FOREIGN TRADE AFFAIRS

Opening subsidiaries and representative offices.

Analysis and expansion of sales markets.

Evaluation and managing risks.

INTERNATIONAL PROCUREMENT

Supply market expansion and supplier selection.

Development of contract's T&Cs and preparation of international contracts.

Interaction with subcontractors and development of optimal solutions for procurement.

Organisation and participation in tenders - tender documentation, evaluation and qualification criteria.

Prequalification of suppliers, evaluation of bids, bidder clarifications.

Contract award notification, negotiations with bidders/suppliers.

Development of procurement policies and procedures, contract addendum and amendments.



MANAGEMENT DASHBOARDS

Dashboards help users to answer fundamental questions about a company's performance, to warn about problems in such a key areas as operations, sales, revenues in order to further assist managers in taking decisions affecting a company's work in a real time.

With our dashboards users can dig into

detailisation of key figures by time and regions, choose and compare variables and, as a result, more accurately set up operational planning processes. It is very important to present data in a user friendly manner so that managers can come to timely conclusions about any arising problems they face and take rational decisions.

OUR DASHBOARDS ARE FLEXIBLE TOOLS CAPABLE TO GET ALIGNED WITH ANY CLIENT'S REQUIREMENT, HAVE EASILY READABLE CHARTS, REFLECTING CURRENT STATE AND HISTORICAL TRENDS OF A COMPANY'S KPIs.

DASHBOARDS THAT WE DEVELOP FOR OUR CLIENTS ARE **A COST-EFFICIENT ALTERNATIVE** TO COMPLEX AND EXPENSIVE SYSTEMS WHICH **ANALYZE BUSINESS DATA.**



OUR VALUES

PRACTICALITY OF SOLUTIONS



We aim at exceeding our client's expectations and treat our clients business as if it were our own. Therefore, we aim at producing not theoretical recommendations but practical solutions to unlock the full potential of your business.

INTEGRITY



We do not promise what cannot be delivered. We conduct business ethically and are intolerant to corruption and bribery. We support safety culture aimed at "zero" harm to personnel and environment.

TEAM WORK



We work hard for professional and commercial success and one of the fundamental principles of it – the teamwork and our clients involvement. Our approach to work as the one team allows avoiding silos and engaging effectively management and all personnel.

CONTINUOUS IMPROVEMENT



We continuously work on improvements to achieve the sustainable growth. Competence development is of the paramount importance to us. We constantly work on innovative and effective solutions that add value to our client's businesses.