

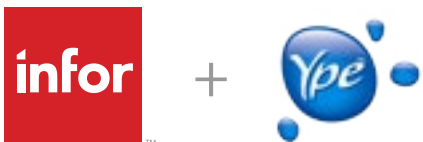
CUSTOMER INNOVATION STUDY

# Química Amparo

YPÊ (Química Amparo) sees positive ROI in under a year with Infor Supply Chain Planning suite

“ We have seen some very big benefits as a result of the Infor Supply Chain Planning suite. The increase in forecast accuracy has helped us improve our customer service levels, reduce expenses, and manage our cash flow more effectively. Our partnership with Infor has allowed YPÊ to grow.”

**João Carlos Biarari**  
Logistics Director, YPÊ (Química Amparo)



[infor.com/customers](https://infor.com/customers)

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## Facts at a glance



COMPANY

**YPÊ (Química Amparo)**



HEADQUARTERS

**Amparo, Brazil**



INDUSTRIES

**Chemicals & Life Sciences**



EMPLOYEES

**Approximately 4,000**



WEB SITE

**[ype.ind.br](http://ype.ind.br)**



INFOR PRODUCTS

**Infor® Sales & Operations Planning, Infor Demand Planning, Infor Advanced Scheduling, and Infor Advanced Planning**



MARKET SHARE  
IN BRAZIL

**12.5%**



IMPLEMENTATION  
PARTNER

**Axisis Consulting**

# Executive overview

## Situation analysis

- Increase profitability and market share by improving the sales and operations plan to efficiently fulfil demand at the lowest cost possible and minimize out-of-stock missed sales.
- Improve forecast accuracy to enable higher customer service levels, minimize missed sales, and reduce late delivery fines paid to customers.
- Reduce transportation, overtime, and inventory holding costs by synchronizing production levels and inventory with demand.

## Innovation strategy

- Organize all of the information needed to run the sales and operations planning (S&OP) process in one central location; gain visibility to the trade-offs between sales, operations, and financial objectives to enable better informed decision-making.
- Lengthen the planning horizon and improve the understanding of the implications that operational decisions have on key performance indicators; gain the ability to make decisions based on financial scenarios.
- Migrate the S&OP process, which was previously done in Microsoft Excel® to the complete Infor Supply Chain Planning suite, including Infor Sales & Operations Planning, Infor Demand Planning, Infor Advanced Planning, and Infor Advanced Scheduling.

## Results

- Increased forecast accuracy by 13% allowing for an increase in on-time-in-full shipments.
- Reduced costs, including a reduction in fines paid to customers, freight costs and labor costs associated with production.
- Increased return on equity by reducing working capital following a 9 day reduction in days sales of inventory.

## High level impact

**13%**

increase in forecast accuracy thanks to the successful implementation of Infor Demand Planning

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**10%**

increase in customer service levels that are based on on-time-in-full shipments, fill rate, and the number of customer complaints

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**5%**

increase in productivity due to the use of Infor Advanced Scheduling on daily production planning

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# Strengthening its position as a market leader



## Meeting expected demand and enhancing profitability

YPÊ (Química Amparo) is a producer of hygiene and cleaning products. The company is based in Brazil and has over 60 years of operational experience. As an overall market leader in Brazil, YPÊ holds a 12.5% market share and has rapidly grown its production of detergents, fabric softeners, and soap bars. With six plants spanning across Brazil, the company serves a customer base of supermarkets, retailers, wholesalers, and distributors.

With strict shipping requirements from its customers, YPÊ needed a solution that could help it to more accurately forecast product demand and synchronize production and inventory levels with demand, while also providing higher customer service levels at a lower cost. By filling customer orders faster and at a higher gross margin, YPÊ sought to simultaneously reduce out-of-stock missed sales, increase market share, and enhance the overall profitability of its operations. Given the size and

complexity of its operations, it became apparent that the Microsoft Excel-based processes YPÊ previously used to manage its S&OP process were insufficient to increase profitability and gain market share. Treated as a strategic company initiative with executive commitment, an S&OP process review and a software selection process was put into motion.

# Speeding up and enhancing decision-making



YPÊ selected the complete Infor Supply Chain Planning suite, including Infor Sales & Operations Planning, Infor Demand Planning, Infor Advanced Planning, and Infor Advanced Scheduling to bring its S&OP process to a higher maturity level. Once the solution was in place, YPÊ's S&OP process was running more efficiently and decision-making was improved. With the Infor Supply Chain Planning suite, all of the information YPÊ needs for its S&OP process is located in one central location. This gives the company greater visibility into the trade-offs between sales, operations, and financial objectives. YPÊ has expanded

its planning horizon from one month to one year, while also gaining a better understanding of how its operational decisions affect its key performance indicators. YPÊ now makes its decisions based on expected financial scenarios that not only factor in volumes, but also costs and net selling prices.

“ Before Infor, we had little visibility into our inventory, which only allowed for a very short planning horizon. Previously, decisions were based solely on volume. Now we have visibility into every step of the sales and operations planning process; are able to take multiple scenarios into consideration in our analysis; and can make more informed decisions based on what level of service we will provide, at what cost.

**Ulisses Messias**  
S&OP Manager,  
YPÊ (Química Amparo)





## Using resources effectively

Before partnering with Infor, YPÉ scheduled its daily production using Microsoft Excel. At times, this created situations where the scheduled production for a specific product combined with the on-hand inventory didn't meet market demand for that product. To avoid stock outs and out-of-stock missed sales, the company's response was often to ramp up production by running costly

overtime shifts. With more accurate demand planning, YPÉ can forecast with greater certainty how much of each product is required at what times of the year and can put resources to work to avoid out-of-stock missed sales without holding large amounts of excess inventory.

## RESULTS

# Realizing warehouse and logistics efficiencies

### Value realized

Infor Sales & Operations Planning has helped YPÊ increase forecast accuracy by 13%, which has had a direct impact on costs, including fines paid to customers, labor, and transportation expenses. YPÊ has improved its customer service levels by 10%, which has reduced the amount of fines associated with late shipments. YPÊ is able to level load its production through better demand planning. As a result, two costly overtime shifts (the equivalent of four normal shifts on a cost basis) previously run on Sundays were no longer required.

With a more accurate outlook on how much product needs to be shipped to which locations, YPÊ has reduced its freight transportation costs through more efficient use of its third-party logistics providers and its own trucking fleet of 150 vehicles across its 6 locations in Brazil. Finally, through a 9 day reduction of days sales outstanding the required investment in working capital has significantly decreased.

## Detailed impact

**11%**

increase in S&OP maturity as per Thomas Wallace methodology

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**0**

obsolete finished goods or raw materials inventory

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**9 days**

reduction in days sales of inventory helping increase the cash conversion cycle and reduce working capital investment



## LOOKING AHEAD

# Pursuing operational excellence

With plans to add another plant in the northeast of Brazil, increase its international presence, and further increase its demand forecast horizon to 18 or 24 months, YPÊ is continually pursuing operational excellence in its sales and operations planning and overall business processes. To do this, YPÊ will take advantage of Infor Ming.le™, a centralized platform for social collaboration, business process improvement, and contextual analytics. YPÊ can integrate key operational and administrative applications with Infor Ming.le and improve how its team members collaborate during the S&OP process.

“

Now, in this new version, we will also begin to use Infor Ming.le to increase collaboration at YPÊ. That will improve our teamwork and communication with all stakeholders in the S&OP process.”

**Maríllia Pavani**  
S&OP Associate,  
YPÊ (Química Amparo)

# Learn more

## Watch Infor Supply Chain Planning in action

Learn more about how YPÉ achieved rapid positive return on investment with Infor Supply Chain Planning.

[Watch video >](#)



## Sales Operation Planning

The efficiency of your supply chain—and the profitability of your business—depend on your sales and operations plan. Your plan determines your success in meeting customer demands and putting all your resources to work in synchronizing supply to meet demand. Infor Sales & Operations Planning ties together your operational plan with your strategic business plan to provide a holistic view of demand, supply, and finance so that you can literally plan to profit

[Sales Operation Planning >](#)

## Demand Planning

With Infor Demand Planning, you'll have the tools to improve forecast accuracy with advanced statistical forecasting capabilities. You'll get the sharpest, most accurate picture of customer demand as a solid foundation for your S&OP process, plus tools to help you extend beyond forecasting to create a fully synchronized demand-replenishment plan integrated with your ERP system.

[Demand Planning >](#)

## Supply Chain Management

Infor Supply Chain Management combines best-in-class solutions with industry-specific functionality, giving you the power to plan and execute your supply chain strategies faster and more profitably—from strategic and tactical planning to execution. With analytics at the core, you'll get the tools you need to optimize your end-to-end supply chain and harness the power of social networking to collaborate more effectively internally, as well as with customers, partners, and suppliers.

[Supply Chain Management >](#)



Infor builds business software for specific industries in the cloud. With 15,000 employees and over 90,000 customers in more than 170 countries, Infor software is designed for progress. To learn more, please visit [www.infor.com](http://www.infor.com).



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