CASE STUDY

ACHIEVING FIRST-CLASS SUPPLY CHAIN EFFICIENCY

Abstract

Adrian Garcia, Supply Chain Operations Manager at a €70 Bn European aerospace corporation, was finding it difficult to manage a fragmented, manually intensive supply management process for Airframe, Cabin, Equipment and others. When he found his supply officers across plants consistently failing to supply the right parts on time, he turned to Infosys BPM for support. This case details how Infosys BPM's new operating model and transformation initiatives helped Adrian deliver 99% of the missing parts on time, while saving 3500 person-hours and releasing €11 Mn stuck in potential scrap.

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Missing the flight to supply chain efficiency

Adrian Garcia serves as the Supply Chain Operations Manager at a €70 Bn European aerospace corporation that manufactures aircrafts and aerostructures in the commercial, defence, and space sectors. In this capacity role, Adrian oversees the company's overall supply chain, procurement, and logistics operations, with a focus on maximising process efficiency and optimising inventory levels.

As an integral part of his role, Adrian heads the company's missing parts management workflow to ensure the availability of the right parts, in the right quantities — while keeping obsolescence and holding costs to a minimum. To accomplish this, he had set processes for facilitating communication between supply officers and production vendors to meet inventory requirements, adhere to delivery times, and prevent stockouts.

However, the process had flaws. Vendors across plants operated independently, creating a fragmented and inconsistent procurement flow. The lack of digitisation and automation led to manually intensive operations, while the absence of a centralised reporting structure and standard KPIs hindered Adrian's visibility into performance. Adrian was also struggling with incomplete view of the supply planning process which was leading to supply-demand mismatches resulting in oversupply of low-demand products and shortage of high-demand products.

Company lacked a standardised planning methodology and relied heavily on judgement-based inputs, causing inventory levels to surge from €150 Mn to €175 Mn in just 18 months. Forecast inaccuracies led to inflated safety stock and blocked working capital, additionally there was no technology solution implemented that could support timely push/pull decisions — further aggravating production bottlenecks.

Before Adrian could intervene, the COVID-19 pandemic struck, triggering a sharp decline in demand. Misjudging the situation as temporary, Adrian preemptively stocked inventory, which later became a costly surplus. With holding costs escalating and fulfilment rates falling short, Adrian knew a transformation was imperative.

He turned to Infosys BPM, the company's long-standing partner in process excellence. In a series of meetings with Prisha Sharma, the Infosys BPM Project Lead, Adrian outlined the challenges and initiated a comprehensive overhaul to consolidate operations, digitise workflows, and restore supply chain efficiency.

Cruising through a process transformation journey

In the face of global supply chain disruptions and increasing complexity in aerospace manufacturing, Adrian partnered with Infosys BPM to embark on a transformative journey to redefine the company's supply management processes. The goal was clear: build a resilient, scalable, and digitally empowered supply chain to support its ambitious growth and innovation agenda.

The first step in this transformation was to standardize and harmonize processes across the organization. Infosys BPM formalized over 120 Standard Operating Instructions (SOIs), creating a unified framework that spanned geographies and plants. This initiative reduced operational variability and laid the foundation for consistent quality and compliance across the supply chain.

To improve supply chain planning and enable performance measurement, Infosys BPM implemented 239 standardized Key Performance Indicators (KPIs) across all global manufacturing plants. These KPIs were supported by 15 real-time dashboards, which enhanced visibility, facilitated cross-functional collaboration, and empowered teams to identify and resolve bottlenecks with precision.

Another key initiative was shifting from a vertical operational model—where each plant managed procurement independently—to a balanced mix of horizontal and semi-vertical work packages. At the time, the team was managing around 70,000 parts across the company's verticals. Previously, the process was handled by external service providers using a fixed billing model. Adrian aimed to restructure this by segregating activities, assigning them to specific work units, and transitioning to transaction-based pricing. This change improved process transparency and billing accuracy. With Adrian's approval, Infosys BPM consolidated operations into regionalized hubs, enabling progressive standardization and centralization while reducing reliance on local support.

Recognizing the need for agility and scalability, Infosys BPM implemented a global delivery model leveraging nearshore and offshore capabilities. This ensured seamless end-to-end process management, allowing supply chain operations to adapt to demand variability while maintaining high service levels.

At the heart of the transformation was a commitment to continuous improvement. The company invested in automation, digital tools, and data-driven decision-making. Persona-based analytics tools were introduced to track missing parts, flag stock shortages, and optimize inventory levels. These tools enabled predictive analytics and real-time visibility, while new digital workflows streamlined procurement, inventory management, and supplier collaboration.

Approach summary

To address the excessive stockpile Adrian had accumulated during the pandemic, Infosys BPM deployed an advanced scrapping tool to identify surplus or obsolete parts. Previously, the team relied on a manual, complex validation process involving multiple teams and data files.

The new tool enabled inventory disposal based on multiple criteria without impacting future production. It also supported decision-making by comparing financial reports with probabilistic scrapping opportunities.

Finally, Infosys BPM established an internal Supply Chain Centre of Excellence — a strategic initiative focused on preserving domain expertise, maintaining knowledge continuity, and ensuring predictable delivery outcomes over the long term.

Flying first-class on supply chain excellence

As the transformation rolled out and took full effect, Adrian began to see earlier inefficiencies fade, making way for a harmonised and high-performing supply chain. The missing parts fulfilment KPI, which had long been a persistent issue, surged from 77% to 99%, significantly reducing procurement bottlenecks and production delays. The impact of process standardisation and tactical automation was evident in overall productivity, with over 3,500 person-hours released annually.

The introduction of comprehensive KPI dashboards and an advanced analytics coverage tool gave Adrian real-time visibility into key processes, significantly enhancing his decision-making capabilities. He now had access to a 12-month forward-looking view of inventory, enabling proactive management of missing parts and dynamic adjustments based on forecasted demand.

Key benefits

Infosys BPM's scrapping tool further helped Adrian identify €11 Mn worth of potential scrap. The dashboards also triggered timely process alerts, allowing him to shift from a reactive to a proactive operating model.

To Adrian's delight, the project delivered substantial improvements in supply chain and inventory management, directly boosting the aerospace giant's production capabilities. For Prisha, the Infosys BPM Project Lead, the initiative earned an impressive CSAT score of 6.7/7, a clear indication of the satisfaction shared by Adrian and the other company executives. Encouraged by the results, Adrian is already in discussions with Prisha to expand the scope of standardisation and digitalisation initiatives.

This marks a successful chapter in the partnership — and the beginning of a new five-year journey, driven by a shared commitment to continuous improvement and delivering top-tier service, with the ultimate goal of achieving maximum customer satisfaction.

Our Partnership Journey

2020 — 65 FTE

- CVS – 5 out of 7
- Transition from 8 plants across 3 countries to 2 Infosys BPM Delivery Centers and 4 onsite locations

2021 — 75 FTE

- CVS result 6.3 out of 7
- **Coverage tool** - missing parts reduction by 30%
- **Inventory scrapping tool** - Compares & provides all eligible scrapping parts In-line with financial scrapping report. Potential Scrapping Opportunity identified ~€12M

2023 — 80 FTE

- CVS result 6.8 out of 7
- Digitalization of operational metrics – **real-time dashboards in Qlik sense**
- Support in Free Issue Management cleansing project
- Upskilling Training Academy Developed to train or upskill new talent in supply chain processes

2024 — 84 FTE

- CVS 6.6 out of 7
- **Scope extension** - Disputes process (take over from incumbent with no knowledge transfer and limited timeline)
- Automation of Parameters setting process

2025 — 118 FTE

- Contract Renewal and Extension for the next 5Y
- New scope, new in scope regions and plants
- New roles transferred:
  - Global Process Owner
  - Customer Success Manager

**Names have been altered to preserve the identities of the people involved.*

For more information, contact infosysbpm@infosys.com

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