

GLOBAL SUPPLY CHAIN OPERATIONS

Supply Chain Planning and Replenishment

Forward planning built around long international lead times, supplier production cycles and known seasonal disruption.

SERVICE LINE

**Global Supply Chain
Operations**

STOCK PROFILE

**Imported and locally
manufactured products**

PLANNING MODELS

**One master model and 5
supplier-specific models**

HORIZON

**6 to 8 months forward
visibility**

What this proves. Replenishment was run as a planned cycle, driven by sales history, measured supplier lead times and a disruption calendar, inside clear authorisation limits. It was not reactive purchasing.

OUTCOMES

What the planning delivered

Zero

Year-end closures ended with customer orders unfulfilled because of stock-outs, and no stock-outs through Chinese New Year closures or South African peak seasons.

Minimal

Airfreight recovery, reduced from a routine occurrence before the role to minimal use while planning was run this way.

Dedicated

A separate production run designated at a supplier in China for a key customer's product.

"Sheena has been with the company since 2019 and has not dropped the company once."

DIRECTOR, CLIENT ORGANISATION

THE PLANNING REALITY

Constraints that made late decisions unrecoverable

CONSTRAINT	PLANNING CONSEQUENCE
PO to warehouse: 3 to 6 months	The longest supplier cycle ran at 5 to 6 months, most of it in manufacture. An order missed in mid-year could not land before peak season.
Sea freight: 25 to 35 days	Transit was a small part of the total window. Production time and clearance drove the real lead time.
Chinese New Year: 2 to 4 weeks	Close to a full month of supplier production lost each February to March, directly after the South African New Year start-up.
Local year-end closure	Peak demand from September to December plus customer double-ordering before the closure.
Airfreight recovery: 5 to 10 times sea cost	Expediting was a last resort requiring director authorisation, so the plan had to make it unnecessary.
Currency exposure	Production could not be cancelled once started, so large customer-specific orders needed committed demand.

PLANNING ARCHITECTURE

Three layers, one decision cycle

- **Master replenishment model.** Reorder point, reorder quantity, safety minimum and maximum for every SKU, imported or local, calculated from 12 months of ERP sales data and measured lead times.
- **Supplier-specific application.** Five models, one per supplier, applying the master model to that supplier's lead time, collection terms, payment terms and production behaviour. Lead times were averaged from actual shipment history, not supplier quotations.
- **Review cadence and risk calendar.** A full stock review every 2 to 3 months, plus fixed annual planning points for the year-end closure, supplier new year closures and custom-order cut-offs.

OPERATOR JUDGEMENT

Decisions that shaped the plan

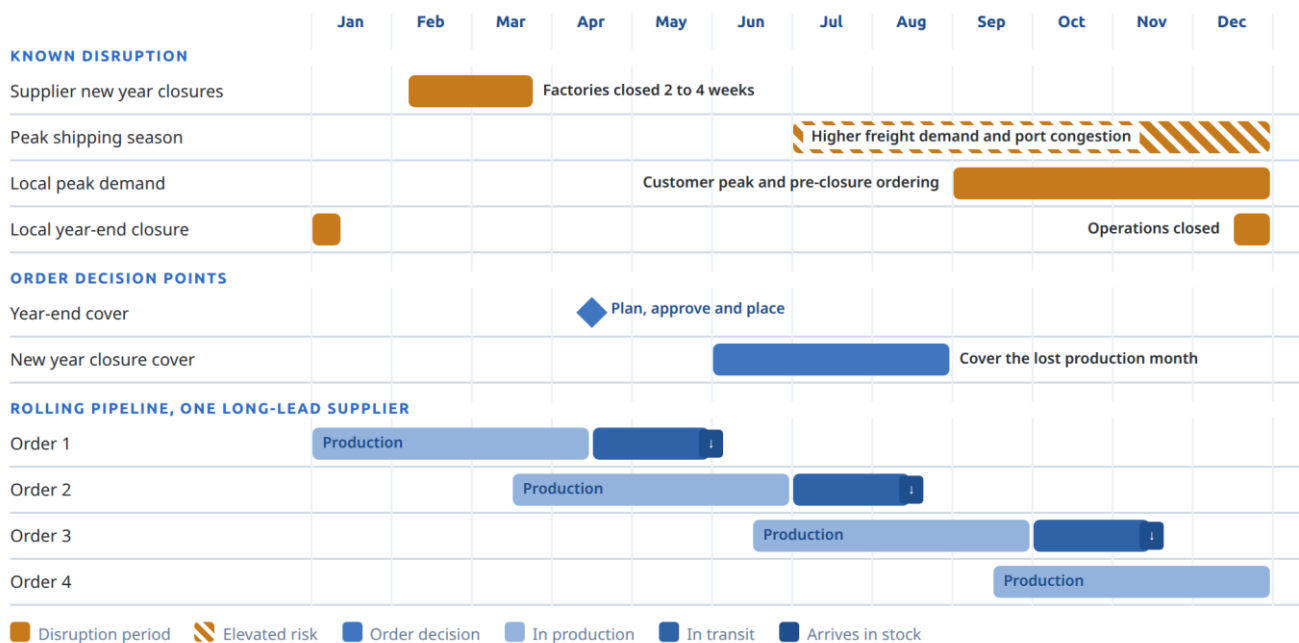
DECISION	HOW IT WAS HANDLED
One large order or a continuous flow?	For the longest-lead supplier, the six-month requirement was placed as smaller overlapping orders on a rolling cycle. The extra ordering and clearing work was accepted deliberately in exchange for spread cash outlay, stock arriving closer to sale, and a permanent place in the supplier's production schedule.
How much buffer, and where?	Where lead time exceeded the standard safety cover, an additional buffer was held for that supplier only, rather than raising stock levels across every SKU.
Committed or indicative demand?	Large customer-specific imports required written customer commitment. Where it could not be obtained in time, the decision was escalated to a director rather than left to lapse.
Import or finish locally?	Each review checked whether imported semi-finished stock could be finished locally to cover a gap before a new import was needed.
Who decides?	Identifying a risk was never treated as authority to act on it. Every order and stock adjustment required prior director approval.

EXHIBIT 02 | ILLUSTRATIVE OUTPUT, INVENTED DATA

Twelve-month supply risk and order calendar

ILLUSTRATIVE · INVENTED DATA

Disruption periods against order decisions and the rolling pipeline for one long-lead supplier.



Timing is illustrative. Quantities, reorder parameters and buffer sizing are set per supplier from measured shipment history and are not shown.

About this case summary. Work performed by Sheena Sawyer, Founder and Principal Consultant of SL Global, in an operating role held from 2019 to 2026 with a South African industrial manufacturer and importer. The organisation and its confidential information are not disclosed. Scope figures come from source records, outcomes are as confirmed by the founder, and quotations are from written correspondence, attributed by role. Exhibits are illustrative and use invented data unless stated.