



# Nexview Consulting

100 Day Plan for Supply Chain  
Executives in New Roles

A guideline plan with examples to build consensus  
for structured change

# Congratulations on your new role, we hope this guide can help you

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Our initial comments for your consideration



100 Day Plan and Milestones



Example communication and best practice items

# This can help you organize, plan, and jumpstart (or check) your efforts

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- Congratulations on your new role!
  - Perhaps these contents reinforce your plans, or add a couple things you weren't thinking of, there are many examples
- As we know when in a new role, it's important to make a fast, visible impact
  - Visibility and communication
  - Commitment – You need to dive off the board, dipping your toe will only work for a very short time at your level; doing the “regular job” is not enough right now
  - Action – Needed especially on quick wins; for longer items, even only a couple initial improvements will have impact
- The plan is geared towards those who have joined new companies
  - If you've not changed companies, but have just been promoted, you'll likely be able to skip some of the initial steps, you're ahead – *but be sure to stop doing your old job and act the job of your new role!*
- The plan should be thought of mostly as a guide
  - We've attempted to be specific where we can, but no two situations are the same, we've included several examples that may help you apply specificity
  - We are consultants so the plan follows what we do: Listen/Understand → Assess → Build Consensus → Improve

# The main steps are



- They share their perceptions, may be right, may not be
- One-on-ones are needed for candor and relationship building

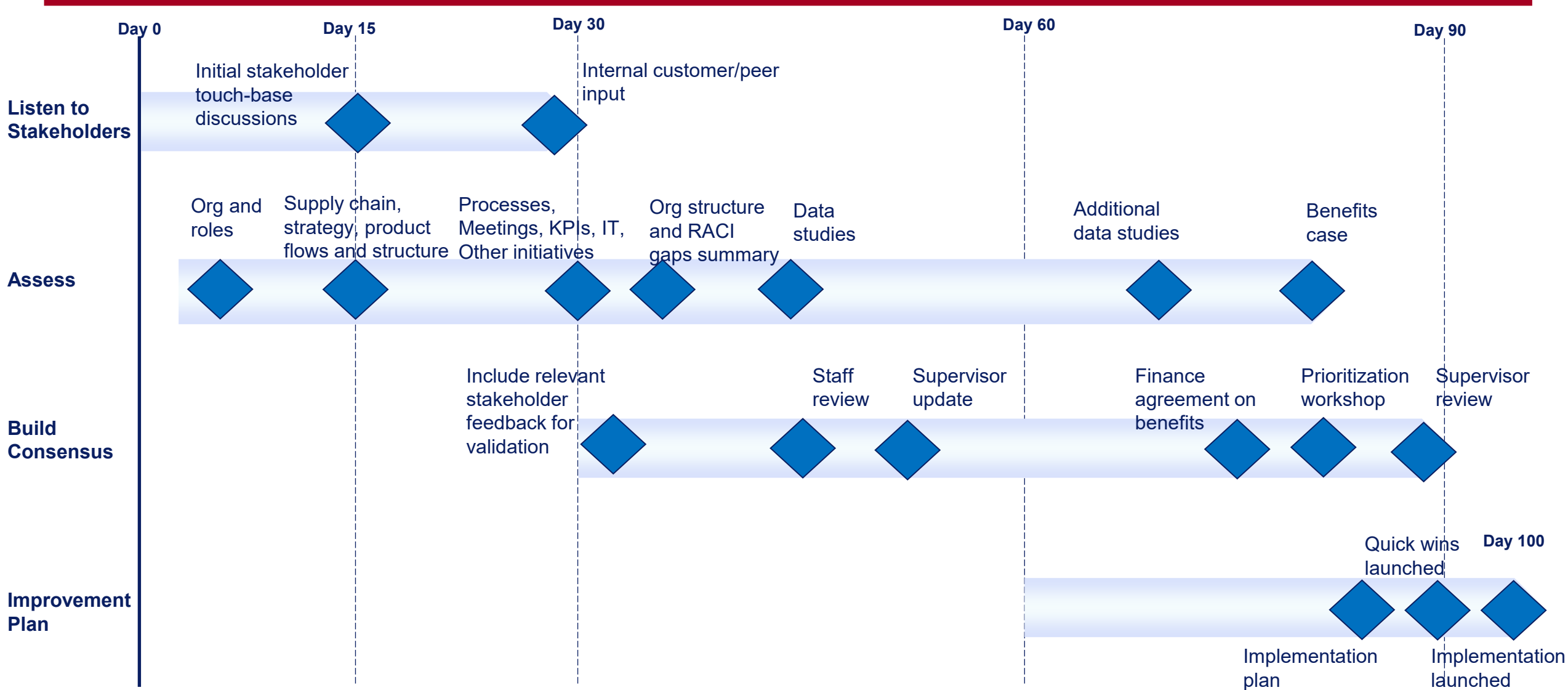
- You need to be in enough detail such that you see and understand firsthand
- At first, this will be more detail than appropriate for your job level
- Your staff should help with data studies and data-driven conclusions

- Validate your findings with your staff first, leverage their knowledge
- Cross-functional consensus will be needed, ask for help from your supervisor and the P&L owner
- Numbers and quantification will go much farther than just your expert opinion

- You'll of course need to prioritize
- There will likely be competing or already in-motion initiatives (few/none will likely have a real business case that is actually measured)
- IT dependencies require extra attention, planning, and caution
- Start despite the org gaps, they are always there and hiring is usually not budgeted or at best takes too long if approved
- Win 20-3, not 2-1. It's okay to lose a few, as long as the wins are much more. No one who's successful wins only 2-1, winning 2-1 is already expected

# Milestones across the four major steps will keep you on-track

You could update for specificity and use this format for discussions.



## Here's a listing of the milestones with our comments

Milestone	Objective	Due Day	Comments
<b>LISTEN</b>			
Initial stakeholder touch-base discussions	Intro and informal conversation with other management team members, including your supervisor	15, but start as soon as you arrive	You aren't well enough informed yet on current state to make commitments, but you can't wait for that to meet people and listen. You likely have discussed some things with your boss, but it is too early to make an informed commitment
Internal input	Obtain specific input on their business challenges and their perception of gaps to support	30	These are second meetings scheduled when you are in a more informed position to absorb and gage their input
<b>ASSESS</b>			
Org and roles	Understand org structure as well as roles & responsibilities in your area as well as interfacing	5	This is a quick first pass for overall understanding
Supply chain strategy, product flows, and structure	Understand the operating model, history, and logic for current state	15	Certainly understand current state, but also evaluate reasons for the current configuration; Does the operating strategy follow the business strategy? How did it evolve? Was a proper analysis really completed?
Processes, Meetings, KPIs, IT, Other initiatives	Current state understanding of key planning and execution processes, the management system (meetings and KPIs), supporting tech, as well as on-going initiatives	30	Every organization has inefficiencies across these areas, identify the largest gaps leading to suboptimal customer service and financial waste
Org structure and RACI gaps summary	Summary that can be effectively communicated to others	40	In supply chain awkward reporting relationships, duplications, role fragmentation, missing roles are still common in many organizations

## Here's a listing of the milestones with our comments (cont'd)

Milestone	Objective	Due Day	Comments
<b>ASSESS (cont'd)</b>			
Data studies	Data that supports conclusions from the above	45	First pass studies where data are available, staff should be supporting
Findings update to supervisor	First update on current state with some data supporting, obtain feedback	50	Need to provide feedback based on some assessment and data, everything is not complete yet
Additional data studies	Remaining planned studies to support the assessment	75	A second milestone for added studies to support a benefits case for change
Benefits case	Quantified currency amounts tied to improvements and a monthly curve for achieving	90	See comments below on Finance. A benefits case sells much better than, "it's a good idea to do this".
<b>BUILD CONSENSUS</b>			
Include relevant stakeholder feedback	Include some valid input points in the assessment/study plan	35	Some will be valid and other points will need validation.
Staff review	Input/validation from staff	45	
Supervisor update	First update on current state with some data supporting, obtain feedback	50	Need to provide feedback based on some assessment and data, everything is not complete yet
Finance agreement on benefits	Agreement on amounts and calculation methods	75	This critical step is not easy and could take more time depending. Without finance involvement and agreement, it's unlikely you will have a benefits case.
Prioritization workshop	Consensus on prioritization	80	See sample format
Supervisor review	Agreement on gaps and benefits and support for improvement	90	

## Here's a listing of the milestones with our comments (cont'd)

Milestone	Objective	Due Day	Comments
<b>IMPROVE</b>			
Implementation plan	Workstreams/work areas, milestones, timelines, staffing, project structure, benefit curve	85	Corresponds to extent of project scope, take items sequentially if needed, but apply rigor to each area, otherwise failure is likely
Quick Wins launched	Visible, immediate action	90	Quick Wins are things, you can just do now. Doesn't need a project structure, just do it.
Implementation launched	Project with project structure launched	100	See link for Components of Change programs. This is what you need for projects (change) to really happen.

### ➤ Take-aways

- Do a full assessment, but bite off for what you can chew for implementation
- Assessment doesn't need much of a project structure, but that needs to ramp-up considerably for cross-functional behavior change at executive levels to happen
- Projects without measured benefits will often fizzle when the next shiny object appears, don't measure benefits without Finance
- Again, you'll be in more weeds for the Assessment than what your level should be, but that is needed until you have more understanding
- You'll need support from your team, others in the organization (e.g., Finance), and your supervisor
- Tread lightly when there are major IT (e.g., ERP) or Finance projects that are on-going, supply chain usually takes a back seat to these, all the more reason you need a real benefits case
- Plan the work, work the plan

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## APPENDIX – A few other things that may help.

### Notes:

- 1. We've provided the original PowerPoint file to make the slides easily editable for your application. Our IP, developed over ~30 years of hard client work around the world is all copyrighted and some has been previously published. We just request you reference Nexview Consulting when using the material.*
- 2. The included best practice tables are not exhaustive (we have more complete tools we use in our Assessments). The intent is to provide you with a quick checklist of the foundational items.*
- 3. Any links are safe and will take you to the secure Nexview website which is a wealth of information. A few items are behind email forms because they were set-up that way some time ago. We send a handful of emails a year and hopefully from this document you can see our style is helpful content, not marketing garbage or hounding our community for business. That's just not our thing. If you want the item, we guard your email and won't pester you, you can unsubscribe at any time, no big deal.*



# Assessments have several components

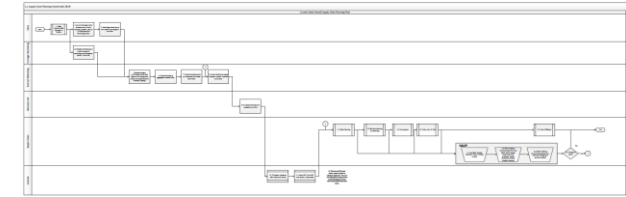
IT Evaluation



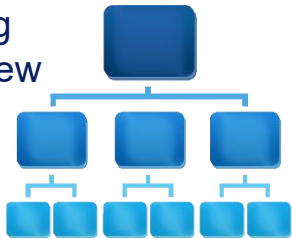
Leadership Interviews



Process Workshops and Critique



Org Review



Assessment Findings



Best Practice Tools\*



Meeting Evaluations

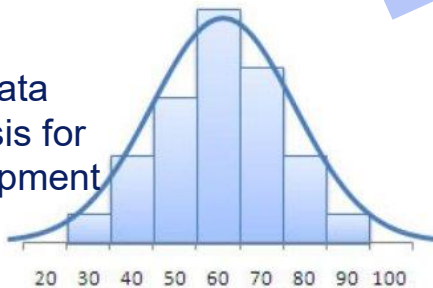


Report Evaluations



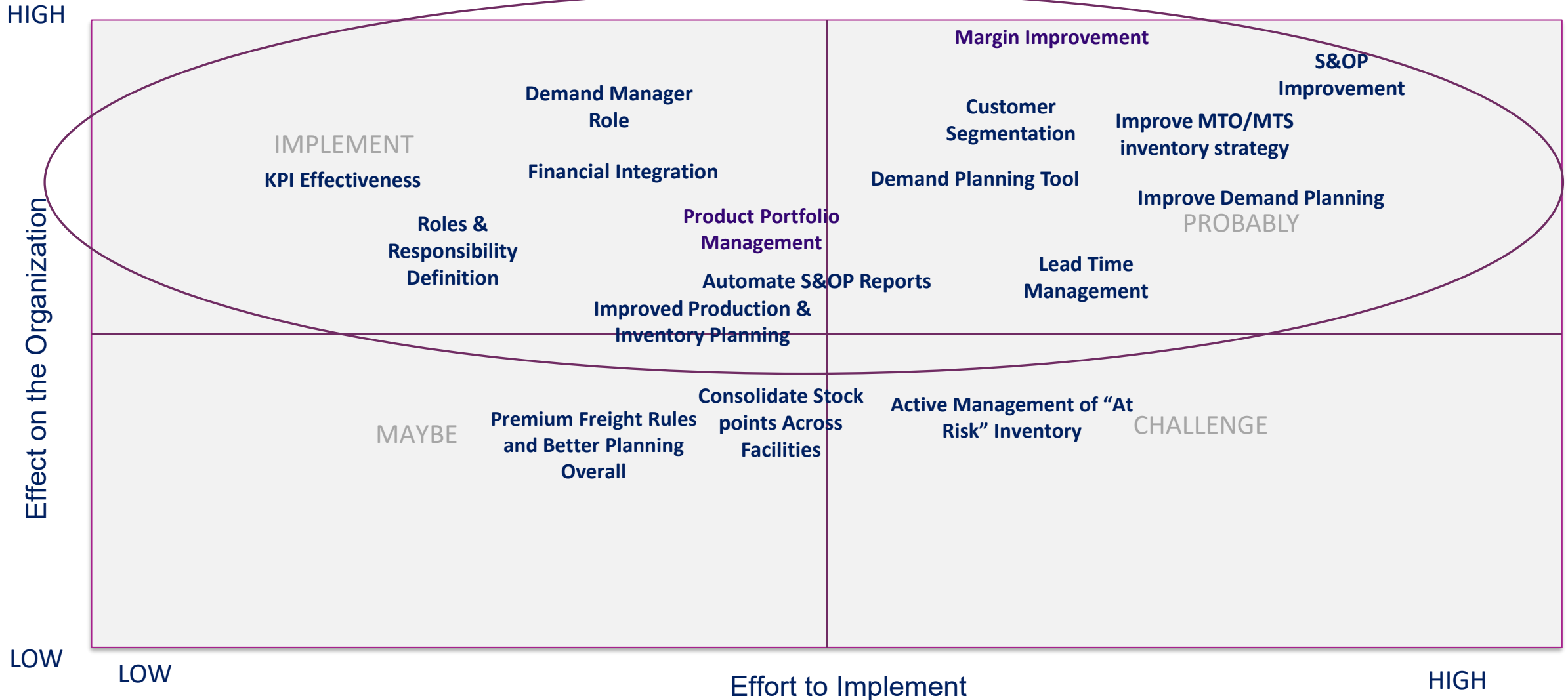
\*Nexview uses comprehensive best practice evaluation tools for S&OP/IBP and the planning processes below the S&OP layer

Targeted data review/analysis for benefit development



# We often use a prioritization matrix when working with clients to design projects

SAMPLE



# A process model can help you define and communicate your functional scope as well as priorities and progress

SAMPLE

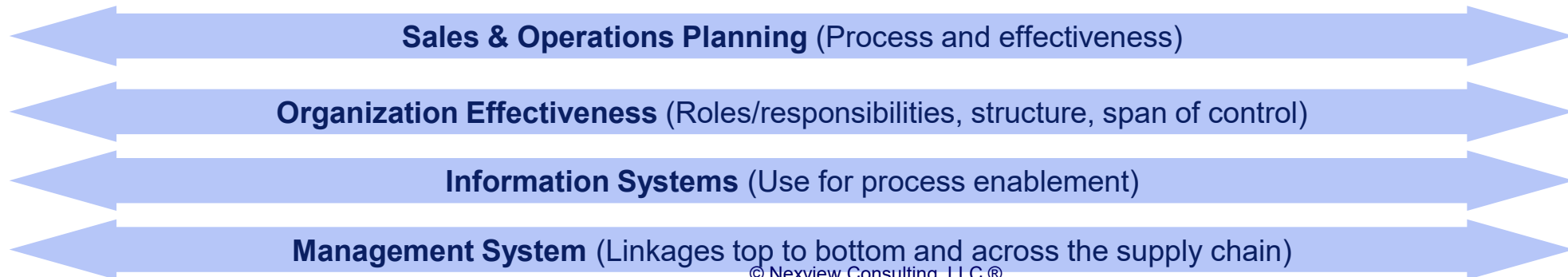


We start with the SCOR\* model, then tailor it to the appropriate scope and client need.

\*Supply Chain Operations Reference

# You might consider studies/examinations of these areas throughout the supply chain

Product Management	Customer Management	Demand Planning	Supply Planning	Procurement	Distribution & Logistics
<ul style="list-style-type: none"> <li>• Product development/ stage gate process</li> <li>• Sales &amp; Product Profitability analysis</li> <li>• Integration with supply chain (e.g. Portfolio Review)</li> <li>• Product lifecycle management</li> </ul>	<ul style="list-style-type: none"> <li>• Customer and product sales analysis</li> <li>• Profitability</li> <li>• Segmentation</li> <li>• Service levels by segment and promises based on capabilities</li> <li>• Customer complaints</li> <li>• Order fulfillment and OTIF performance</li> </ul>	<ul style="list-style-type: none"> <li>• Demand predictability</li> <li>• Forecast error and impacts</li> <li>• Links to Business Forecasting</li> <li>• Process and Tools</li> </ul>	<ul style="list-style-type: none"> <li>• Longer-term production/capacity planning</li> <li>• Production schedule stability</li> <li>• Production schedule adherence</li> <li>• Changeovers and sequence</li> <li>• Make-to-Order vs. Make-to-Forecast</li> <li>• MRP and raw material planning</li> <li>• Process and Tools</li> </ul>	<ul style="list-style-type: none"> <li>• Spend analysis</li> <li>• MRO inventory and spend</li> <li>• Supplier base rationalization</li> <li>• Process and Tools</li> <li>• Planning interface and RM inventory management</li> <li>• Supplier lead time management</li> <li>• Supplier perf. Management</li> </ul>	<ul style="list-style-type: none"> <li>• Warehousing</li> <li>• Inventory management</li> <li>• Order fulfillment</li> <li>• Freight management</li> <li>• Outsourcing options</li> <li>• Network optimization</li> <li>• Process and Tools</li> </ul>



# Results are hard to identify, agree, and measure – but if you don't do it, your project will just be another good idea...and opinions on its priority will vary

*SAMPLE*

BENEFIT AREA	BASELINE	IMPROVEMENT TARGET LOW	IMPROVEMENT TARGET HIGH	LOW P&L (\$MM)	HIGH P&L (\$MM)	OPERATING LEVERS
Product Rationalization/ Margin improvement	40% gross margin, company target is 48%)	44%	48%	2	4	<ul style="list-style-type: none"> <li>■ Replace low margin products with higher margin products</li> <li>■ Product rationalization (low volume/low margin)</li> <li>■ Pricing</li> <li>■ Portfolio Review component of S&amp;OP</li> </ul>
Premium Freight	18% of Total Freight Spend	16% of Total Freight Spend	12% of Total Freight Spend	0.5	1	<ul style="list-style-type: none"> <li>■ Supply chain optimization</li> <li>■ Sales &amp; Operations Execution (S&amp;OE)</li> <li>■ Customer segmentation</li> <li>■ Business rules</li> <li>■ Management system including KPI visibility</li> </ul>
Lead Time Improvement (assumes capacity remains sold out)	24 weeks	2 weeks	4 weeks	3.5	5	<ul style="list-style-type: none"> <li>■ Improved lead time visibility and update based on regularly measured actuals</li> <li>■ Supply chain optimization (inventory, product rationalization, demand planning)</li> <li>■ Manufacturing throughput improvement due to more stable schedule (improved S&amp;OE) and operational improvements in progress</li> </ul>
<b>TOTAL</b>				<b>6.0</b>	<b>10.0</b>	These are annually recurring benefits

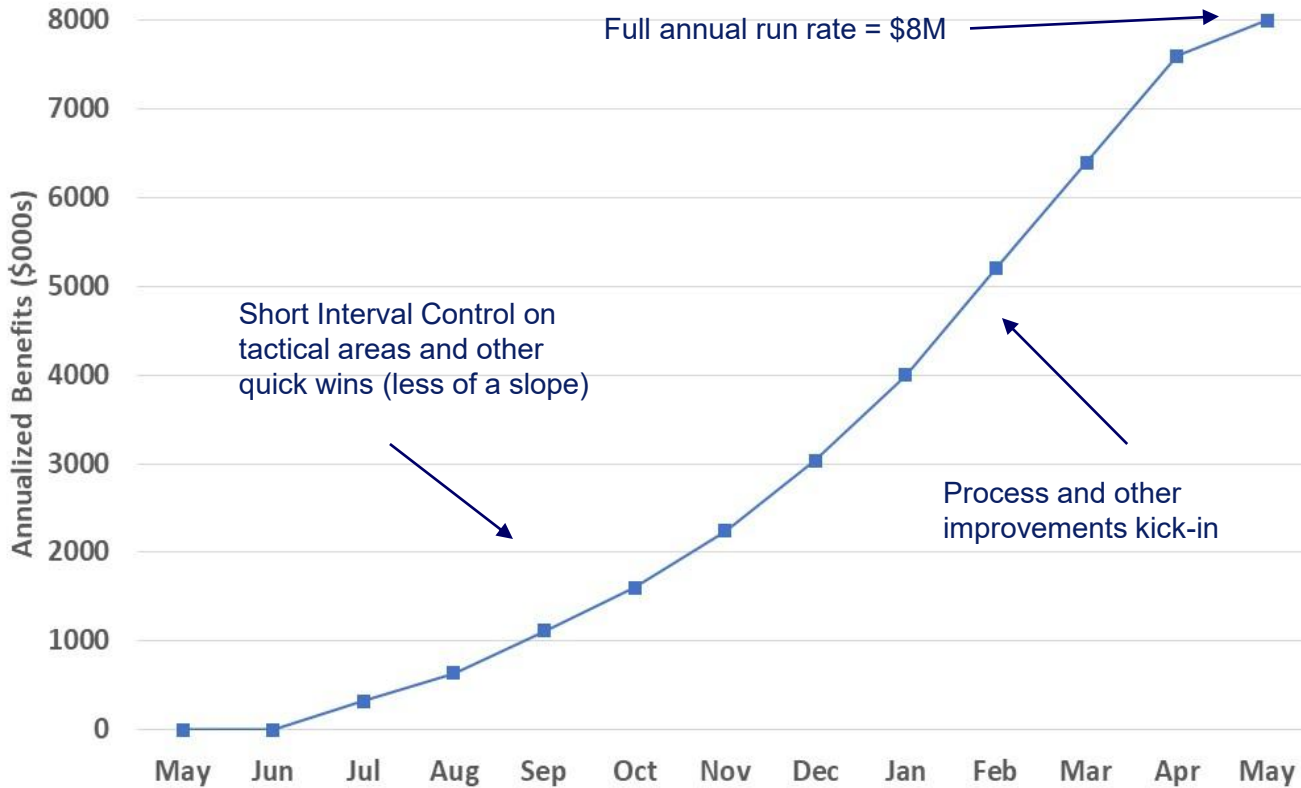
# In addition to identifying the benefit areas and the amounts, the timing needs to be determined in conjunction with milestone achievement on the implementation plan

SAMPLE

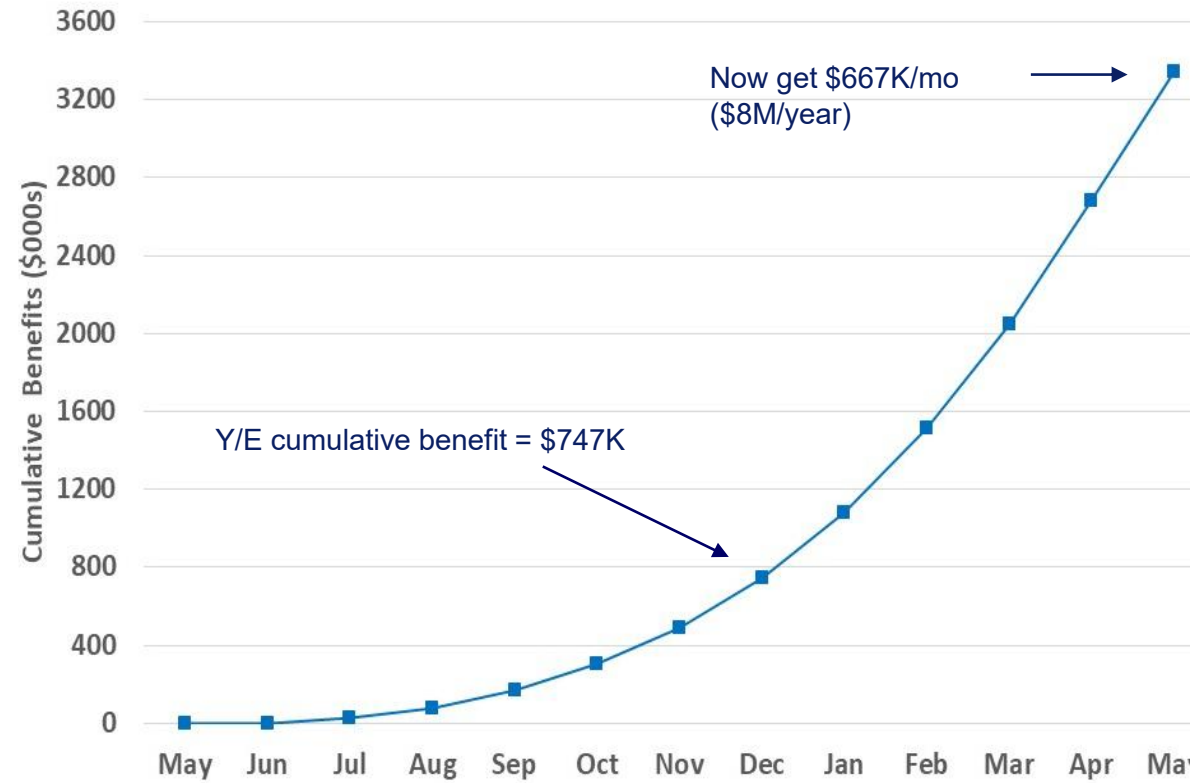
**Annualized Benefits** – What we get on an annually recurring basis at each month in the project. Annualized benefits ramp-up as project milestones are completed until they reach the full benefit achievable.

**Cumulative Benefits** – The cumulative monthly total of actual benefits we achieve each month. Cumulative benefits build into the future at the monthly run rate once full run rate is achieved.

Annualized Benefits



Cumulative Benefits

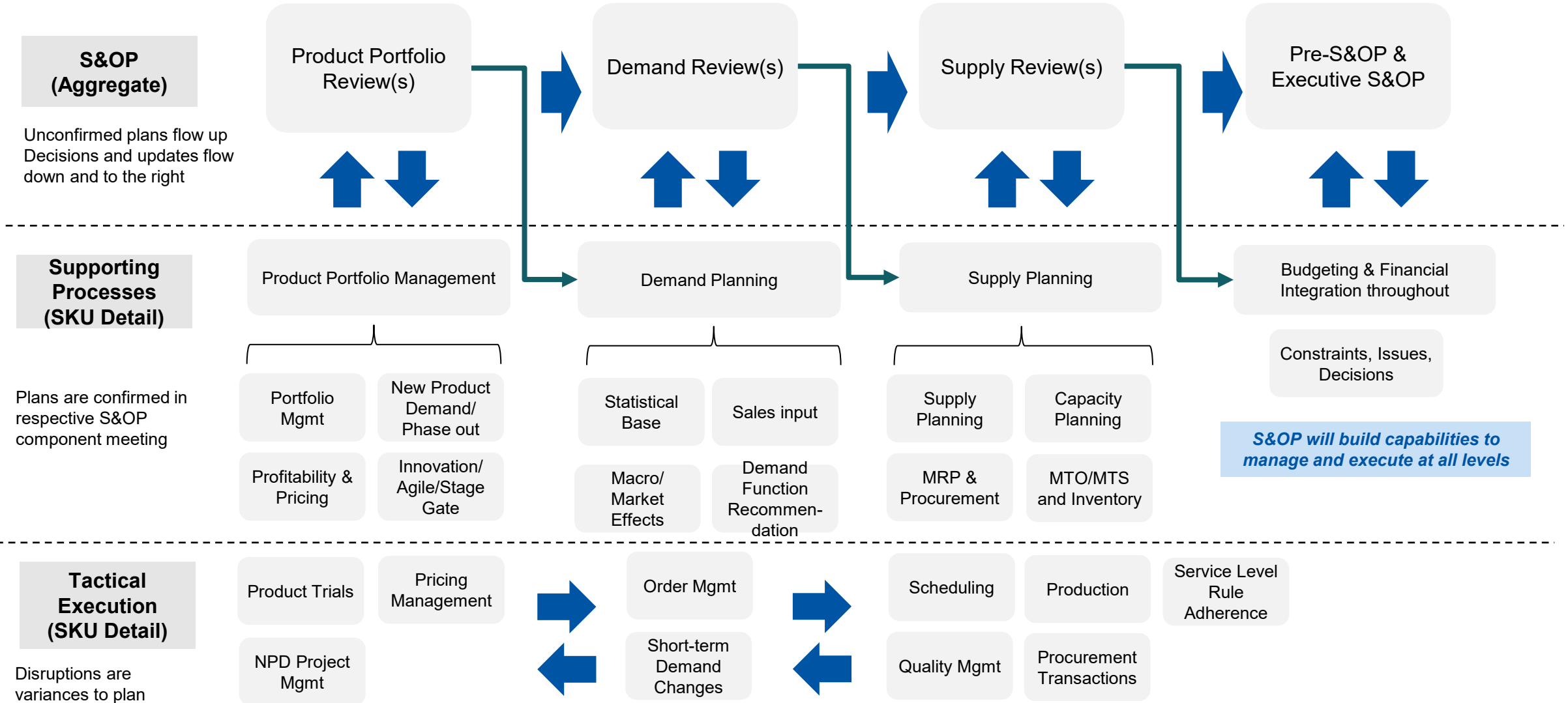


**Notes**

1. Once we have this, we can calculate other project metrics such as payback timing, NPV, and ROI
2. Most improvement efforts don't show measurable results; it's very rare that we see a client that can pull off a measurement system without our guidance on mechanics and change management

# We use this slide to illustrate the interconnections and dependencies. The point is we need all the parts to make the whole work.

*This is a common flow for manufacturing firms, this should be tailored to your application.*



# This may help you illustrate how functions have their own priorities and how S&OP is the coach that brings them together

See an [executive S&OP overview](#) of key elements, most processes have gaps in areas described in the link.



## Sales

- Market pulse and voice of the customer
- Competition
- Everything for every customer, avoid “no”
- Volume growth and market share
- The best products with many options and customization
- Flexibility to meet uncertain demand
- Infinite inventory, no lead time, no constraints
- Speed and control averse



## Finance

- Profitable growth
- Cost management
- Reliance on history
- Performance to budget
- Controls
- Risk management
- Skepticism and caution on new things
- Year-end focus



## Supply Chain

- On-time-in-full
- Information and product flow across parties (the chain)
- Linkages and constraints
- Manageable changes
- Customer and service segmentation
- Adequate planning horizon
- Cost and right-sized inventory



## Operations

- Unit cost, efficiency
- Standardization
- High volume/long runs
- Predictability
- Constraint management
- Quality, safety, reliability
- Simplicity



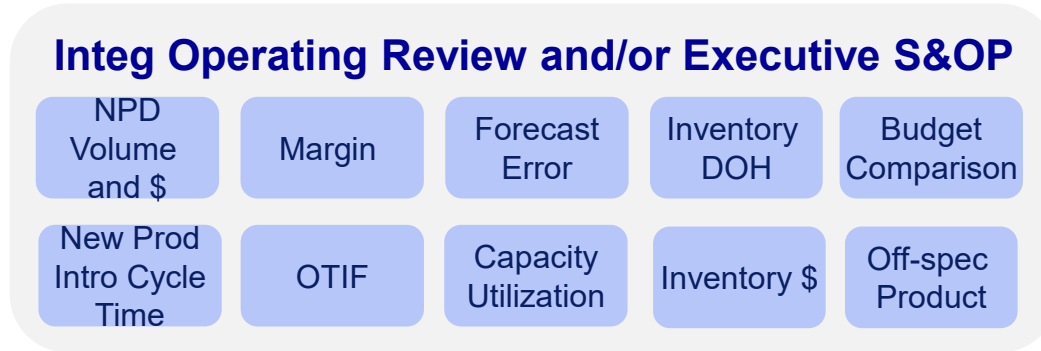
## Product Development

- Technology
- Performance
- Features
- Quality
- Product variants
- Complexity



# A system of KPIs is used throughout S&OP and fit for the level of the audience

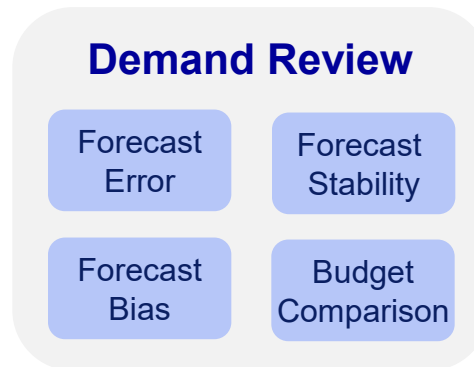
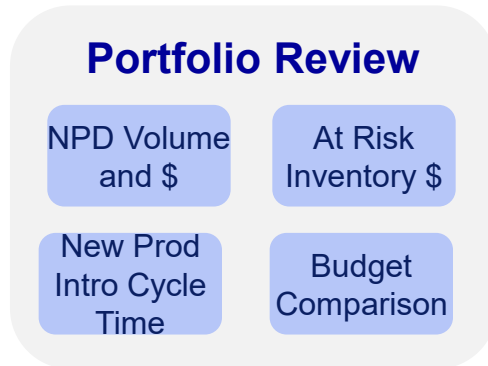
**SPEED**  
**FLEXIBILITY**  
**RELIABILITY**  
**TOTAL COST**



**BU or Enterprise Level KPIs**



**Product Family, Regional, Plant Level**



Especially for Executive S&OP, the KPI scorecard can be integrated with financial metrics for the “Balanced Scorecard” approach.

# Here's a listing of a few of the foundational process elements you might look for

Product Portfolio Management	Current State
New products are introduced and taken out of the supply chain through a structured process.	
New product demand is separated from existing products and ramp-up is planned over the planning horizon.	
The portfolio is analyzed on regular intervals to determine where each product is in its lifecycle.	
Product margins are understood, reviewed regularly, and plans made to maintain target margin at the product and portfolio levels, and appropriate action is taken when needed.	
Products are removed from the portfolio, not only added.	
Near obsolete/at-risk inventory is managed with supply chain to avoid a total loss.	
Portfolio KPIs are in place and managed.	
The above is managed through the Product Portfolio Review component of S&OP.	



● Adequate  
 ● Partial  
 ● Missing

# Here's a listing of a few of the foundational process elements you might look for (cont'd)

Demand Planning/Management	Current State
There is a defined role for demand planning.	
Demand planning has independence from Sales/Commercial.	
There is a tiered demand planning process that consists of commercial input, aggregation across the business, analysis, review, recommendation, and consensus over the planning horizon.	
Roles and responsibilities are clear and integrated with a defined calendar and rolling planning horizon.	
The demand plan is used to generate the rolling financial plan.	
Statistical analysis supports other input for predictable items and there are rules for use of statistical analysis.	
Demand planning KPIs are in place and managed effectively.	
The Demand Plan for and from Demand Review is unconstrained, and is later constrained through subsequent meetings in the S&OP cadence.	
Major process components and overall maturity is consistent across business units.	
There is a commercial demand planning system in place that is integrated with the rest of supply chain planning.	
The above is managed through the Demand Review(s) component of S&OP.	



● Adequate  
 ● Partial  
 ● Missing

## Here's a listing of a few of the foundational process elements you might look for (cont'd)

Supply Planning/Management	Current State
The physical configuration of supply assets and strategy can be linked to the business strategy.	
Product flows are mapped logically from the operational strategy.	
There is a digital twin/optimization model of the operational assets that support operational strategy decisions.	
There is a longer-term supply and capacity planning process that supports S&OP and longer-term operational planning, and the process considers a holistic viewpoint across facilities.	
Longer-term capacity planning and production scheduling processes are distinct and the hand-off is clear.	
Production scheduling processes across facilities, may not be different to suit differing needs, but the maturity is common and common tools are used where practical.	
Reasons behind schedule changes are understood and managed cross-functionally.	
Lead times for all items are defined, maintained, and followed in planning.	
Make-to-order/Make-to-stock/Finish-to-order is defined for all items and there is a model to support decision making.	
Inventory planning extends over the S&OP rolling horizon and is supported by statistical analysis.	
Supply planning KPIs are in place and managed.	
The Supply Plan is managed in the Supply Review component(s) of S&OP and rolls up appropriately through Executive S&OP.	



● Adequate
 ● Partial
 ● Missing

# Here's a listing of a few of the foundational process elements you might look for (cont'd)

Customer and Order Management – Supply Chain Viewpoint	Current State
Customers have been segmented, service levels have been aligned to each segment, and the rules are followed.	
Premium freight decisions are rule-based and it's clear who makes decisions.	
Lead times are defined, understood, and respected in the ordering process.	
Inventory availability is visible and accurate.	
There is a site level weekly/tactical process and meeting for coordinating orders, production schedule, and shipping that also manages exceptions/expedited events (Sales & Operations Execution).	
The S&OE process is consistent across sites.	
On-time-in-full (OTIF) is clearly defined, regularly managed, and reason codes are recorded for exception and root cause management.	
The OTIF metric contains the components of shipping date, quantity, and carrier delivery date.	
OTIF is managed cross-functionally and at the right levels in S&OP to be able to address root causes.	
There is clear delineation between what sales does and what customer service does.	
Sales has visibility into order status to avoid non-value-added and repetitive inquires and requests.	



● Adequate
 ● Partial
 ● Missing

## Here's a listing of a few of the foundational process elements you might look for (cont'd)

Procurement	Current State
There is a defined strategic sourcing plan (written out) that describes how sourcing strategies link to the business strategy.	
There is a defined and implemented strategy that defines the level of centralization versus decentralization to meet the needs of the business.	
Supplier alliances are in place where it is appropriate and rogue spending is managed.	
Vendor Managed Inventory practices are in place where appropriate.	
Collaborative Planning, Forecasting, and Replenishment practices are in place where appropriate.	
A supplier approval and management program is in place.	
Items are organized in commodity categories that are analyzed on a regular basis for suppliers, price variances, and savings (potentially shared savings) opportunities.	
Buyers are organized around commodity categories.	
IT systems have eliminated manual process steps.	
Spending approval authorizations have been defined throughout the organization.	
There is a process for efficiently dealing with small amount purchases (e.g., p-cards).	
The PO process has eliminated inefficiencies.	
There is a robust KPI and management system to manage KPI performance.	



● Adequate
 ● Partial
 ● Missing

## Here's a listing of a few of the foundational process elements you might look for (cont'd)

Sales & Operations Planning/Integrated Business Planning	Current State
There is a monthly cadence and calendar for a set of integrated S&OP meetings.	
There is a constant rolling planning horizon that covers the longest lead time item, is sufficient for intermediate-term supply and capital planning, as well as financial planning.	
There is a defined near-term frozen period that is not discussed in the S&OP meetings.	
Discussion starts at the product family level, then rolls up to the business unit and enterprise levels as the meetings involve higher management levels.	
Each component in the S&OP cadence of meetings has a single sponsor who also owns the output plan and corresponding results.	
Each component meeting has a facilitator that owns the underlying more detailed planning process.	
There is a system of layered KPIs throughout the meeting cadence with clearly defined accountabilities.	
S&OP has management team participation and is the process by which the significant business decisions are made.	
S&OP plans are both volume and monetized such that financial forecasting is derived from the volume plans.	
The S&OP plan is the plan of record that all in the organization use and commit to.	
There is no confusion in the organization between a leadership S&OP process and tactical, detailed demand/supply discussions that occur primarily manager levels.	
S&OP is a process that builds teamwork across functions, involves leadership as well as developing leaders, is the platform for continuous improvement, and is showing results for the business.	



See an [executive S&OP overview](#) of key elements, most processes have gaps in areas described in the link.

# Over the last 20 years, the trend has been to consolidate supply chain functions under a single org structure

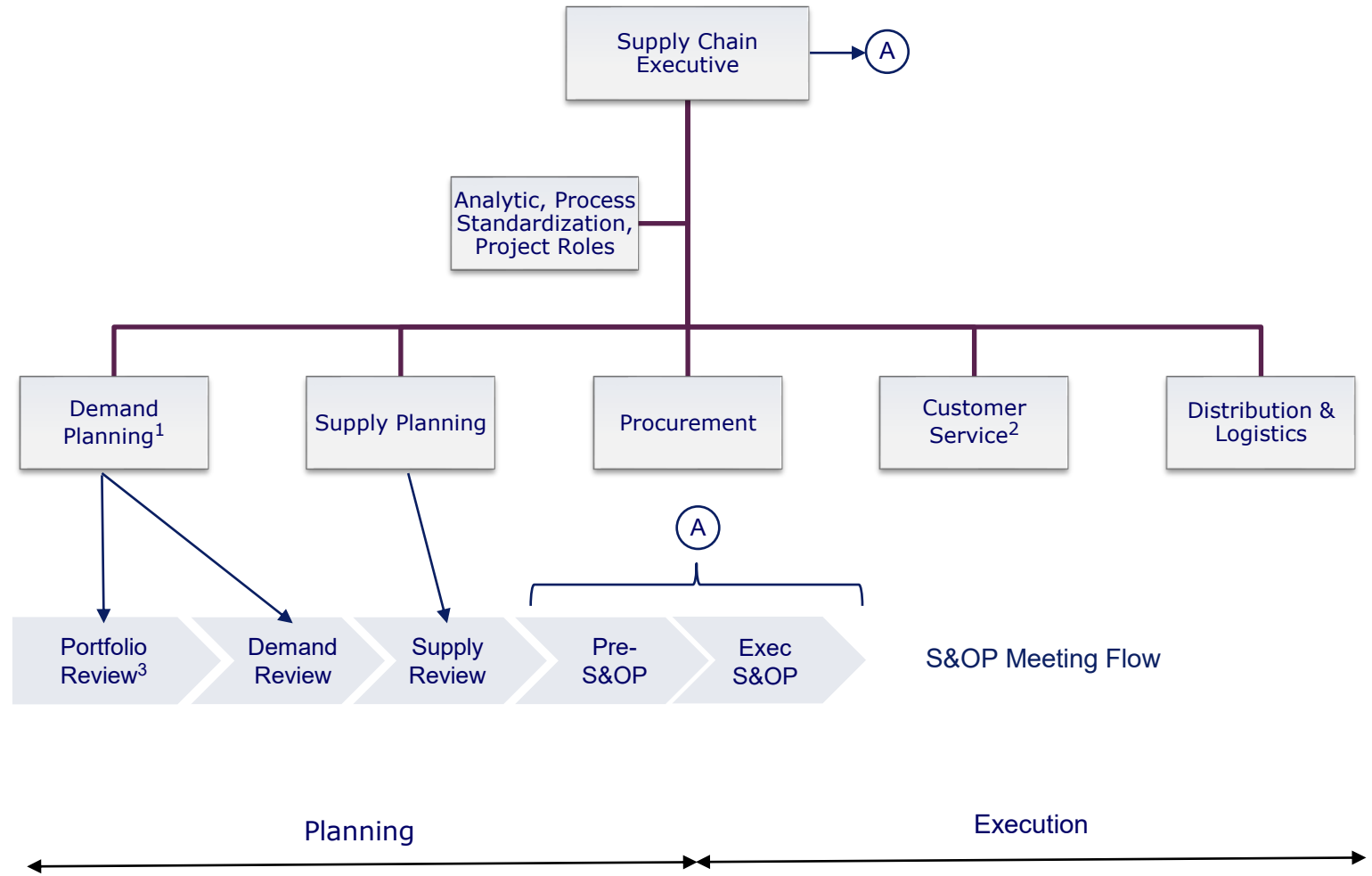
*While there's usually more than one way to do this, we still regularly see awkward and fragmented structures.*

## A World Class Supply Chain Organization:

1. Is built around the process - start to finish
2. Is structured to ensure consistency across the enterprise
3. Separates planning from tactical execution
4. Covers areas that have been recognized as being part of the field over the last few decades
5. Can be lined up with the S&OP meeting flow

## Notes:

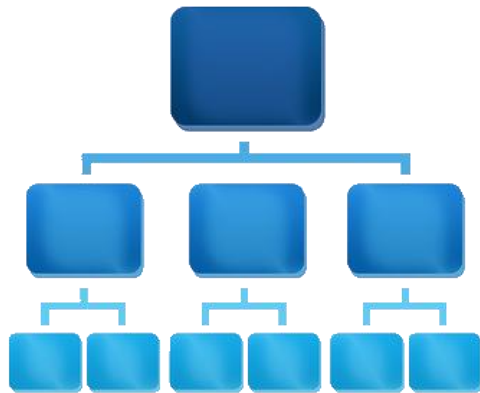
1. Has migrated from Sales to remain independent and tight integration with supply planning
2. Has often migrated from Sales to Supply Chain due to heavy supply chain related tasks of order management and supply chain commitments
3. Usually owned by a Commercial/Product Management group but Demand Management is significantly involved



# Here's a few other things that may help

Click the graphics in slide show mode for the link to work.

## Org Considerations for Supply Chain and RACI Across Interfacing Functions

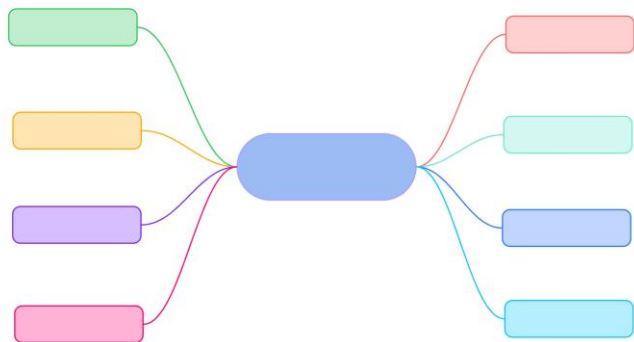


## S&OP Maturity Model

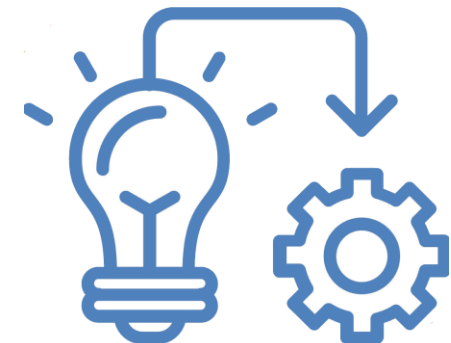


## Mind map/Root Causes Diagram for Low OTIF

This will help explain the components and dependencies to others.



## Key Components of Change Programs



# Nexview specializes in S&OP and Supply Chain improvement led by our Principals

## Nexview Consulting

### FIRM



- Founded in 2009, with offices in the Boston metro area
- 3 Partners plus a network of senior colleagues developed over the past 25+ years

### SERVICES



- S&OP and supply chain consulting
- Training and coaching
- Organization design & development
- Leverage leading edge technology solutions
- Growing on-line models through Nexview Online

### DIFFERENTIATORS



- Proven track record in S&OP and integrated supply chain optimization
- Recognized thought leadership in the marketplace
- Clients are served by the Principals and experienced consulting/industry leaders only
- More than just SMEs – emphasize performance improvement, results management, behavior change, leadership development



**Eric J. Tinker**  
Managing Principal

#### Summary

- 25+ years in management consulting
- Leader of large-scale change projects for global corporations, benefits > \$500MM
- Consulted and taught S&OP, and supply chain across five continents
- Author – *Sales & Operations Planning RESULTS; S&OP Jumpstart!*

#### Prior Leadership Roles

- Celerant Consulting, Deloitte & Touche, Plan4Demand, Hughes Aircraft

#### Qualifications

- MBA, University of Southern California
- MS, Mechanical Engineering, California State University-Northridge
- BS, Aerospace Engineering, Syracuse University
- Certified Public Accountant, Six-Sigma Blackbelt



**Joseph J. Cardoni**  
Principal

#### Summary

- 30+ years supporting mid-market, global, and private equity companies across geographies
- Subject matter expertise in supply chain, working capital optimization, product portfolio, procurement, and associated technologies
- Differentiated expertise in development of analytical tools to support improvements

#### Prior Leadership Roles

- Highland Group, Maine Pointe, Brooks International, BDO Seidman, PeopleSoft

#### Qualifications

- MBA, University of Dallas
- Bachelor of Commerce, University of Toronto



**Jon P. Gilbert**  
Principal

#### Summary

- 25+ years in industry and management consulting
- Versatile leader with differentiating expertise in S&OP and logistics
- Industry background in energy, retail, manufacturing, distribution

#### Prior Leadership Roles

- MTG, Corven, Denali Group, Tenzing, BOC Gasses, NuCO2

#### Qualifications

- MBA, New York University
- BS, Business, Purdue University

# Why Nexview?

- Results focus, \$500M+ in benefits delivered for clients thus far and looking for more
- You get the firm leadership to work on your project
  - We are senior level consulting leaders who have led integrated change projects all over the world, but we're hands on, and offer detailed experience and success in implementing S&OP and supply chain improvement
- Strong global experience with partners and network of experienced consultants from larger consulting firms and industry
- Emphasize ownership with your people, behavior change, results, and change management along with the technical/best practice elements of our work
- Flexible service model to provide the level of service appropriate for your situation with no internal distractions
- Recognized thought leadership across several continents with visible contributions in the media

## Our values are:

Optimism

Resourcefulness

Collaboration

Candor

Confidence

Results

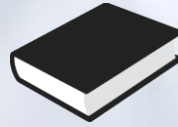
We invite you to see our extensive content archive on the website and join our community on [Nexview Online](#)



Blog Posts



Articles



eBooks



Benchmarking Surveys



Conference Presentations



Videos



Tools & Templates

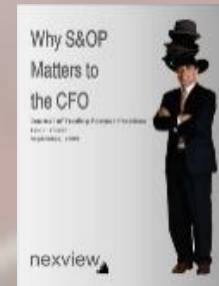
Here are some additional items that may help you



**“Revitalize Your S&OP”**  
Journal of Business Forecasting



**“Directing Success – 10 Tips for S&OP Sponsors”**  
APICS Magazine



**“Why S&OP Matters to the CFO”**  
Journal of Trading Partner Practices



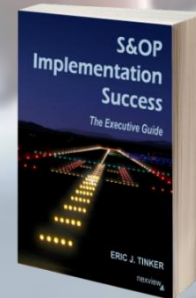
**“26 Ways to Get Sales On Board with Demand Planning”**  
Supply Chain Quarterly



**Sales & Operations Planning RESULTS**  
Full book on Amazon.com



**S&OP Jumpstart! A Primer for Implementation and Improvement**  
Booklet for project teams, See on Amazon.com



**S&OP Implementation Success**  
eBook pre-release of next full book, Our implementation methodology and tips



**Choose the Right Supply Chain Consultant**  
eBook, An insider’s candid perspective

## About Nexview Consulting

*Nexview Consulting is a boutique management consulting firm that specializes in Sales & Operations Planning and Supply Chain improvement. We leverage S&OP to be the platform for continuous improvement and profitability in client organizations. We also work with clients to improve organizational performance, structure, and enabling supply chain technology.*

*Consulting methods promote sustainability of performance improving behaviors, tangible results, and development of client team members. Our consultants are highly-experienced business and consulting leaders with track records of delivering results for clients across the world, typically with larger more well-known consulting firms. We are based in the Boston area, but we travel worldwide to conduct training seminars, speak at conferences, and work with clients on high-impact, performance improving initiatives.*

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