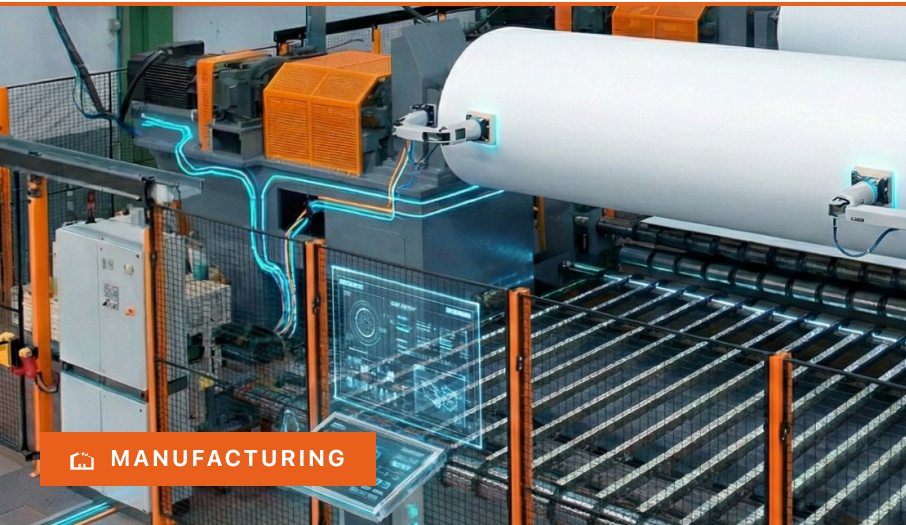




NORTH AMERICAN MULTI-SITE
MANUFACTURER

From Pilot to Planning Infrastructure

BACKGROUND

The client operates 12+ production facilities across Canada and the United States, running dozens of production lines across multiple product families. Thousands of active SKUs. A network where production assignment, material utilization, transport, and customer fulfillment all interact.

When SimWell first engaged, the client was skeptical. They had worked with outside analytics teams before. The pattern was always the same: a consulting team scoped a question, built a model, delivered a report, and left. The findings were useful at delivery. Six months later, the operation had progressed, but the model had not. Leadership recognized Decision Intelligence's potential. They were unconvinced it could keep pace with a business that changes every quarter.

SimWell started where every engagement starts: a single pilot focused on a high-value planning decision. The pilot delivered. But what happened next changed the relationship.

THE TURNING POINT

The pilot had answered the question it was scoped to answer. In most engagements, that is the end of the story. SimWell refined it further. The team went back into the model, sharpened the assumptions, expanded the constraint logic, and pushed the analysis beyond the original scope. The model got better after delivery, rather than reaching its peak before handoff.

That was the moment the client saw something different. A team that treated the model as a living system with more value still inside it, rather than a consulting team protecting its deliverable. If one optimization layer could be refined past its original scope and keep producing better answers, what would happen if that capability were permanent?

THE TURNING POINT (continued)

The question shifted from "should we run another project?" to "what happens if we make Decision Intelligence a core competency inside our planning operation?"

In a network this complex, that question answers itself. Every quarter brings decisions that exceed what spreadsheets and planning tools can address: facility capacity constraints, customer portfolio shifts, distribution lane changes, and production allocation trade-offs that ripple across sites. Each one is high-stakes. None are predictable at the start of the year. And a team that already understands the operation and trusts the model can focus on the answer rather than spending months rebuilding context.

SOLUTION

The client embedded SimWell's team directly inside the planning operation as a continuous engagement.

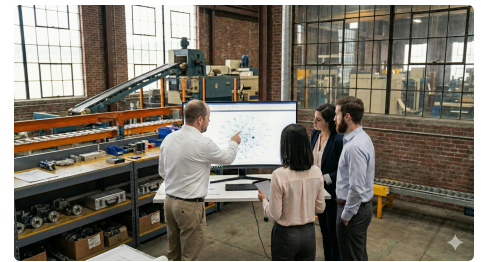
The team worked from a prioritized backlog with client leadership. The discipline was simple: what is the most important decision we can improve right now, and what are the three things that logically follow? That backlog evolved with the business, rather than being fixed at the start of the year. Production allocation led the early work. As the team built operational context, priorities shifted from material utilization to distribution strategy, and finally to network-level scenario planning. Each expansion was driven by where the value was, guided by operational reality rather than a project plan written months earlier.

The agile structure meant the client was never locked into a scope that no longer matched the business. When a new constraint surfaced or a strategic question changed, the team reprioritized. The work stayed aligned with what mattered most.

One cycle identified a previously unexamined optimization layer worth \$20M+ in annual profit improvement. That finding existed outside anyone's original scope.

The team had enough operational depth and continuity to ask "what are we missing?" and enough trust to act on the answer.

Every delivery was built for permanence. The modeling infrastructure runs on a regular planning cadence, fed by the client's own data systems, producing outputs planners use directly. Code is maintainable. Assumptions are documented. When the client expanded the engagement into a second division, the ramp-up took a fraction of the typical timeline because the architecture, data logic, and working relationships were already proven.



SimWell's embedded team works directly inside the client's planning operation

RESULTS

The value of an embedded engagement compounds over time. Each cycle, the models get sharper, the scenarios get more relevant, and the planning team gets faster at turning analysis into action.

What the engagement delivered:

- **Planning capability that keeps pace with the business**, with new questions answered within the existing engagement on the team's own timeline rather than through new project scoping cycles
- **\$20M+ profit improvement identified** from a single optimization layer that the team surfaced mid-engagement, invisible to the original project scope
- **Compounding model accuracy** as each cycle refines demand coverage, constraint logic, and scenario relevance against actual operating experience
- **Second-division expansion** with minimal ramp-up, proving the model architecture and team knowledge transfer across business units
- **Infrastructure the client owns**, including maintainable code, documented assumptions, and a planning process that runs on cadence without dedicated internal analytics staff

The pilot proved that optimization could answer a hard question. The client discovered that when the team stays, the questions keep getting better and the answers keep getting more valuable.

\$20M+

PROFIT IMPROVEMENT
SINGLE OPTIMIZATION LAYER

12+

FACILITIES IN UNIFIED
NETWORK MODEL

Multi-Year

CONTINUOUS
ENGAGEMENT

SimWell helps operators make better decisions under uncertainty. We build simulation and optimization models that reflect operational reality, test scenarios before committing resources, and transfer capability so teams can run decisions independently.