



accenture

# **BUILDING WORLD CLASS SUPPLY CHAIN TALENT AT MATTEL**

**IN PARTNERSHIP WITH  
ACCENTURE ACADEMY**

# CLIENT PROFILE

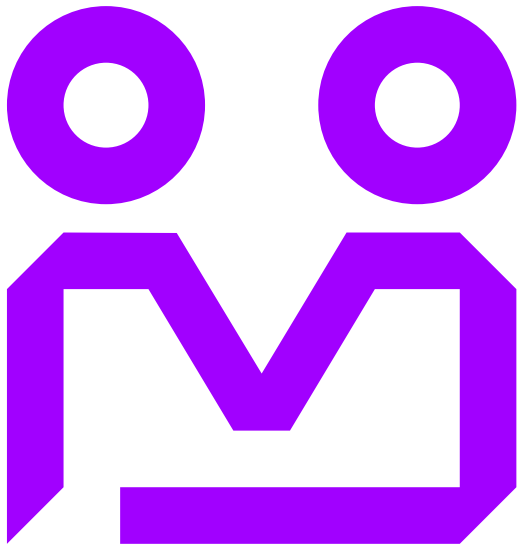
Mattel is one of the world's leading toy manufacturers, with gross sales of more than \$6 billion (2016) and approximately 32,000 employees.

# BUSINESS CHALLENGE

As part of continued supply chain optimization efforts, it was critical for Mattel to quickly upskill over 4,000 people across the global Supply Chain.

After a short needs assessment process, Mattel identified a list of core skill areas to target across the supply chain, including supply chain planning, logistics, customer service, manufacturing, and procurement.

Mattel's primary goal for the program was to build the critical functional skills needed across their global workforce to achieve supply chain excellence, with a particular focus on improvements to the metric of On Time In Full (OTIF).



## HOW ACCENTURE HELPED

Accenture Academy worked with Mattel to roll out a two phased approach to supply chain learning and development:

### PHASE

# 1

End to End Supply Chain Curriculum. Majority of Supply Chain employees took the same set of courses over the first three months of the program, all of which were focused on building a common supply chain language and platform. Over 18,000 courses were completed during this initial three months of the program launch.

### PHASE

# 2

Functional Assessment and Curriculum. These employees utilized the Accenture Academy's Curriculum Builder assessment tool to self-assess their competency strengths and gaps. The tool provided each employee with an individualized curriculum with courses aligned to their identified competency needs. Each employee was asked to completed seven hours of training from the designated curriculum.

Mattel achieved significant usage throughout the duration of the multi-year program, with more than 100,000 courses completed over a three year time frame.

# HIGH PERFORMANCE DELIVERED

Accenture Academy helped Mattel to develop core supply chain skills and knowledge across their global population, from fundamental supply chain processes to deep functional specific processes in areas such as Agile PLM.

Employees reported high satisfaction with the training and the ability to apply it to their daily roles.

**“Improves understanding and creates a common language for supply chain.”**

**“All employees can benefit from straightforward and clear learning environment fostered by Accenture Academy.”**