

## The Client

Salini Impregilo is an industrial group specializing in the construction of complex infrastructure and civil engineering projects. Located in Milan, Italy, they are also a leader in the water and transportation sectors.



### The Problem

Salini Impregilo suffered from a severe shortage of rebar for several projects in Latin America. This shortage caused significant delays on multiple projects, costing the company thousands of dollars for each day of downtime.

### The Solution

We evaluated their sourcing and transportation processes to identify the main issues in their supply chain. After analysing their suppliers and their shipping processes, we identified that their low-bid suppliers were actually costing them money due to shipping inconsistencies and lengthy delays.

We worked with them to identify the best suppliers who excelled in specific portions of their production, and allocated the work accordingly. By diversifying their supplier base we were able to minimize their risk if another delay occurred. We also connected them with a reputable manufacturer who kept significant stock in a neighbouring Free Zone, making it easier for them to source supplies in a quick, convenient way.

We also leveraged currency hedging to help save costs by buying smart.

### The Result

After optimizing their supply chain and connecting them with neighbouring suppliers, their project schedules became much more flexible and delays were minimized. This **saved \$500 000 USD** across several projects over the course of 2 years.