

Data Governance as part of a Supply Chain Planning Implementation

Highlights



- Defined best-in-class data governance processes to support a best-of-breed planning system
- Data validation process improvements allowed the Forecast Lock to Purchase Order cycle time to be reduced by 7 days.

The Challenge: Semiconductor supply chains, like many others, can be extremely complex and data intensive. Often, implementations are difficult because the engineering systems that house the data to map orders for products with especially deep bill of materials are connected to an array of manufacturing systems that regulate the cadence of products that are supplied. To add to the complexity, companies often outsource the manufacturing of its products, so both the visibility to and the validation of externally provided data can present a significant challenge.

A leading producer of semiconductors endeavored to replace its existing spreadsheet based wafer and assembly planning system with a more advanced commercial planning solution. They elected to implement JDA's Demand and Supply Chain solutions. The intent of this multi-year, multi-phased rollout strategy was to develop a soft constrained plan for long lead time wafer starts that could serve as an input to create a fully constrained plan for the short lead time assembly process. The largest impediment to this strategy was the significant data related issues that had plagued its existing systems for years.

The Approach: The client recognized the need for a data governance function working within the project. The client engaged Spinnaker's Master Data Management Services to address their enterprise level data governance needs. Within the scope of this project, the Spinnaker team played a host of multi-faceted roles to achieve the following tasks:

- 1) Performed a comprehensive data system assessment and analysis to identify areas of risk and opportunities for improved data controls.
- 2) Established a comprehensive set of requirements and data control related policies and guidelines to serve as inputs into the overall solution implementation process.
- 3) Facilitated the data mapping, collection, validation, and cleansing activities spread throughout the development and implementation phases of the project.
- 4) Developed the data related documentation (Data Dictionary, Data Flow Diagrams, Entity Relationship Diagrams, Data Mapping, and Data Dictionaries).
- 5) Established Data Related Policy Standards for Security Access, System of Record Designation, Backup and Recovery, Disaster Recovery, and Business Reporting.
- 6) Established policies and procedures for Data Lifecycle Management and Data Quality Assurance. This included the developed of a framework for data accuracy KPIs, validation reports, and processes to identify data issues. The framework also included the establishment for ongoing data management activities.
- 7) Trained the individuals responsible for ongoing supply chain planning data governance post implementation.

Spinnaker was able to add incremental value because of its expertise in supply chain and the ability to engage the client's vendors to apply these standards for its collaborative data sharing.

The Solution

Spinnaker assigned a qualified consultant with over 20 years of Data Design and Governance experience, including six years specific to supply chain systems within the Semiconductor industry. This individual brought the Spinnaker Data Governance methodology and templates which reduced cost without compromising the quality of the solution.

Key Process Highlights and Joint Team Accomplishments:

- Provided an assessment of areas of high risk during data collection and transformation.
- Guided the development of a Qlikview based data governance dashboard to monitor and validate data being fed into the system, and trained the new data governance manager on its use.
- Documented data flows, data dictionaries, and sources and uses of data within and through the supply chain system.
- Developed and implemented key data validation reports.

- Coordinated resolution of all data related issues throughout the development and implementation phases of the project.
- Developed ad hoc reports throughout the development and implementation phases of the system which were used to support unit and integration testing.


The Results:


The data governance consultant joined a team comprised of other Spinnaker consultants, an internal project manager, internal developers, and JDA implementation consultants. Together this core team successfully designed, delivered, and implemented this multi-phased, multi-year project which replaced the spreadsheet based planning systems with an integrated enterprise wide JDA planning solution. The data governance processes implemented during the design and development phases are now fully integrated into the day-to-day processes of the Planning Department.

About Spinnaker:

Spinnaker is a supply chain services company that helps clients grow, manage risk, reduce costs, and improve customer service by developing world-class supply chain capabilities. Our services help clients develop the right supply chain strategy for their business challenges and implement the process and technology solutions to improve Demand/Supply Planning, Procurement and Sourcing, Logistics and Warehousing, and Reverse Logistics business performance. Spinnaker offers a unique service delivery model that combines the strength of deeply experienced management and technology consultants with a seasoned team of business process outsourcing (BPO) and 3rd-party logistics (3PL) professionals. Founded in 2002, Spinnaker has offices in Boston, Columbus, Denver, Houston, Memphis, Pittsburgh, London, and Singapore.

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