

Consumer Electronics Forecasting and S&OP Vendor Selection

Highlights



- Defined best-in-class planning processes that could be enabled by a best-of-breed planning system
- Successfully integrated demand planning and S&OP into one cohesive set of processes and a single set of requirements
- Created, issued and scored a comprehensive RFP, along with demonstration scenarios, that completely quantified the selection process for a planning software system
- Executed on time and on budget within two months

The Challenge: A leading computer electronics firm struggled monthly with accurately predicting demand and subsequently balancing demand and supply across its global supply network. The client faced a challenging environment with approximately 750 finished goods items, a manufacturing supply network at company-owned plants in Asia and contract manufacturers throughout the world, and multiple distribution facilities in North America and Latin America. With ineffective planning processes, customer service suffered and inventory turnover performance was poor.

There was a number of unsynchronized demand planning processes in place, performed by multiple functions, at various levels of sophistication. The client's goals included establishing formal and unified demand planning and Sales & Operations Planning (S&OP) processes to improve supply chain performance and focus the executive leadership team on the monthly execution of the company's strategies.

The Approach: As the client prepared to implement a more formal planning process, it realized that it needed expert help to define best-in-class planning processes and find the right planning technology to help automate processes and improve decision making.

Spinnaker was able to help on all counts. Working with representatives from the client's Sales, Marketing, Operations, and Finance groups, Spinnaker was able to quickly help the client figure out where to go and take the steps to get there.

While helping the client develop best-in-class planning processes, Spinnaker concurrently launched a rapid sourcing and selection process for a combined planning system. This new planning system supports both demand planning and end-to-end S&OP processes.

The Solution: A Spinnaker team and a core team from the client engaged in a formal, yet rapid process to develop the client's future-state planning processes and select a new planning software system.

In 60 days, the team took the following steps:

1. Developed future-state planning processes and business requirements
 - Evaluated the current state of the client's planning processes
 - Reviewed best practices to identify appropriate improvement opportunities
 - Developed a future-state roadmap for planning processes
 - Defined business, functional and technical requirements for the planning solution
2. Identified potential software vendors
 - Utilized Spinnaker market intelligence to identify and screen potential vendors
 - Utilized a vetting process to narrow the list of potential software vendors
3. Executed a vendor evaluation and selection process
 - Created a Request for Proposal (RFP) including detailed business requirements, demo scenarios and sample data
 - Developed vendor scoring methodologies
 - Held on-site vendor demonstrations for finalize software vendors
 - Performed vendor scoring on demonstrations and RFP responses
 - Prepared a selection recommendation
 - Assisted in developing negotiation and vendor relationship support strategies

The Results: The combined team developed a final summary of the RFP and Demo Scoring to serve as the basis to make a planning software vendor selection recommendation. This final recommendation and summaries of all supporting steps were presented to the client's Executive Management team for approval and contracting authorization.

Key Process Highlights and Joint Team Accomplishments:

- Defined requirements for a dozen key demand-planning and S&OP processes
- Defined over 150 detailed requirements for the business processes
- Defined evaluation criteria for vendor and implementation risk, infrastructure and technology, and implementation duration and cost
- Reduced a list of 20 potential vendors to a list of three finalists
- Assembled and issued a comprehensive RFP package
- Involved a client team of 40 people, half of which actively participated in Demo and RFP scoring
- Defined future-state processes and selected a Planning Solution in 60 days

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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