

Industrial Distribution SAP Center of Excellence Design & Implementation

Company Background:

- A fortune 500 retailer whose primary focus is providing customized uniforms and attire for healthcare, hospitality, food service, casinos, transportation and CPG industries
- In addition to uniform sales, full servicing of the garments is offered through a cleaning and distribution network
- The Retailer experienced rapid growth over the last 20 years and implemented SAP in early 2010 to accommodate a more complex business model

The Challenge:

- Company implemented SAP APO for Global Supply Chain organization
- Company implemented end to end Order to Cash Processing for two business units
- SAP technical and business skills were not up to speed to understand/use the new tools
- Difficulties were experienced with the technical landscape
- MDM was implemented and many issues experienced with data quality with significant impact on operations

Spinner's Role:

- Develop the structure and set of competencies to support the Supply Chain Center of Excellence
- Perform a skills assessment and prepare the training plan for the newly defined roles/governance structure
- Develop the COE structure, competencies and governance model for business transformation for the enterprise. Select the team and activate the plan
- Build and activate use of the new Fiscal year planning process for the enterprise
- Look for synergies across the COE structures in each business unit as they evolve


The Benefits:

- Aligned focus on business transformation projects and priorities for the fiscal year to remove silo focus of the past
- Process to manage ongoing project selection and implementation execution activated
- Supply Chain Center of Excellence and BU managed enhancement request priorities
- Training and skills enhancement is part of the COE roles and responsibilities
- Clear connections and role established (RACI) for all levels of the COE structure

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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