

Business Value Realization



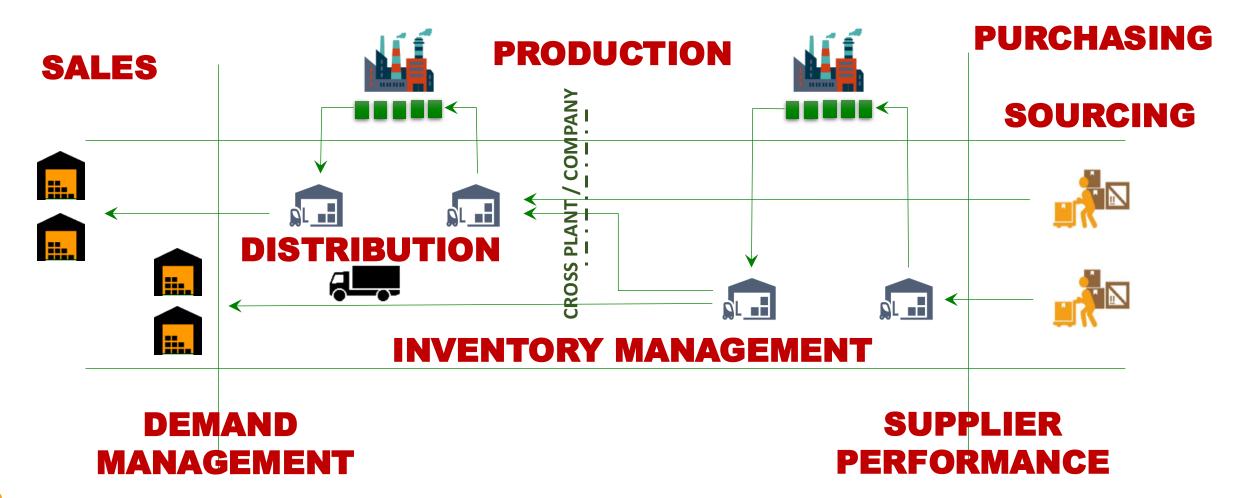
Imagine going beyond the transactions in your SAP solution and actually targeting and achieving significant improvement in service levels and operating cost reduction

USING THE FUNCTIONALITY WHICH YOU ALREADY OWN



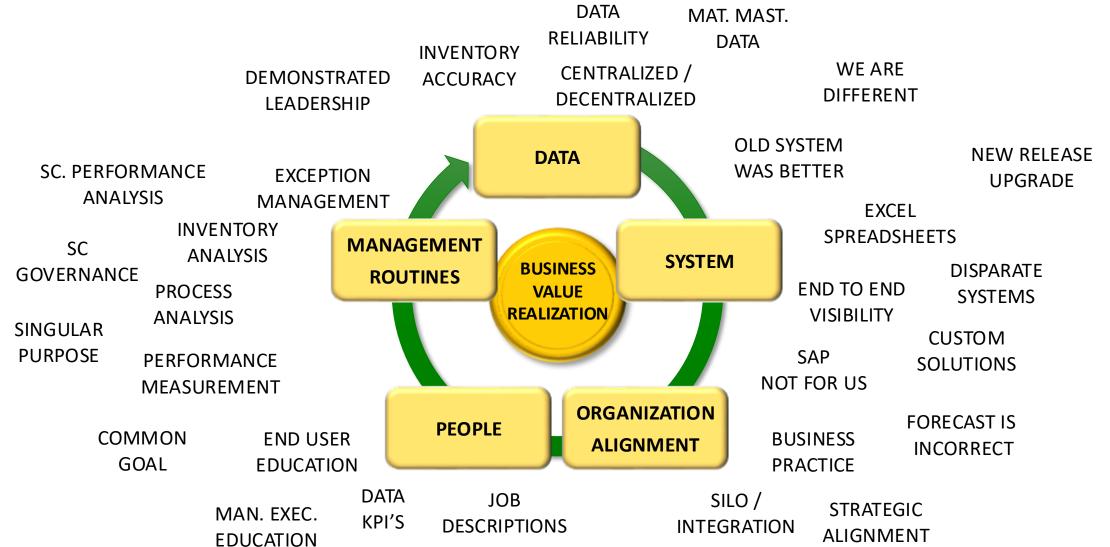


Integration – not for the faint hearted



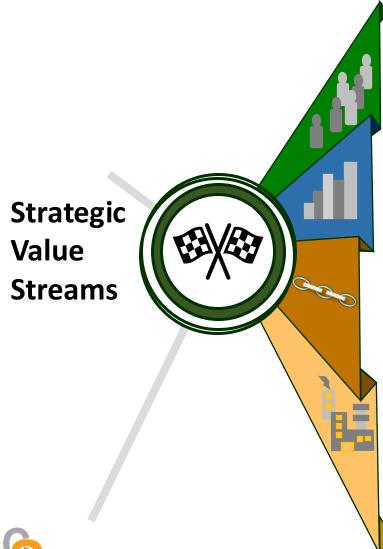


Are we there yet?





The next wave in Strategic Focus



Customer Centricity

To meet and exceed customer expectation.

To be the supplier of choice.

Strategic Planning

To effectively anticipate and supply to our customer's future requirements.

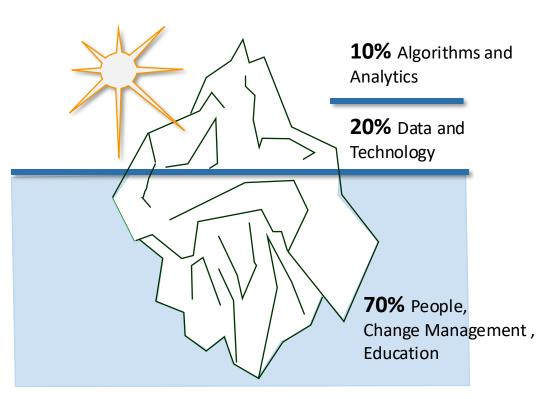
Supply Chain

To achieve maximum productivity with minimum wasted effort or expense.

Operations

To achieve "real time" visibility of every step in the end-to-end supply chain.

Investment - Focused on Digital Transformation





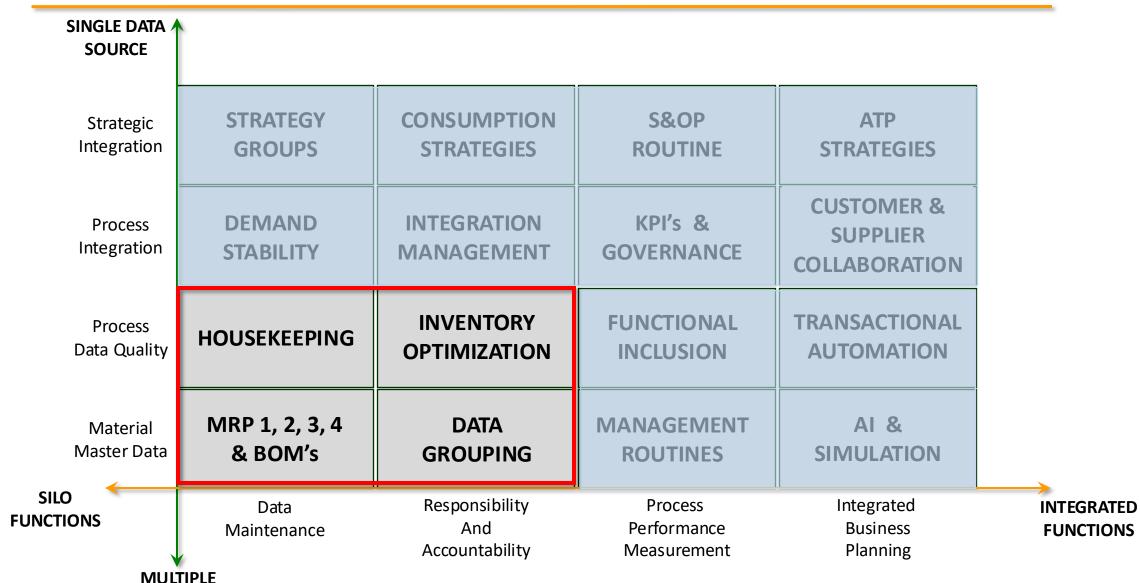
Integration Maturity

SINGLE DATA A	(
Strategic Integration	STRATEGY GROUPS	CONSUMPTION STRATEGIES	S&OP ROUTINE	ATP STRATEGIES	
Process Integration	DEMAND STABILITY	INTEGRATION MANAGEMENT	KPI's & GOVERNANCE	CUSTOMER & SUPPLIER COLLABORATION	
Process Data Quality	HOUSEKEEPING	INVENTORY OPTIMIZATION	FUNCTIONAL INCLUSION	TRANSACTIONAL AUTOMATION	
Material Master Data	MRP 1, 2, 3, 4 & BOM's	DATA GROUPING	MANAGEMENT ROUTINES	AI & SIMULATION	
SILO NCTIONS	Data Maintenance	Responsibility And Accountability	Process Performance Measurement	Integrated Business Planning	INTEG FUNC



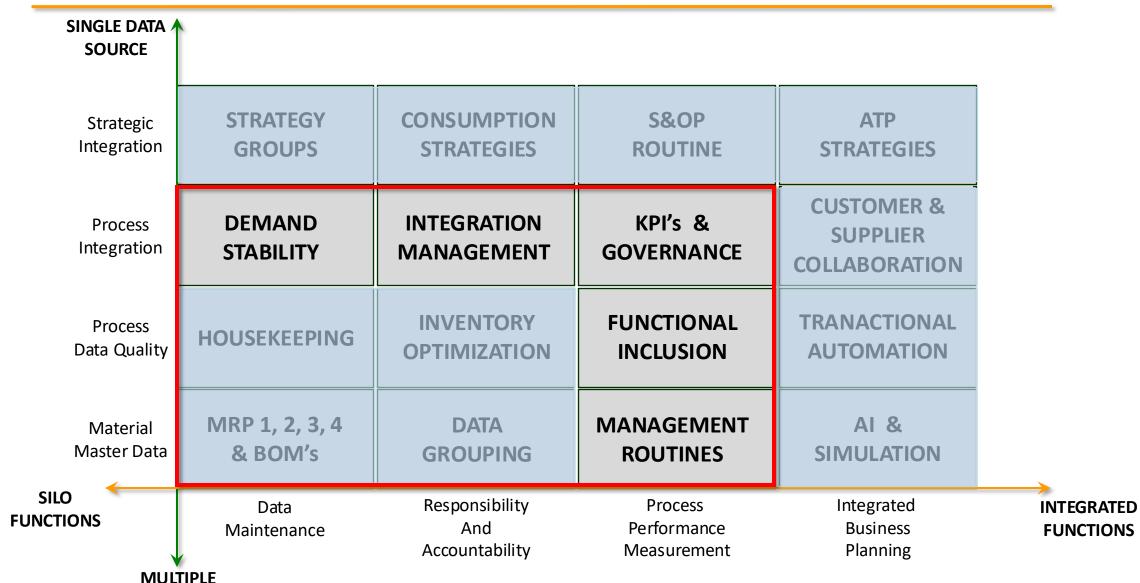


Integration Maturity — Phase 1





Integration Maturity – Phase 2



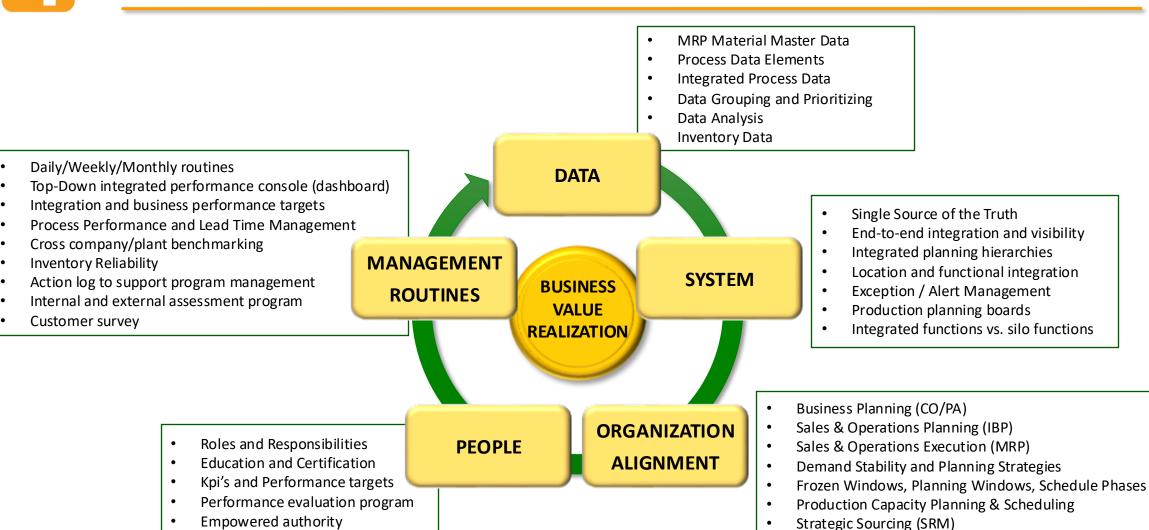


Integration Maturity – Phase 3

SINGLE DATA / SOURCE				
Strategic Integration	STRATEGY GROUPS	CONSUMPTION STRATEGIES	S&OP ROUTINE	ATP STRATEGIES
Process Integration	DEMAND STABILITY	INTEGRATION MANAGEMENT	KPI's & GOVERNANCE	CUSTOMER & SUPPLIER COLLABORATION
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SILO UNCTIONS	Data Maintenance	Responsibility And Accountability	Process Performance Measurement	Integrated Business Planning



Business Value Realization — FRAMEWORK



Personal development plan

Onboarding program

Physical Inventory

Supplier Performance Management



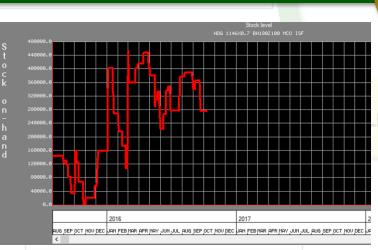
Business Value Realization - DATA

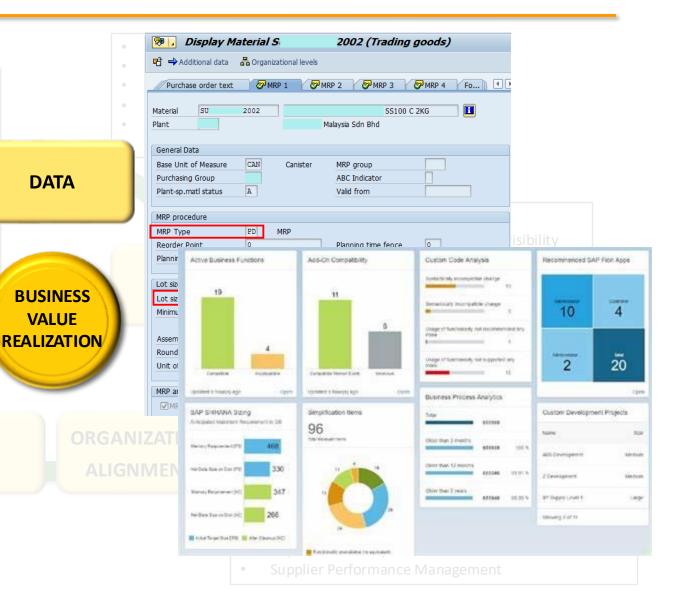
DATA

BUSINESS

VALUE

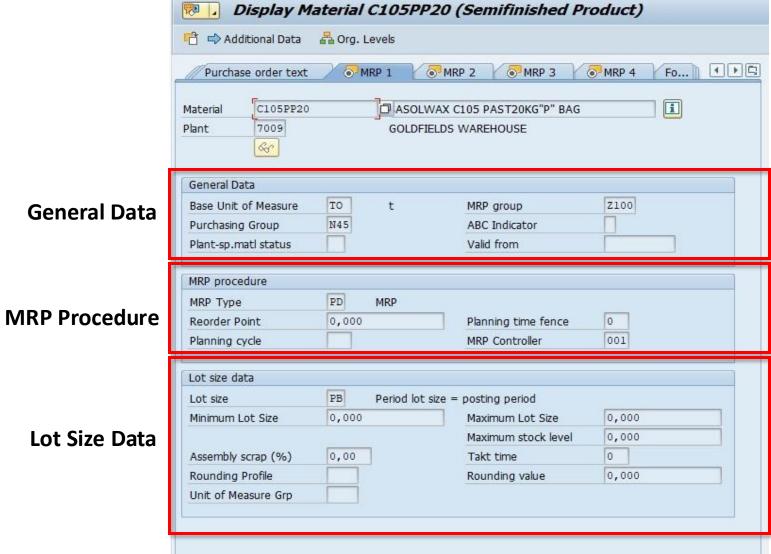
- **MRP Material Master Data**
- **Process Data Elements**
- **Integrated Process Data**
- **Data Grouping and Prioritizing**
- **Data Analysis**
- **Inventory Data**







MRP 1 – Basic Data



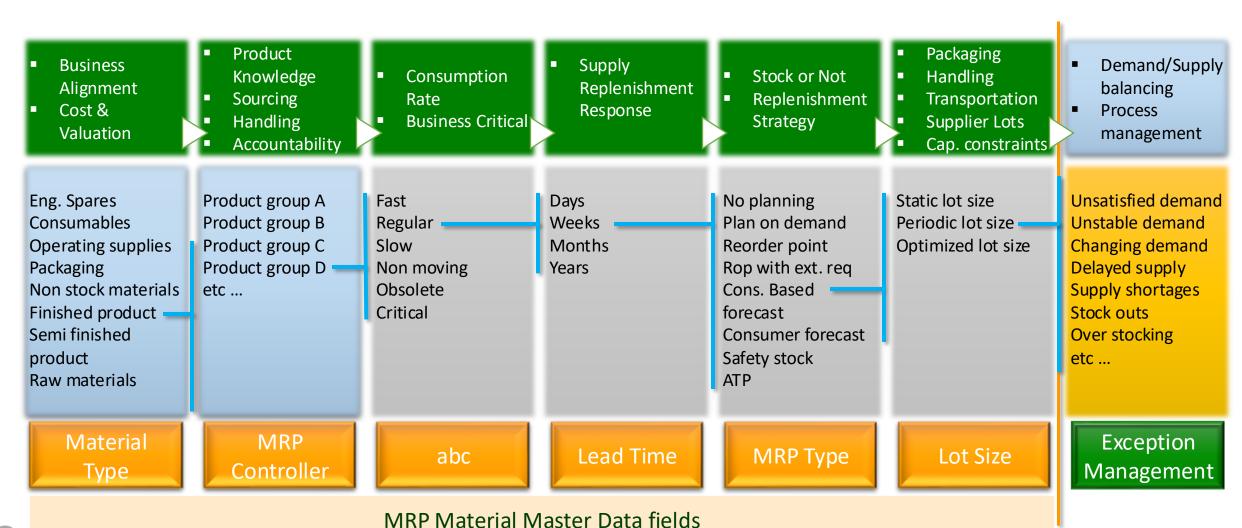


MRP 2 – Procurement Data

	Display Material C105PP20 (Semifinished Product)					
	☐ → Additional Data					
	MRP 1	MRP 2 SMRP 3	MRP 4 Forecasting	Plant data		
Procurement	Procurement Procurement type Special procurement Quota arr. usage Backflush JIT delivery sched. Co-product Bulk Material	X 77	Batch entry Prod. stor. location Default supply area Storage loc. for EP Stock det. grp			
Scheduling	Refurbishment Informat Refurbish Material Scheduling In-house production GR Processing Time SchedMargin key	1 days 1 days	Planned Deliv. Time Planning calendar	0 days		
Safety Stock	Net requirements calcular Safety Stock Min safety stock Safety time ind. STime period profile	0,000 0,000	Service level (%) Coverage profile Safety time/act.cov.	0,0 0 days		



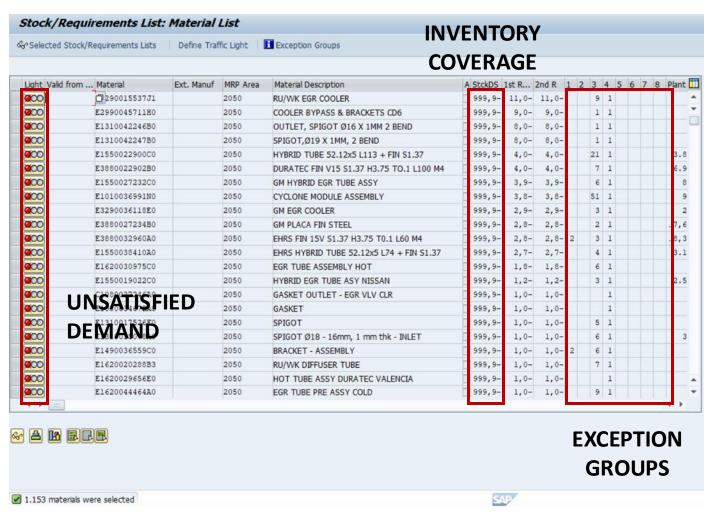
Material Grouping & Master Data

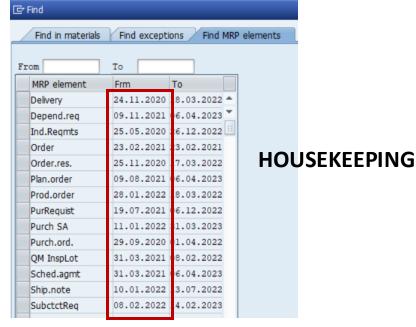


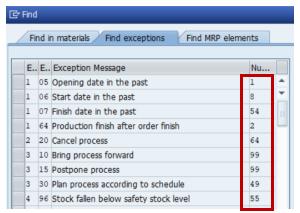
Connecting SUPPLY Chains



Integration Exception Management







EXCEPTION SUBGROUPS



Inventory Graphs – Historic Data

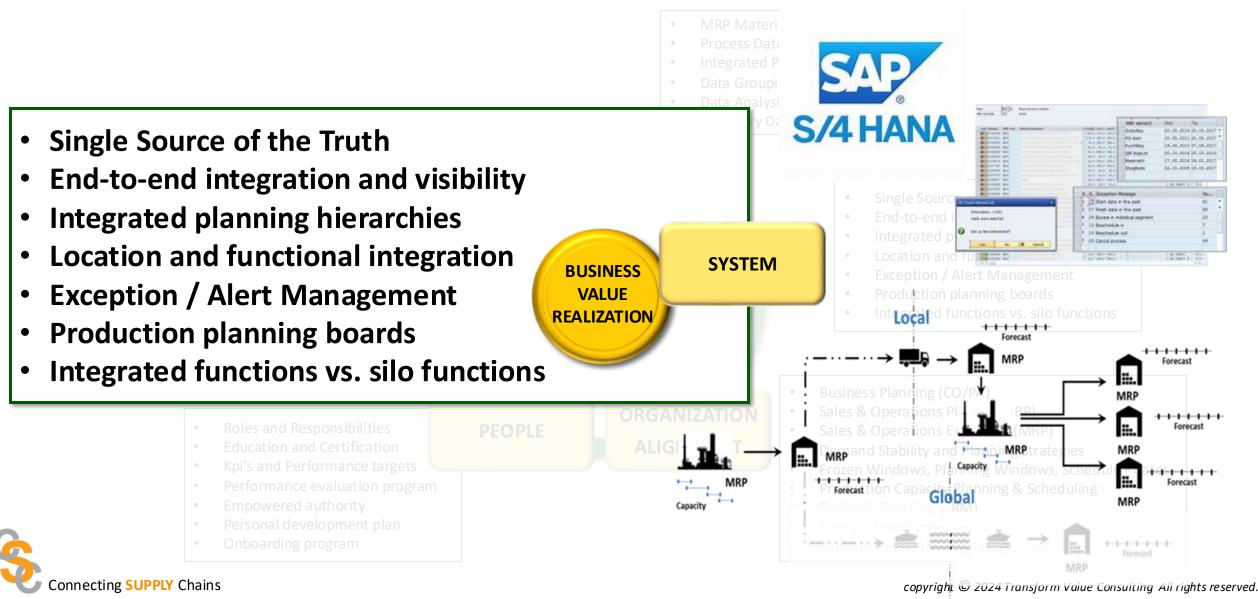




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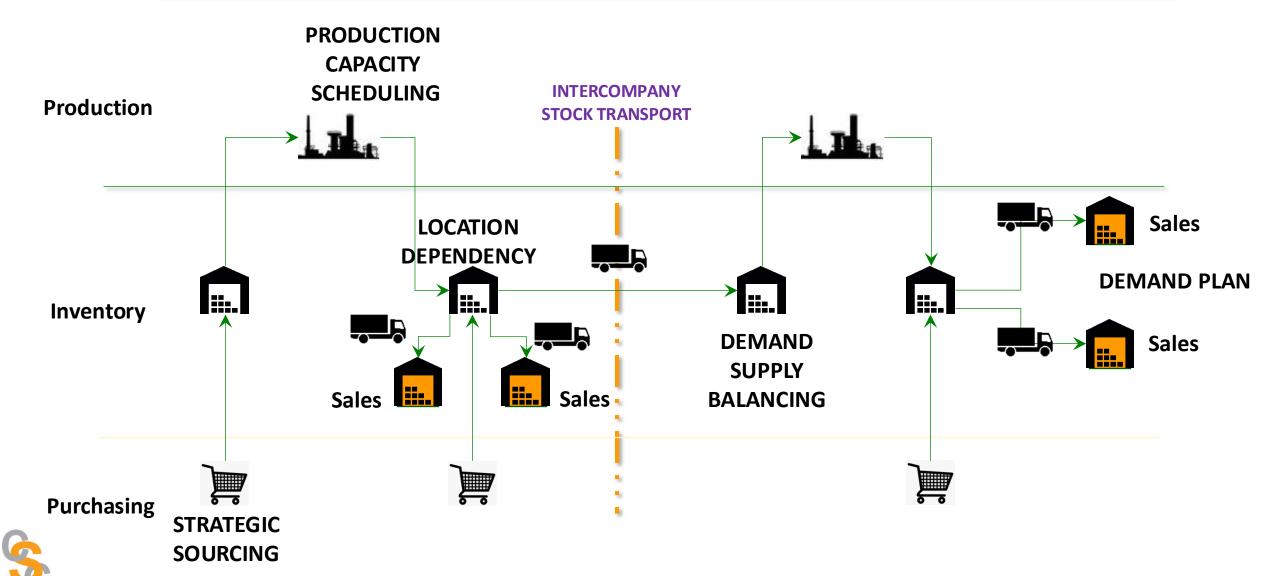
Business Value Realization - **SYSTEM**





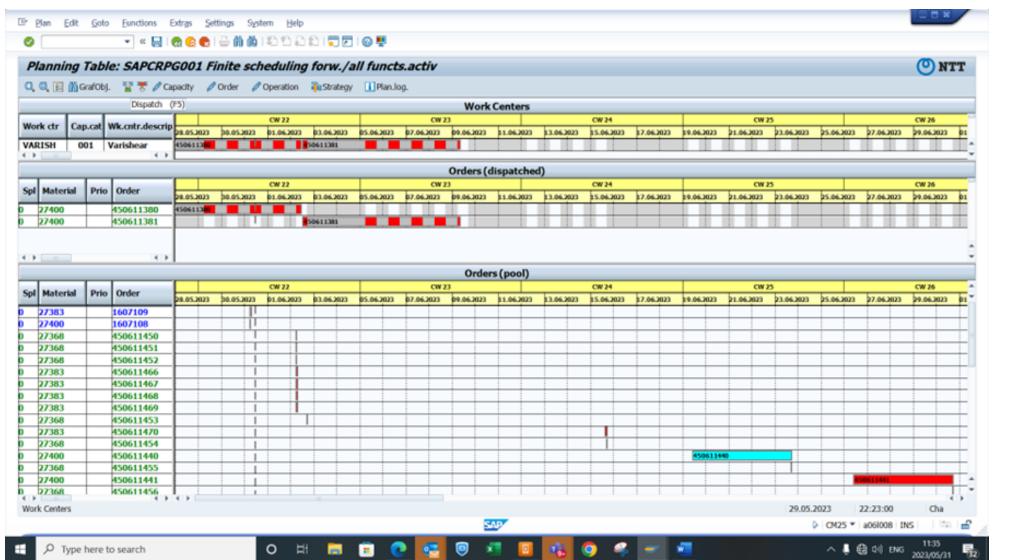
Connecting **SUPPLY** Chains

Inventory Management in Execution



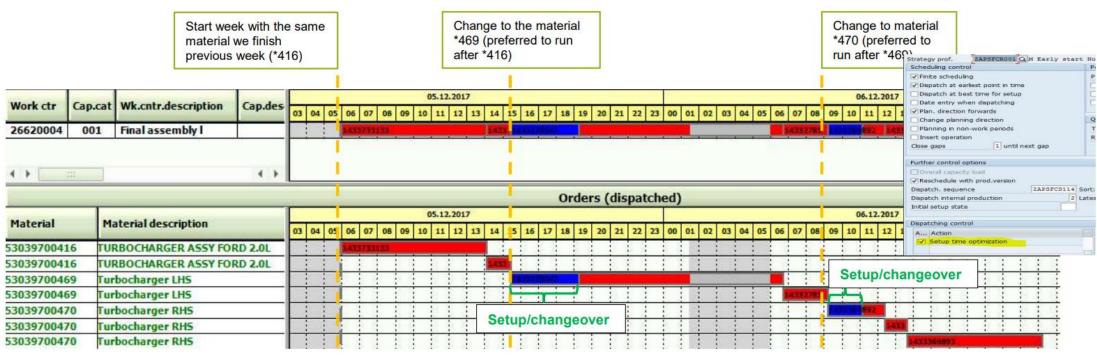


Production Planning Board

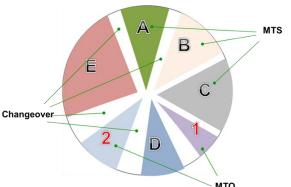




Using SAP's Planning Board

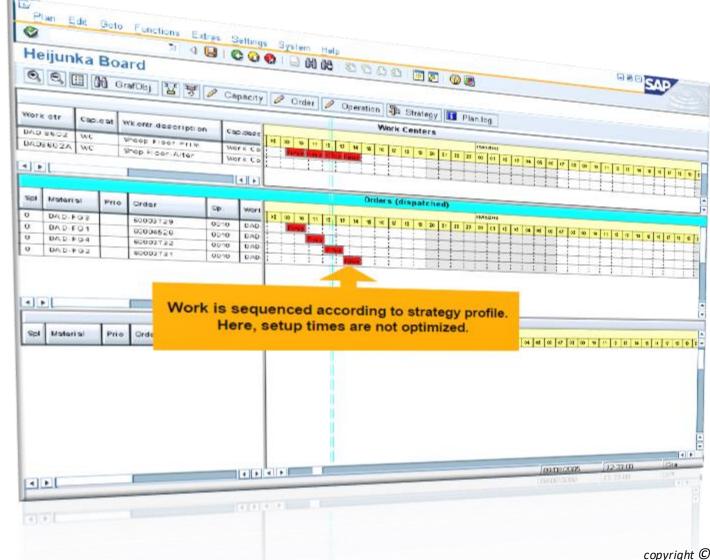


- Infinite vs. finite capacity planning
- Automated dispatching vs. manual and drag & drop
- Sequencing and scheduling





SAP's - Heijunka Board for Product Wheels

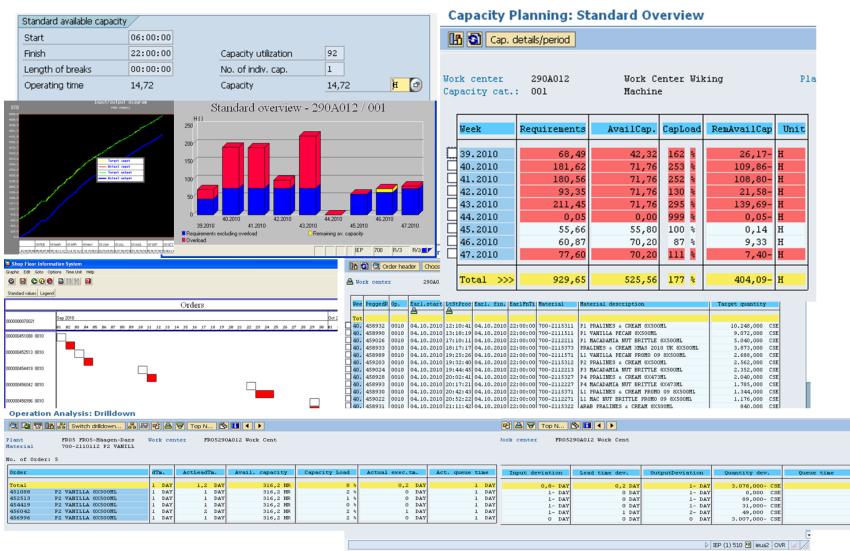




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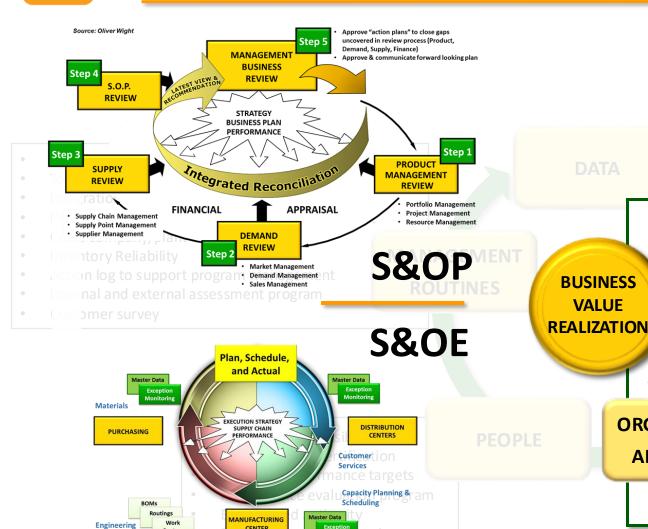


Production Shop Floor Analysis





Business Value Realization — org. ALIGNMENT



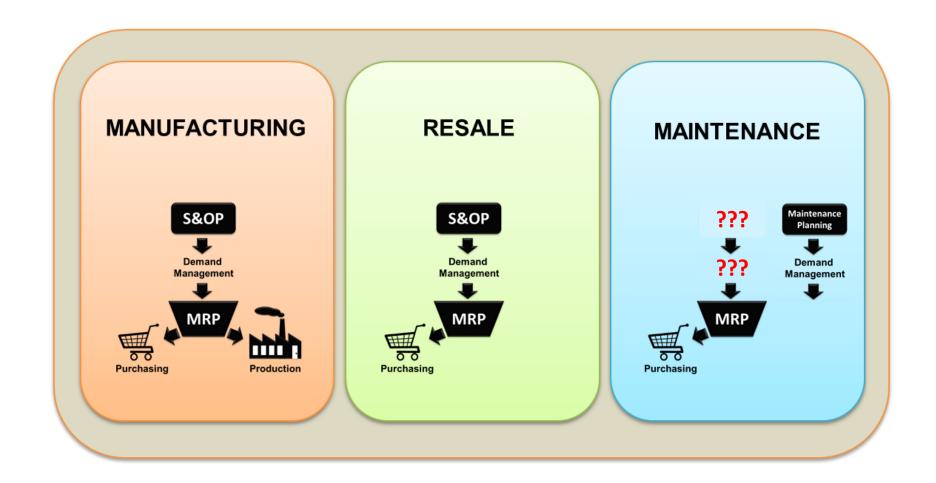


- Business Planning (CO/PA)
- Sales & Operations Planning (IBP)
- Sales & Operations Execution (MRP)
- **Demand Stability and Planning Strategies**
- Production Capacity Planning & Scheduling
- ORGANIZATION ALIGNMENT

- Strategic Sourcing (SRM)
 - Physical Inventory
- Supplier Performance Management
 - Physical Inventory
 - Supplier Performance Managemen

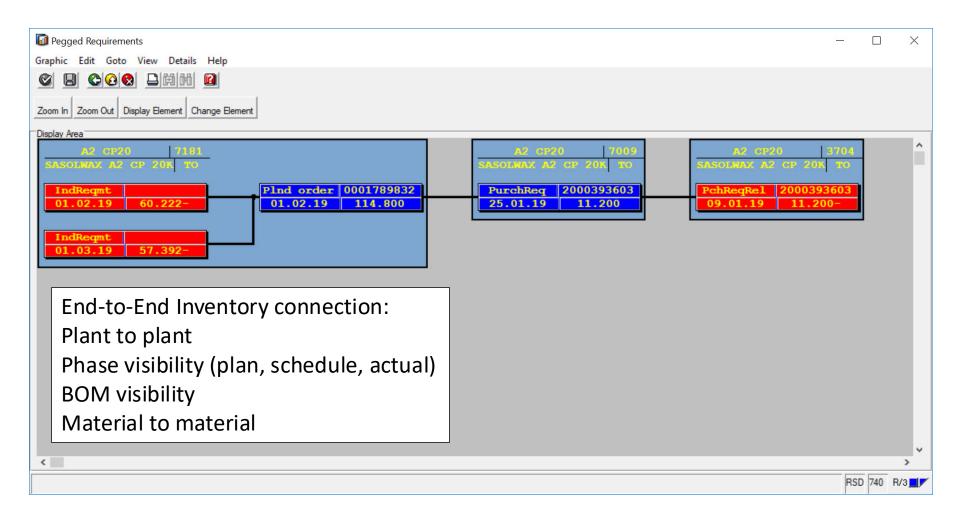


Across Industry Supply Chains





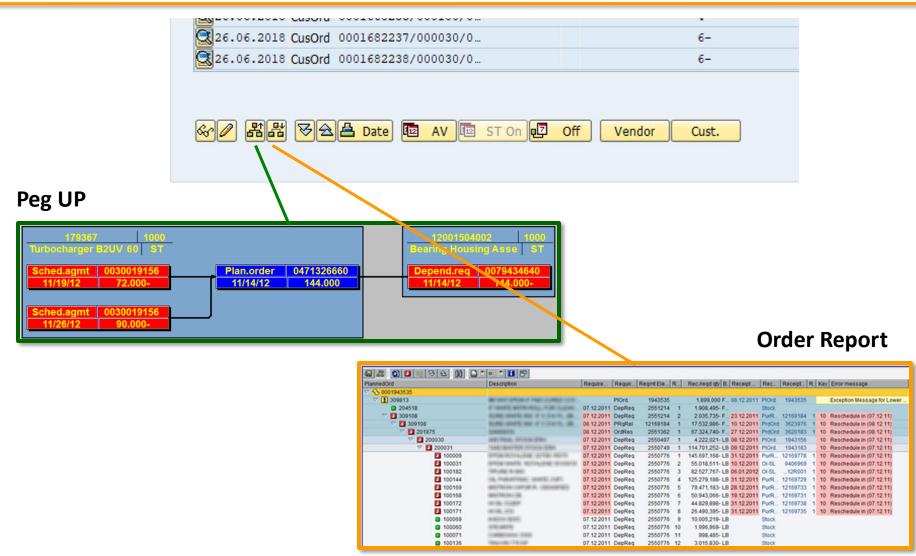
Looking up the chain







Looking down the chain





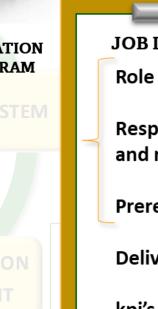
Business Value Realization - PEOPLE

- **Roles and Responsibilities**
- **Education and Certification**
- **KPI's and Performance targets**
- Performance evaluation program
- **Empowered authority**
- Personal development plan
- **Onboarding program**





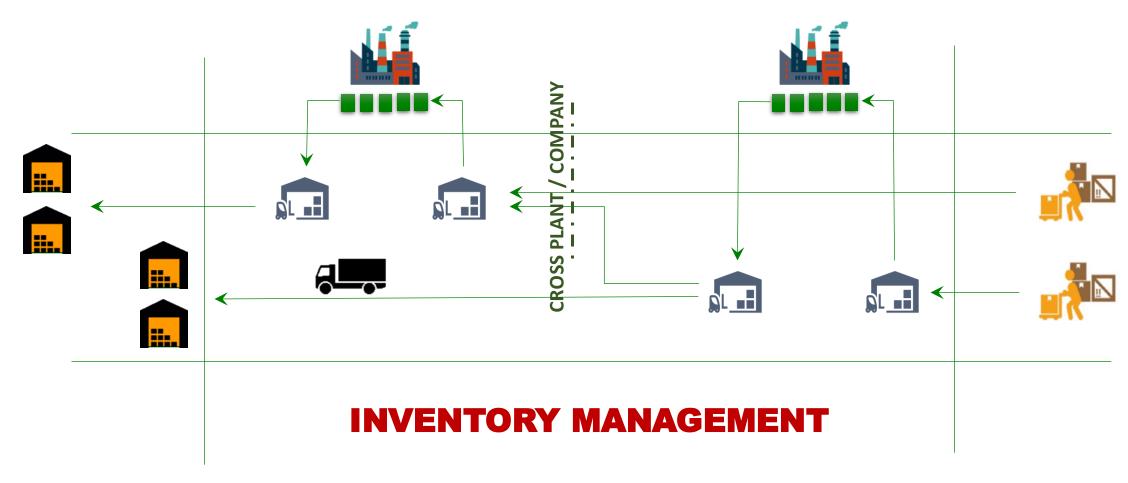




PERFORMANCE **EVALUATION**



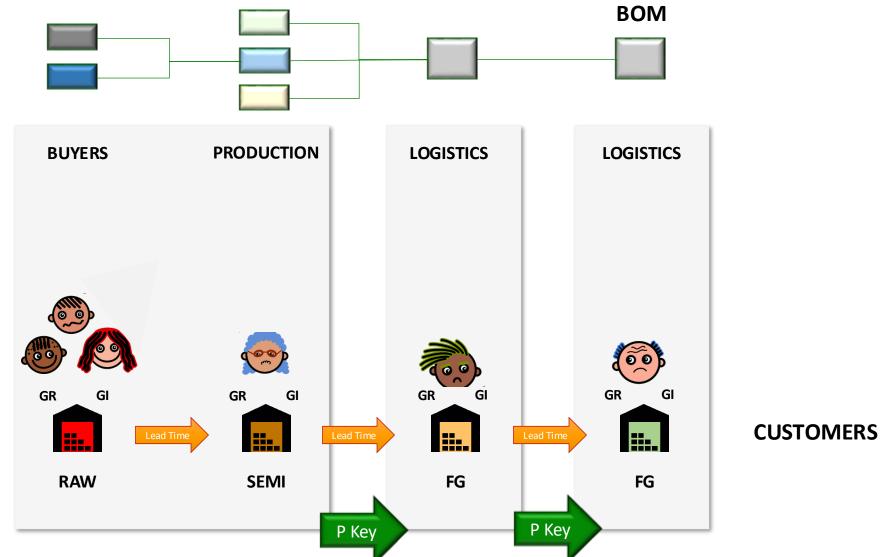
Stay focused on the inventory







Manufacturing Supply Chain



Connecting SUPPLY Chains

SUPPLIERS

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Accountability/Education/Certification

Ownership & Accountability	Groups & Priorities	Integration Management	Performance Analysis	Value Objectives	ľ
MRP Controller Production Planner Buyer 1 material code – 1 MRP code 1 MRP code – 1 person 1 person – many MRP codes Many people – 1 MRP code	Functional Consumption Rate Inventory Strategy Life Cycle	Housekeeping MRP Master Data Behavior Process Supply to Demand Status to Status Plant to Plant C/Code to C/Code Customer to Supplier	Averages Turns Coverage Slow Moving Obsolete Stock out Mat. availability Adhere to Plan Overdue Elements Red Lights # of exceptions On-time start On-time delivery In-full delivery Correct delivered	Optimized Inventory Levels Reduced Operating Costs Improved Customer Service	Service Inventory
Organization Alignment	Swim lanes	Functional Integration Teams	Integration Dashboard	Sustainability	





MRP - Distribution Controller

Responsible for inventory availability at the DC/s

DELIVERY SCHEDULING

On-Time Delivers (Scheduled STO's)
Optimized Transport Capacity
Reduced Cost of Transport



CONTROLLER / PLANNER
Ensuring distribution of the correct product to DC's
(Point of Sale)

SUPPLY CHAIN PROCESS INTEGRATION

Increased Service Levels
Increased Inventory Availability
Reduced Inventory Shortages
Demand Stability
Effective Strategies

- Forecast Consumption
- Production Strategy Group
- Inventory Replenishment Strategy
 Data Accuracy

Red Lights
Exceptions
Conformance
Process Performance

INVENTORY OPTIMIZATION





MRP - Production Planner

Responsible for Finish Goods inventory availability to Sales



CAPACITY PLANNING BOARD

Use of the Planning Board to avoid production overload Optimized Production Capacity Reduced Cost of Production

PRODUCTION SEQUENCING

According to Strategy Profile





PRODUCTION PLANNER

Ensuring production of the correct Finish Goods to Sales

SUPPLY CHAIN PROCESS INTEGRATION

Increased Service Levels
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INVENTORY OPTIMIZATION







MRP - Buyer

Responsible for inventory availability to Production, Traded Goods sales, and Maintenance demand

PURCHASING STRATEGIC SOURCING

Use of info records, contracts & scheduling agreements
Discounted buying

BUYING

Timely purchase of materials to satisfy the plan







Ensuring raw material availability for production

SUPPLY CHAIN PROCESS INTEGRATION

Increased Service Levels
Increased Inventory Availability
Reduced Inventory Shortages
Demand Stability
Effective Strategies

- Forecast Consumption
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- Inventory Replenishment Strategy

Data Accuracy

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INVENTORY OPTIMIZATION







MRP - Inventory Controller

Responsible for inventory availability, inventory replenishment strategies, and inventory optimization

WAREHOUSE LAYOUT

Avoid over-stocking and inventory holding costs Keeping correct inventory mix FIFO – to avoid product expirations







responsible for inventory planning

SUPPLY CHAIN PROCESS INTEGRATION

Increased Service Levels
Increased Inventory Availability
Reduced Inventory Shortages
Demand Stability
Effective Strategies

- Forecast Consumption
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Data Accuracy

Red Lights
Exceptions
Conformance
Process Performance

INVENTORY OPTIMIZATION







Comprehensive education program

Aligning Education and Optimization with Business Value Realization

		(Balance Supply with Demand)	Understand how to interperet the single stock requirements lists	Aligning Supply With Understand the impa
		An understanding of the role and the value of standard tools and reports in SAP	Reports	List Display Reports Functional Informatic Document Evaluation
EDUCATION PHASE	SAP Standard Tools and Reports		Tools	Stock Requirements, ABC Analysis Classification Dual Classification Inventory Graphs
	MRP Material Master Data	Understanding the evolution from MRP 1 to MRP 2 to MRP 3 to MRP 4	Functional Integration: MRP 1 - Inventory Replenishment Strategy MRP 2 - Procurement lead times and S/Stock MRP 3 - Strategic Planning Strategies MRP 4 - Integration to MPS	Understand the field
			Lot Sizes and Lead Times Safety Stock	The impact on except Static vs. Dynamic
		Functional Focus in MRP Buffer the demand signal Production Strategy Groups - MTS, FTO, MTO		Forecast Consumptic Where to buffer inven
			ATP Strategy	ATP - Available to Pror
		MTS - Make to Stock	IndReq, DepReq, Unplanned Demand	Forecast Consumption
			Position of the Demand Plan	Ensuring a healthy de
			Planning for Unplanned Demand	Protecting planned fo





Business Value Realization — Mngmt. ROUTINES



Daily/Weekly/Monthly routines

MRP data quality

Top-Down integrated performance console (dashboard)

Integration and business performance targets

Cross company/plant benchmarking

Action log to support program management

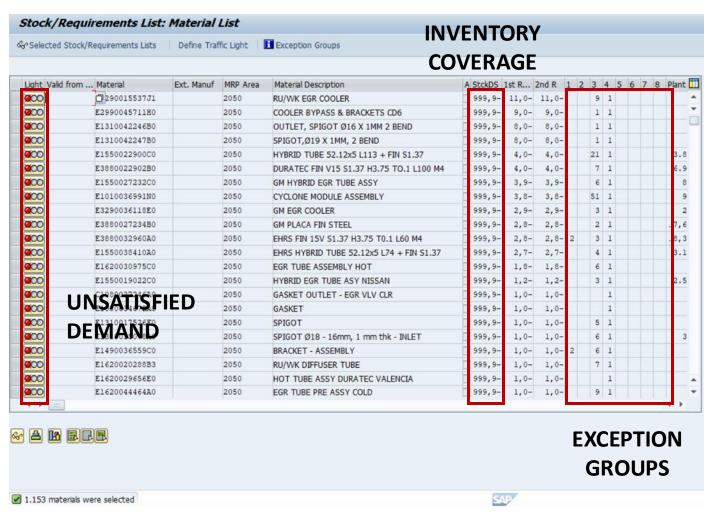
Internal and external assessment program

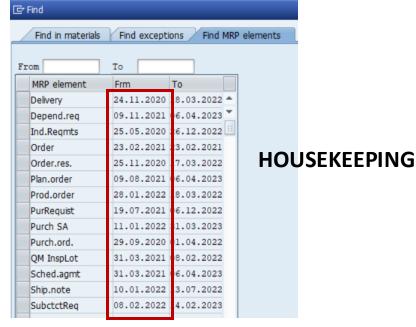
Customer survey

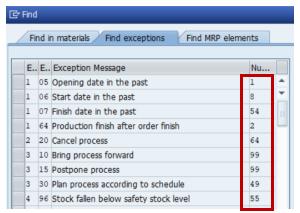




Integration Exception Management





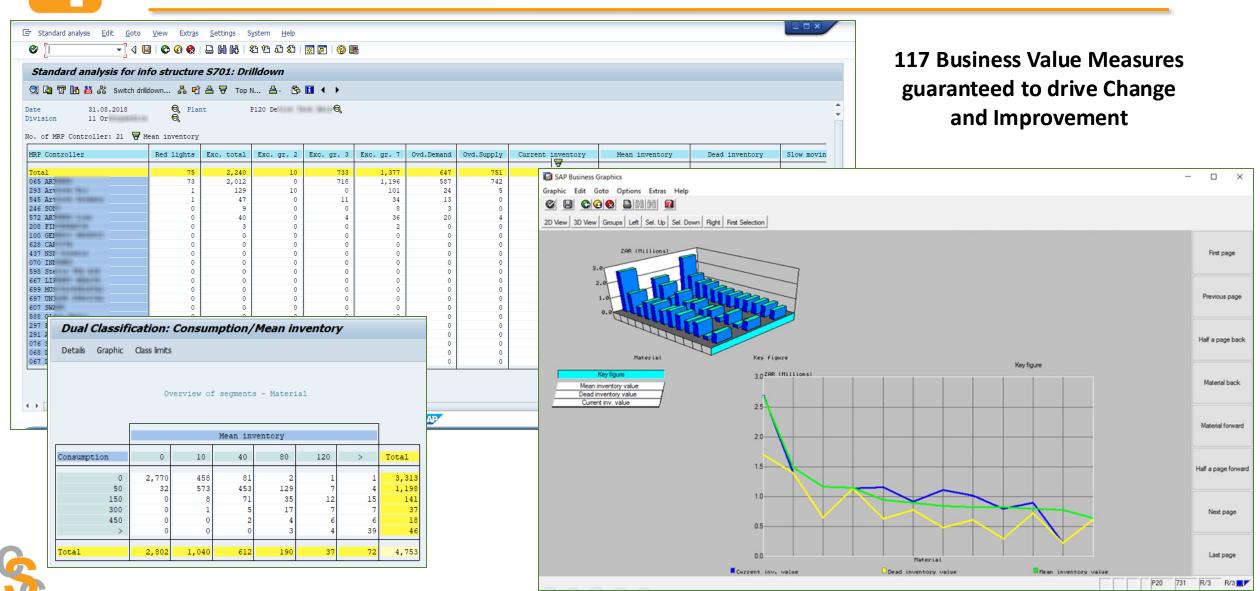


EXCEPTION SUBGROUPS



Connecting **SUPPLY** Chains

Integration Console





Are we there yet?

- MRP Material Master Data
- Process Data Elements
- Integrated Process Data
- Data Grouping and Prioritizing

- Daily/Weekly/Monthly routing
- CUSTOMER
- SATISFACTION
- **IMPROVEMENT**
- Inventory Reliability
- invertory reliability
- Internal and outernal accord
- Internal and external assessn
- Customer survey



INVENTORY OPTIMMIZATION

ntegration and visibility
lanning hierarchies
d functional integration
Alert Management
planning boards
megrated functions vs. silo functions

VALUE REALIZATION

OPERATING COST REDUCTION

RoleEduction

Educ Kpi's



Onboarding program



TRANSPORTATION OPTIMIZATION

Planning Strategies nning Windows, Schedule Phases Planning & Scheduling

otrategie oburenig (orM)

- Physical Inventory
- Supplier Performance Management



How to Connect with Me



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Business Value Measures - SALES

- Increased sales revenues
- Optimized profit margins
- Sales Forecast accuracy improvement
- Improved response to customer expectation
- Improved OTIF (on time and in full)
- Reliable delivery dates to customers
- Reduction in customer Back Orders
- Reduction in customer returns
- Reduction in lost sales
- Quick and effective response to customer queries



Business Value Measures — **DEMAND MANAGEMENT**

- Increased planning horizons
- Effective Demand Management Strategy Group/s
- Effective Forecast Consumption Strategy
- Effective ATP Strategy
- Stable demand plan within managed buffers
- Reduced deviation between the demand plan & actual consumption
- Reduced volatility on the production schedule



Business Value Measures – **PRODUCTION**

- Increased alignment with sales demand
- Reduced demand volatility on the production schedule
- Reduce disruption on the production schedule
- Improve WIP (work in progress) visibility
- Reduction in WIP (work in progress)
- Improved capacity visibility and optimization
- Reduced cost of rework





Business Value Measures – **INVENTORY**

- Increased inventory availability
- Increased inventory visibility
- Reduced cost of unnecessary inventory
- Increased Inventory turns
- Reduced dead stock (large buffers/safety stock)
- Reduced cost due to expired or redundant6 inventory



Business Value Measures – **PURCHASING**

- Reduced inventory expediting costs
- Reduced safety stock buffers
- Reduction in supplier's price variance
- Improved 3 way match GR/IR (PO, GR, invoice)
- Increased transactional automation
- Improved strategic sourcing
 - □ Contracts
 - Quota Arrangements
 - ☐ Schedule Agreements



Business Value Measures - **DISTRIBUTION**

- Proactive planning of transportation
- Opportunity for distribution optimization
- Reduced cost of distribution
- Improved integration with supply chain demand/supply signals
- Improved inventory availability at distribution centers





Business Value Measures — **SUPPLIER PERFORMANCE**

- On-Time Delivery
- In-Full Delivery
- Self Life performance
- Quality of Product (Product and Packaging)

