

Digital S&OP – For Lean & Agile Supply Chains

CONSULTING

PROFESSIONAL

POTENTIAL

WLEDGE



Digital S&OP Value Addition

Advantages of a connected S&OP process



The Supply Chain Strategy Conundrum



To be Lean or To be Agile? Lean & Agile

GIL







S&OP: Key Business Challenges

Competing Objectives between Marketing, Operations, Finance

Focus Department Objective	Customer Service	Production Efficiency	Inventory Investment
Marketing Increase Revenue	High	Low	High
Operations Reduce Mfg. Cost	Low	High	High
Finance Increase profit and cash flow; reduce investment	High	High	Low





S&OP: Key Business Challenges

✓ Omni-channel Experience Management

- ✓ Retail continues to develop at an exceptional pace
- Customers have high expectations and little patience
- ✓ They want to take their own paths to purchase
- ✓ General supply chain visibility is required by business to coordinate across all channels
- ✓ Having visibility of all available channels allows selection of the most effective channels
 - in special circumstances (Covid 19)

✓ Integrated Supply Chain Visibility

Data and decision silos within the orgative the business

✓ Data and decision silos within the organization will not lead to a collaborated plan across









Feedback







Digital S&OP: The Solution

A Smart Digital S&OP/EPM solution helps in seamless integration of all stakeholders, business functions and decisionmaking processes.

Engaging multiple <u>Stakeholders</u>

- Customer
- Retailer
- Distributor
- Manufacturer
- Supplier

Enabling multiple Functions

- Sales
- Supply Chain
- Production
- Finance
- IT
- HR

Aligning decision making Processes

- Simulate
- Plan
- Collaborate
- Measure
- Act









*Source: Secondary research: Lora Cecere





Digital S&OP : Business Values

- Engage business, sales, marketing & operations to \checkmark collaborate on the entire process
- Integrate budgeting, forecasting, planning, reporting and analysis
- Connect strategic, tactical & operation planning to drive sustainable cost reduction, profitable growth, operational excellence, flexibility & agility
- Balance Supply and Demand
- Strategize using scenario management, margin optimization & financial integration
- Visualize & Monitor performance and exceptions
- Maintain and implement one integrated system & process to ensure significant cost reduction in IT







Digital S&OP : Key KPIs enhancement





Enterprise Performance Management CoE

Overall 15% lift in profit margin







Digital S&OP : Direct & Indirect benefits

Hard Benefits

- ✓ Customer Service
- ✓ Inventory Investments
- ✓ Obsolescence
- ✓ Freight/Expedite Costs
- ✓ Order Lead Times
- ✓ Supplier Lead Times
- ✓ Time to Launch New Products
- ✓ Plant Productivity



Soft Benefits

- ✓ Enhanced Teamwork
- ✓ Better/Quicker Decisions with Less Effort
- ✓ Better/Quicker \$\$\$ Plans with Less Effort
- ✓ Greater Accountability
- ✓ Greater Control
- \checkmark Window into the Future







Digital S&OP - IT layout



EPM/S&OP: Futuristic approach of collaborative planning, budgeting & forecasting with predictive/Al capabilities(Jedox)



Data : Business Intelligence (BI) tools help in collecting data in departmental basis for analysis (QlikView/Tableau/OBIEE)

Execution: Various applications developed to manage day to day business transactions (ERP/CRM)

Infrastructure: Acts as a technology base to deploy other business applications on top of it (Data centers/Cloud/MS Office tools)







Digital S&OP: How it works?







Digital S&OP: Implementation Road Map

02

Need Identification

- Assessment of current process
- High level improvement requirement
- Project scope identification

Requirements & Design

 Process consulting & detailed need assessment

01

- Detailed functional scope and Project schedule
- Model & data integration design

EPM Product 03

- Agile Implementation& Delivery
- Key stakeholders review
- User Acceptance Testing

Training & Maintenance

04

End user Training (process & models)

Continued maintenance
 & upgrades







Achieve best in class customer experience together



A Leading modern **EPM Platform**





Digital S&OP : which level is your company?

Level 1 - Beginner

- S&OP Process not defined
- \checkmark Ad hoc collaboration
- Sales Forecasting is shipment driven and judgement based
- ✓ Operational Plan connected with Business Plan
- ✓ S&OP Plan is not tracked

Level 2 - Intermediate

 ✓ S&OP process may be documented but is loosely followed ✓ Some Sales Forecasting process along with field inputs ✓ Top down planning ✓ Basic KPIs are measured and tracked between S&OP meets ✓ Highly manual effort in collecting data from many systems and normalizing them for S&OP meetings ✓ Too many spreadsheets and disconnected plans 		
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• •	✓	data from many systems and normalizing them for S&OP
	✓	

 ✓ S&OP roles are defined in the systems for access control

- Multiple and Disconnected Planning Models
- \checkmark Islands of Analysis
- Data consistency is a challenge
- Role and Data Security is manually imposed

System

Level 3 - Maturing	Level 4 – Best Practic
 ✓ Collaborative and disciplined S&OP process 	 Single S&OP plan drives all functions to collaborate
✓ Consensus Demand Plan	 Complex demand modeling
 Structured Supply Review Top down and Bottom up plan reconciliations 	 Demand and Supply Plans are integrated with Financial Plan KPIs are tracked
✓ Units and \$ Plan	✓ Multiple Scenario Plans✓ Continuous Plan Tracking
 Automation is used to extract, transform and load data to S&OP Models 	 Single Enterprise Plan of Reco with auditing
 Data quality is consistent 	 Planning data exchange with Customers and Suppliers
 More focus on analysis and planning than data gathering 	 Early exceptions identification alerting system
 Role based scenarios 	 Real Time and Personalized dashboards





ABOUT KEANSA



Who we are

- **KEANSA** is a boutique consulting firm
- Exclusive focus on **S&OP/EPM** implementations
- Best-in-class Finance & Supply Chain resources with collective experience of more than 300 years
- **10+** existing clients in USA, Netherlands & India
- Total 44 resources and growing
- Established **150%** YoY growth
- **Cost effective** delivery
- **Gold Partner** with Jedox, the leading modern EPM platform

Enterprise Performance Management CoE







Global Offices

AMERICAS

Sales : Kiran Yellampalli, Erika Barber

Solutions: EPM (S&OP, FP&A, Supply Chain Performance Management)

Location: Canada

Resources: 2

EMEA

Sales: Ashok Marla

Solutions: EPM (S&OP, FP&A, SPM), BPM

Location: Amsterdam, Netherlands SPM)

Resources: 8

GLOBAL OFFSHORE DELIVERY

Delivery: Sarbajit Sen

Location: Hyderabad, India

Resources: 30

APAC

Sales: Srabani Bandyopadhyay

Location: Singapore

Resources: 4



Enterprise Performance Management CoE Our domain expertise







Keansa: Unique strengths





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EPM Domain Expertise Sales, S&OP, Supply Chain and Finance Performance Management solutions Jedox Partnership: "GOLD"



Apps Inventory of Apps using various products Dell Boomi integrations Enterprise data hub & planning bots

03 Apps

01

Expertise

Client Reach



Strong reach across industries such as Healthcare, Hi-Tec, Consumer Goods, Chemicals, Biotech, Food & Beverage

05 Network



Geographically distributed

implementations

teams that can handle global

06 Operations ¢





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