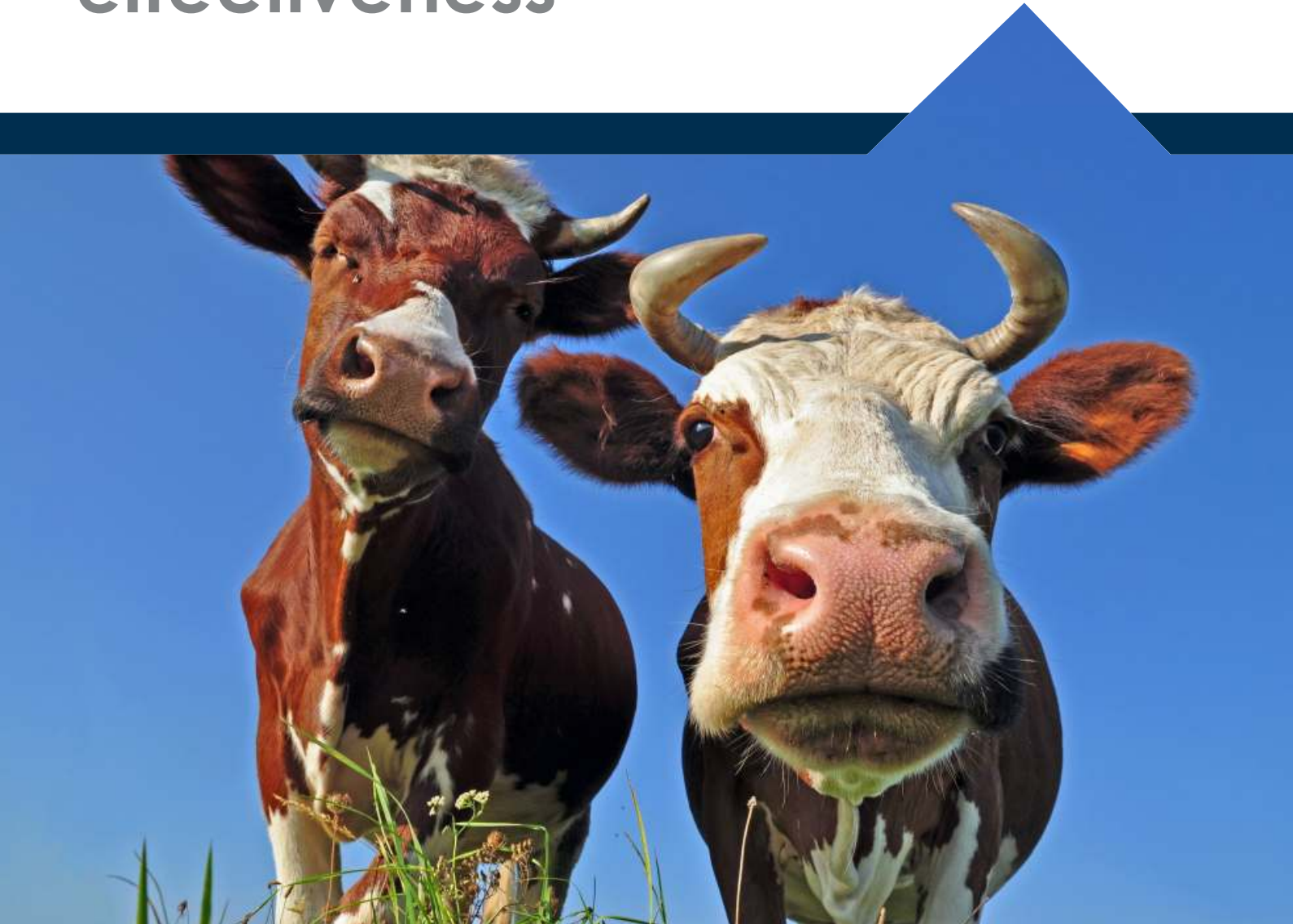


Driving supply chain effectiveness



SITUATION

Targets and benchmarks were not clearly defined. Supply chain not aligned with the enterprise performance management objectives.

IMPACT

Reduced return on investment (ROI) and loss of orders from customers due to lack of coordination between the processes within the entire supply chain.

RESOLUTION

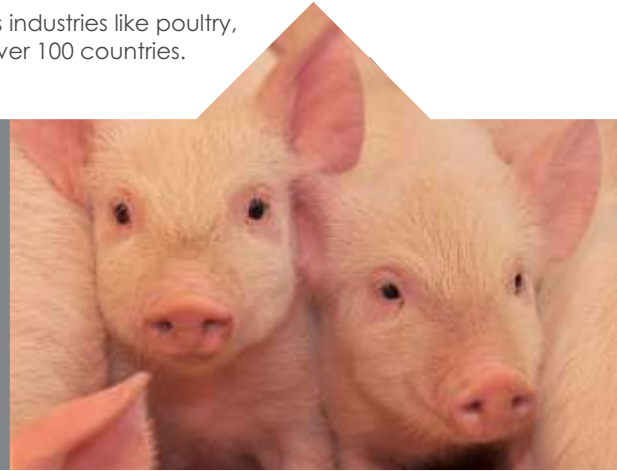
Implementation of Supply Chain Performance Management solution, provided better control over operations, visibility of key performance Indicators (KPIs), enabling the company to drill-down to detailed information and perform impact analysis for continuous improvement.

The Customer

A billion-dollar animal health and nutrition company with global operations across industries like poultry, pork, dairy, beef, aquaculture, and companion animal, and clients hailing from over 100 countries.

Challenges

- Need for a suitable performance management system to measure, monitor and analyze the supply chain performance in alignment with the Enterprise Performance Management strategy and objectives
- Need for a framework designed to ensure organizational efficiency and effectiveness through proper management of enterprise wide performance.
- Clear outlining of benchmarks, targets, KPIs and dashboards for supply chain to ensure effective monitoring



Solution: Implementation of SAP BusinessObjects Supply Chain Performance Management

Aided by the expertise of ITC Infotech, the customer achieved an implementation timeline of a mere 16-18 weeks, a record in Enterprise Project Management (EPM) implementation. This was achieved by mobilizing the teams at offshore as well as onsite at the customer's office and at ITC Infotech in India.

Effective execution of the project enabled the client to implement the following business processes within the supply chain, thereby streamlining the operations:

- Perfect Order Fulfillment
- Cost of goods sold
- Supply chain management cost
- Cash-to-cash cycle time
- C2CD-Cash -To-Cash Cycle Time Diagnostic Diagnostics Metrics
- POFD – Perfect Order Fulfillment Diagnostics

The implemented solution was managed and executed in phases to ensure a robust foundation for metrics and reporting. Long-term metrics were identified and improved upon on an ongoing basis during the phases. ITC Infotech focused on metrics needing no manual intervention as well as driving profit consistency.

ITC Infotech's deep domain expertise in implementation of elaborate supply chain systems helped leverage SAP BusinessObjects to establish out-of-the-box KPIs covering end-to-end supply chain processes. What's more, these processes were aligned to organizational value levers such as revenue, cost, working capital, and supply chain assets. With its parent - ITC Ltd's diverse ecosystem consisting of over three million retailers, 160 plants, 1800 warehouses and nine major product lines, ITC Infotech implemented the most widely adopted supply chain performance management model for its customer to maximize ROI and improve efficiency.

Project Scope

- End-to-end Implementation in Phase I comprising of 18 out-of-the-box KPIs and 4 custom KPIs across 4 business process areas. This was executed in 18 weeks.
- Phase II is in progress with additional set of KPIs
- Configuration of Reports, Dashboards for business users
- Custom built scorecards consisting of parameters such as revenue growth and innovation, growth profitability, customer satisfaction

ITC Infotech achieved implementation in record time by following best practices and ensuring proper ground work for each and every module. The solution identified for implementation comes with out-of-the-box KPI content based on the Supply Chain Operations Reference (SCOR) model from the Supply Chain Council, the most widely adopted Supply Chain performance management model today.

Highlights

- Achieved successful implementation in just 18 weeks
- Implementation in phases ensuring a robust foundation and scalable implementation through identification of key KPIs and their improvement as an ongoing process
- Enabled critical reporting of supply chain performance to ensure uninterrupted, result-oriented performance for operational excellence
- Adopted core enterprise performance management framework by taking SCPM beyond supply chain
- Incorporated KPIs in major areas for monitoring growth, profitability, people and reputation

The customer is currently using Supply Chain Performance Management as its core Enterprise Management Application and has taken it beyond supply chain into growth, profitability and customer satisfaction related metrics.

Using this approach, the customer has been able to provide a single corporate scorecard to all its users, exploiting features like target setting, dashboarding and custom slicing/dicing capabilities of SCPM.

Benefits

- Align business goals and consistent performance across the organization
- Top-down approach for performance measurements
- Insights into operational and related financial performance
- Compliance with performance management standards
- Standards-based end-to-end process support
- Relevant and timely information with automated data collection from business processes
- Proactive diagnostics for insight into operational drivers, opportunity discovery, and timely awareness of deviations from performance targets
- Faster reaction to problems and risks in the supply chain
- Reduced cycle times and accelerated problem resolution

ITC Infotech's Enterprise Resource Planning Practice

ITC Infotech is an SAP Consulting partner (North America) with multiple certifications including SAP Application Management Services Certified Partner, SAP Co-Innovation Partnership on Supply Chain Performance Management & Sustainability Performance Management, SAP Net weaver Certification, SAP Chemical Template Certification, and SAP Gold Partner.

For more information, please write to:
contact.us@itcinfotech.com

www.itcinfotech.com