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No-touch Planning – Organisation & People



Joost Rongen

Breda, May 2019




Building blocks to grab benefits of 'no touch S&OP'






Making the change

Integral process for immediate and fact based decision making

- Along value chain
- Different functional areas
- Linking strategy to execution



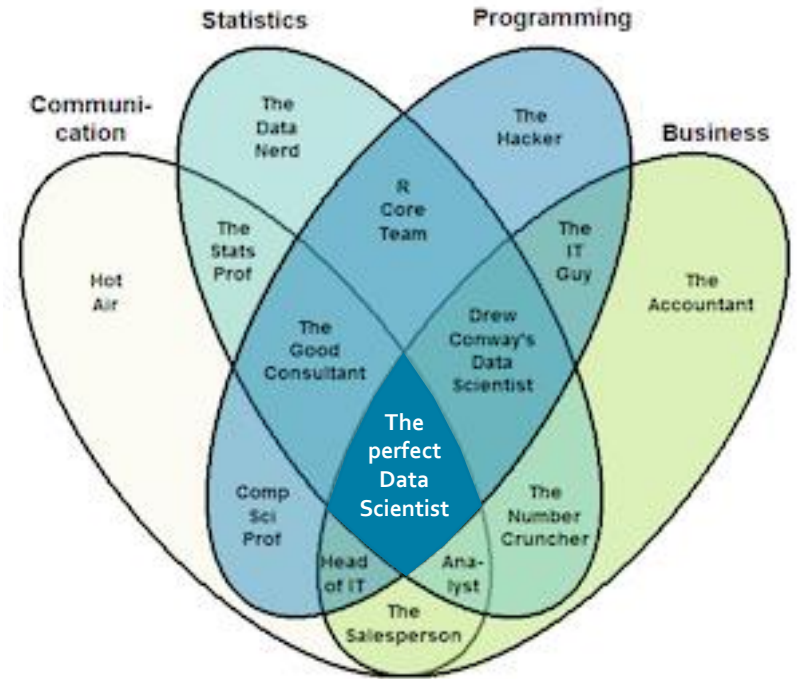
- Demand
- Inventory
- Supply
- E2E, S&OP, IBP

<p>Excellent data</p> <ul style="list-style-type: none"> - Data engineering - Collection (internal – external) - Data storage - 	<p>Application enabled</p> <ul style="list-style-type: none"> - Advanced Planning Systems - Cloud based tools - Visualization 	<p>High quality analytics</p> <ul style="list-style-type: none"> - Applying algorithms in the supply chain. - Machine learning - AI - Role of data scientists - 	<p>Organizational readiness</p> <ul style="list-style-type: none"> - How: <ul style="list-style-type: none"> • Is analytics organized? • Training / coaching • Changing R&R - 	<p>Decision focused culture</p> <ul style="list-style-type: none"> • Fact based collaboration • Effective meetings • Reducing cognitive bias • 
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Searching for a breed of people needed that do not exist...



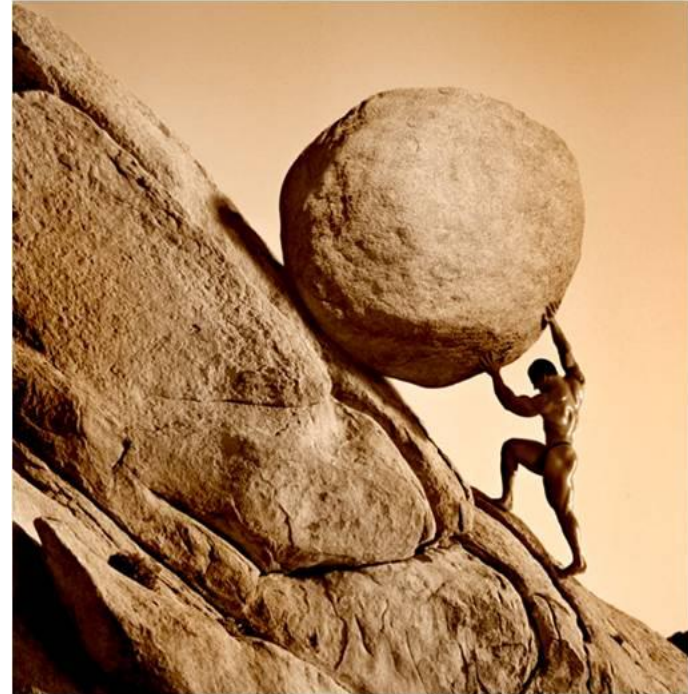
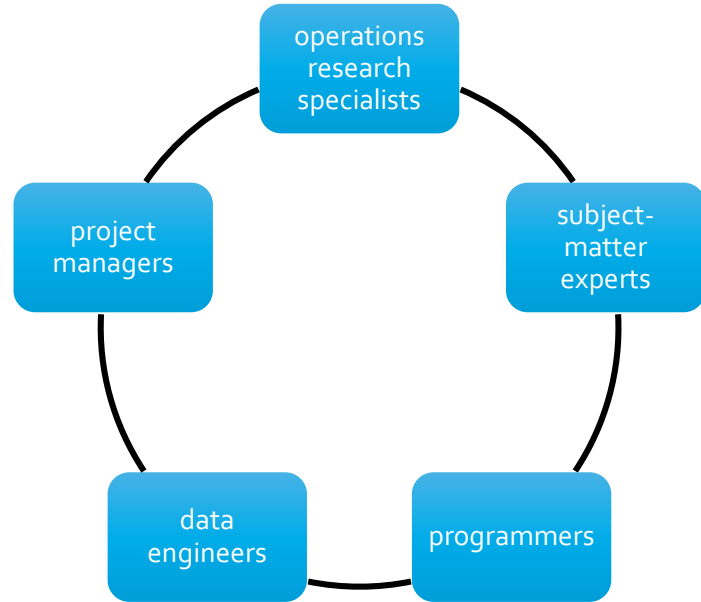
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...resulting in the rise of supply chain centers of excellence bringing together capabilities

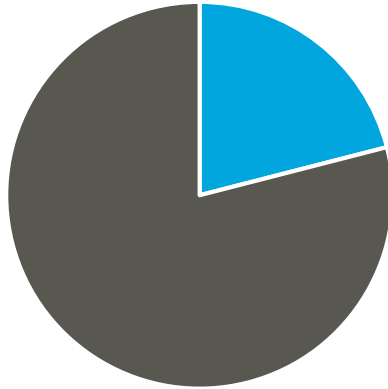


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Why centralized analytics?

Centralization Analytics Function



■ Centralized ■ Decentralized

*From recent DP & big data benchmark:
21% of companies have centralized analytics function*

Business benefits

- Economies of scale by grouping analyst function
- Not biased by local successes / failures

Attract and retain talent

- Career path for analysts
- Easy to grow competences & standardize process
- Opportunity for challenging projects
- Data Ninjas

Speed is key



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Avoid struggling with

- legacy IT processes and systems,
- budgeting rounds,
- lack of mandate leading to poor adoption,
- waning motivation due to long implementation time lines





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Building an effective Center-of-Excellence: Key success factors

- Relevant expertise
 - Indepth content knowledge
 - Prior business / operations experience
- CoE organisation
 - Formal recognition
 - Knowledge management capability (process, tools)
- Close collaboration with business & operations
 - Initiatives top-down and bottom-up
 - Formalized and ad-hoc contact moments
- Personal skills of CoE team members
 - Change management
 - Socially competent






Building blocks to grab benefits of 'no touch S&OP'






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Too many (unproductive) meetings!

55% of time in meetings

In the US alone, it's estimated between 36-56 million meetings occur in the workplace every day; you may spend more than 55% of your time in meetings.

71% inefficient & unproductive meetings

In an HBR survey, 71% of senior managers reported meetings being inefficient and unproductive.

47% reported biggest waste of time

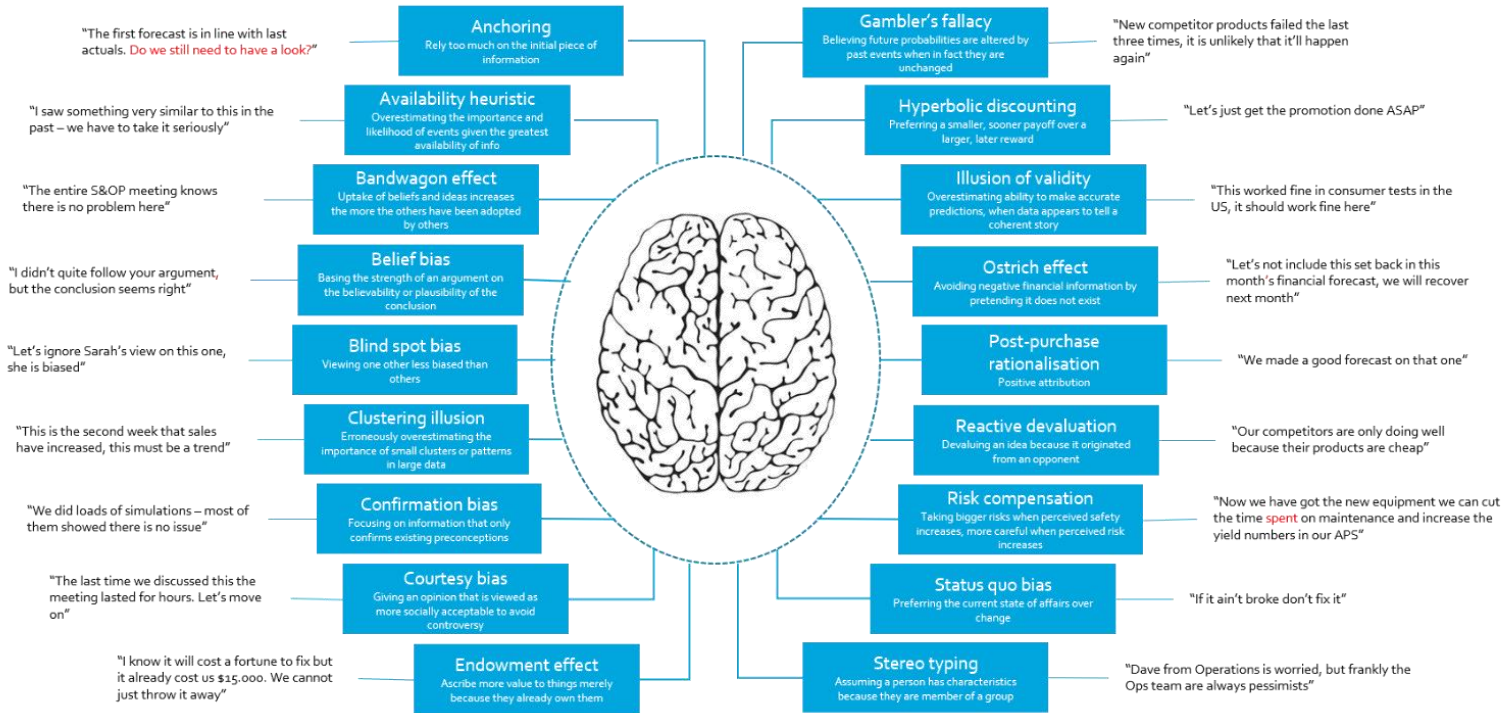
In a 2012 Salary.com survey, having to attend too many meetings was viewed as the biggest source of wasted time (47%).



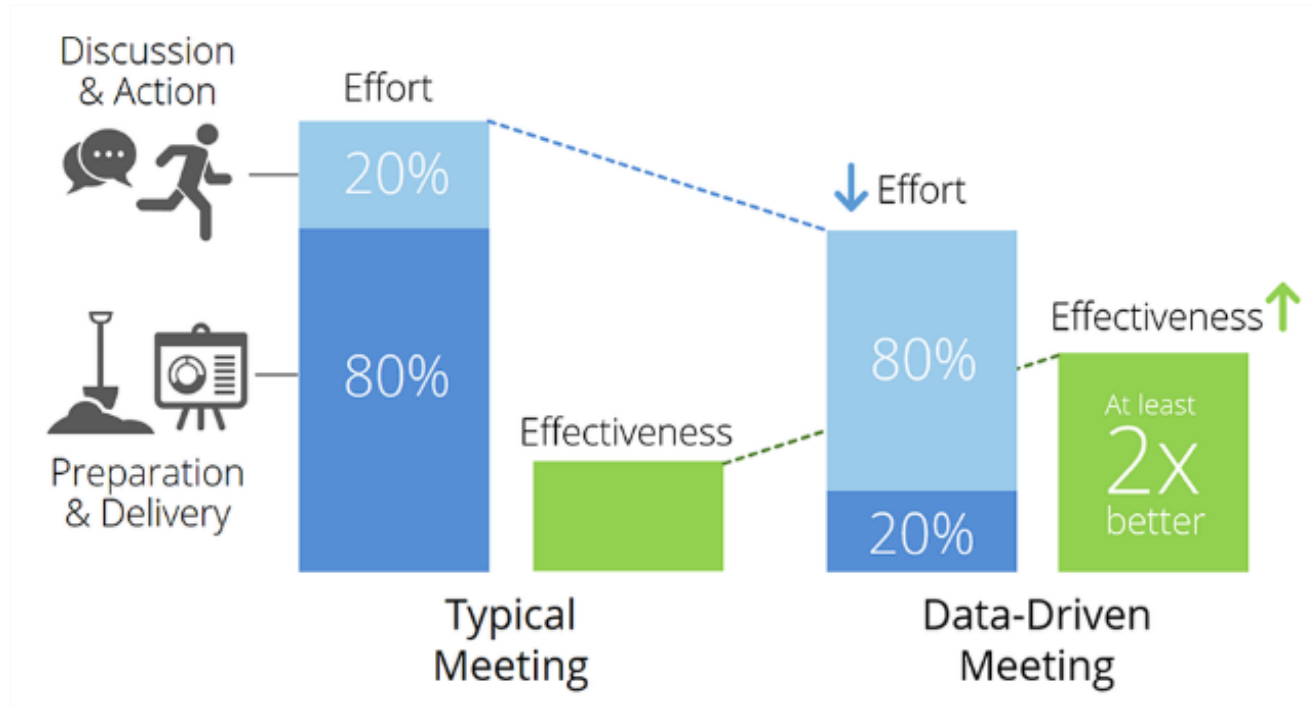
Cognitive bias



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Data driven meetings: more effective with less effort



When do data driven meetings work?

- **Specific goal or target**

- Your team has a particular goal or target it wants to achieve during a certain time period

- **Need for regular reviews**

- Your team has a need to review progress towards the goal or target on a periodic basis

- **Recurring flow of data**

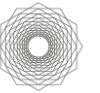
- You have a steady flow of data that must be monitored over time

- **Clear action or levers**

- Your team must be empowered to act on the insights contained within the data

If no one is able to make any decision based on the information, you probably don't need to meet

Want to know more?



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BUILDING A COMPETITIVE DEMAND PLANNING ORGANIZATION

AN EYEON WHITE PAPER

Read our White Papers

EyeOn product supply chain Centre of Excellence benchmark

knowledge. They are generally part of an organizational subunit. The main intention of a SC CoE is having your dedicated team improve process excellence. Furthermore, the centre can be used to build and develop a team of supply chain talent, which makes integral decisions. The centre's actual role and form is different for each organization and is largely dependent on the organizational and business context. Nonetheless, certain aspects are worthy taking into consideration when managing a SC CoE.

Organizational readiness
You need formal recognition and executive support so the parent firm is willing to invest, in order to develop the CoE into a more formal system. The organization must be willing to provide tangible and intangible resources to make the centre viable. For collaboration to be effective, recognition and acceptance by business teams is essential. Furthermore, work that was first executed locally should now be carried out centrally. This may cause apprehension and resistance on the part of the employees. Therefore, change management plays an important role when building the centre.

Team capabilities
A critical factor for the creation of a successful CoE is having the right resources available. When creating a CoE, the team members are recruited predominantly from inside the organization. These members need to have some in-depth content knowledge, prior business experience and a project-based mindset. Being socially competent is an important soft skill during a change management process as outlined above.

Subsidiaries of multinationals are embedded in various local networks. This means that knowledge is dispersed within a large geographical area and across different functional entities. Organizations create Centres of Excellence (CoE) to identify, develop, and leverage their capabilities using their widespread network of subsidiaries. However, most organizations are struggling with the creation and organization of a Supply Chain (SC) CoE. Together with Tilburg University, Eyeon executed a research on supply chain planning and forecasting CoE. The results give insight into key success factors to effectively create and operate a SC CoE.

Managing the Supply Chain Centre of Excellence
Centres of Excellence have a permanent status and often have a physical presence that stimulates and simplifies the sharing of

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Benchmark yourself

EYEON FORECAST SERVICES BUILD-OPERATE-TRANSFER

Companies feel the need to do more with analytics and big data to enhance their supply chain planning and forecasting processes. At the same time, there is uncertainty about which direction and approach to take. For instance: "How do you turn data into insights that add business value?" Or "How do you embed fit-for-purpose analytics in the planning cycle?" Just a couple examples of the challenges planning departments face.

The build-operate-transfer method
To get you started on the road to excellent forecasting and planning, Forecast Services developed a worry-free, efficient and customized method. With advanced analytics and proactive reporting, you can steer your business in the right direction. You just have to know how.

Empowering you to excel in supply chain planning & forecasting
That's where we come in. Forecast Services begins by building and operating processes for you, while gradually transferring our knowledge and expertise to your in-house staff. Instead of having to continually outsource, you build a highly qualified in-house team you can rely on to forecast and plan your business operations. The Build-Operate-Transfer method does much more than improve the quality of planning & forecasting processes. It enables you to grab business benefits directly while your in-house planning capability grows steadily due to training and on-the-job coaching.

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