

inspirage[®]

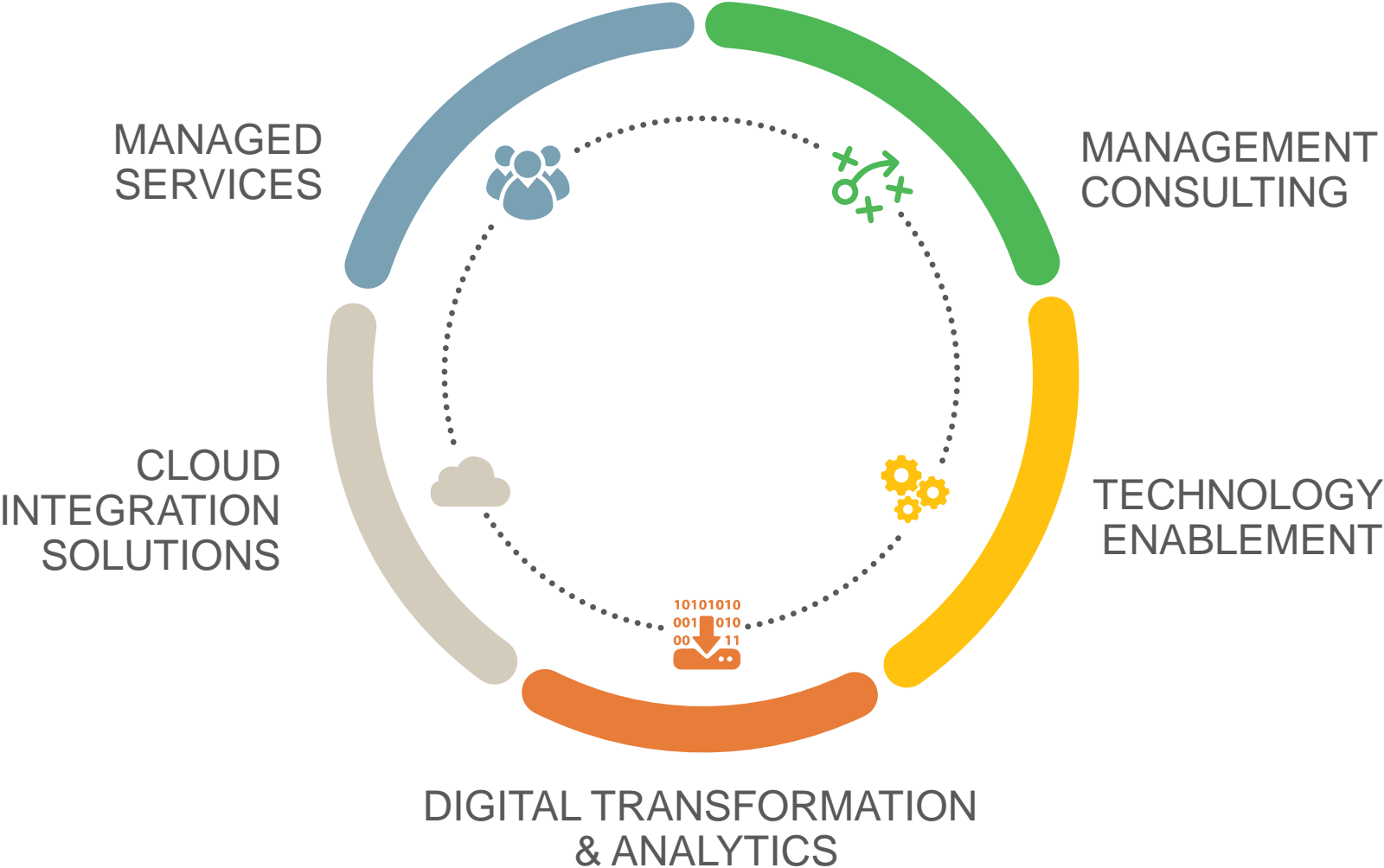
ORACLE

Platinum Partner
Cloud Premier
EMEA

UNLOCKING VALUE THROUGH BENCHMARKING AND CHANGE MANAGEMENT

Ewan Burgess, Practice Director
Management Consulting Services
March 14, 2018

INTRODUCING OUR SERVICES



INSPIRAGE MANAGEMENT CONSULTING

Realize the Full Potential of **Supply Chain Transformation**

Strategic Advisory Services



Strategic assessment to help resolve issues, improve performance, adopt best practices and improve return on investment.

- Enterprise Value Assessment
- Supply Chain Performance Benchmarking

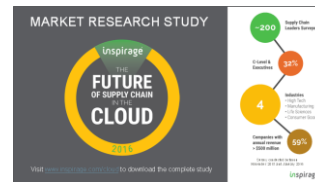
Organizational Change Management



Inspirage IP Driven Change Management delivered by Supply Chain Management Consultants:

- Business Readiness Assessment
- Change Management Strategy & Full Execution
- On-Demand eLearning and role based demonstrations

Cloud



- Integrated Supply Chain Focus
- Thought Leadership
- Cloud Adoption
- Process Accelerators

Business Intelligence



- Advanced Analytics

Business Process Management



End to End Business Process Management & Reengineering for Integrated Supply Chains:

- Idea-to-Commercialize
- Source-to-Settle
- Order-to-Cash
- Plan-to-Produce

Supply Chain Managed Services



Extend your supply chain capabilities through Inspirage Business Process as a Service (BPaaS):

- Demand Management
- S&OP / IBP
- Supply Chain Optimization
- Transportation & Global Trade Management

WHY DO PROJECTS FAIL?

HIGH FAILURE RATE:
ABOUT 60-70% OF CHANGE INITIATIVES FAIL

Beer & Nohria, HBR*

8 MAJOR ERRORS TO AVOID

1. Not Establishing a Great Enough Sense of Urgency
2. Not Creating a Powerful Enough Guiding Coalition
3. Lacking a Vision
4. Under-communicating the Vision (often by a factor of 10)
5. Not Removing Obstacles to the New Vision
6. Not Systematically planning for and creating short term wins
7. Declaring Victory too soon
8. Not Anchoring Changes in the Corporation's Culture*



Source: *John P. Kotter, [HBR](#)

SO WHATS MAKES THE DIFFERENCE?



INSPIRAGE

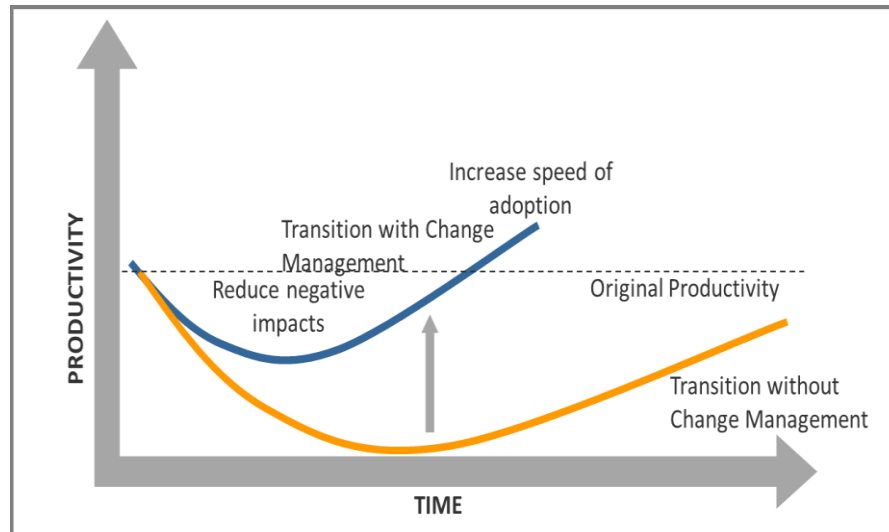
91%

On time and on budget

Customer goals achieved
96% of the time

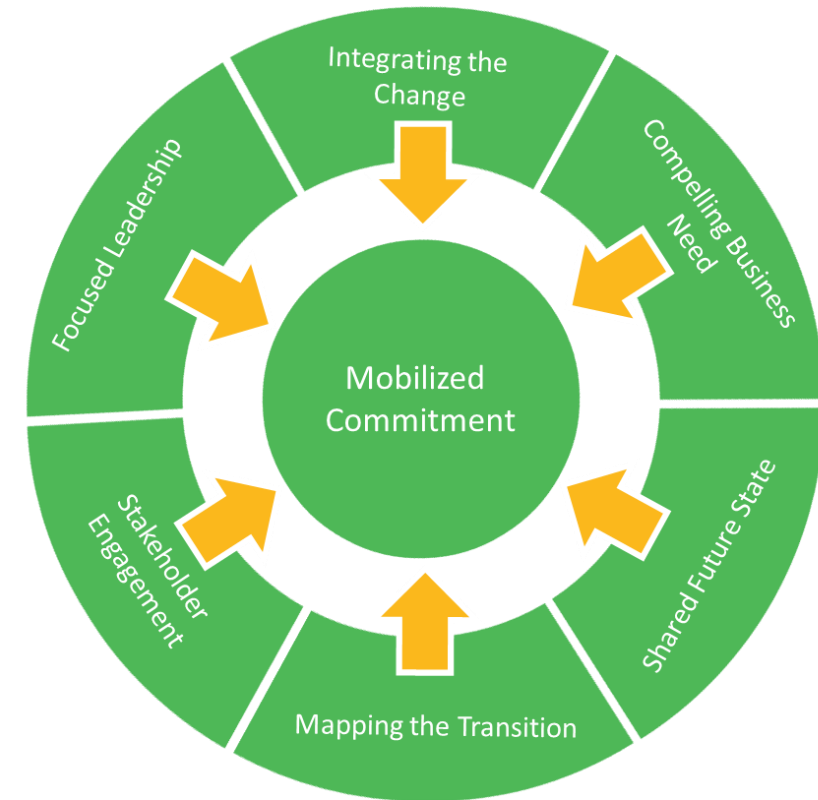


Organisational Change Management



A **comprehensive** and **integrated** approach to Transformational Change Management encompasses **people, processes, and technology**.

- REDUCED NEGATIVE IMPACTS OF CHANGE
- INCREASED EMPLOYEE COMMITMENT
- REDUCED PROJECT RISK (ON TIME, ON BUDGET)



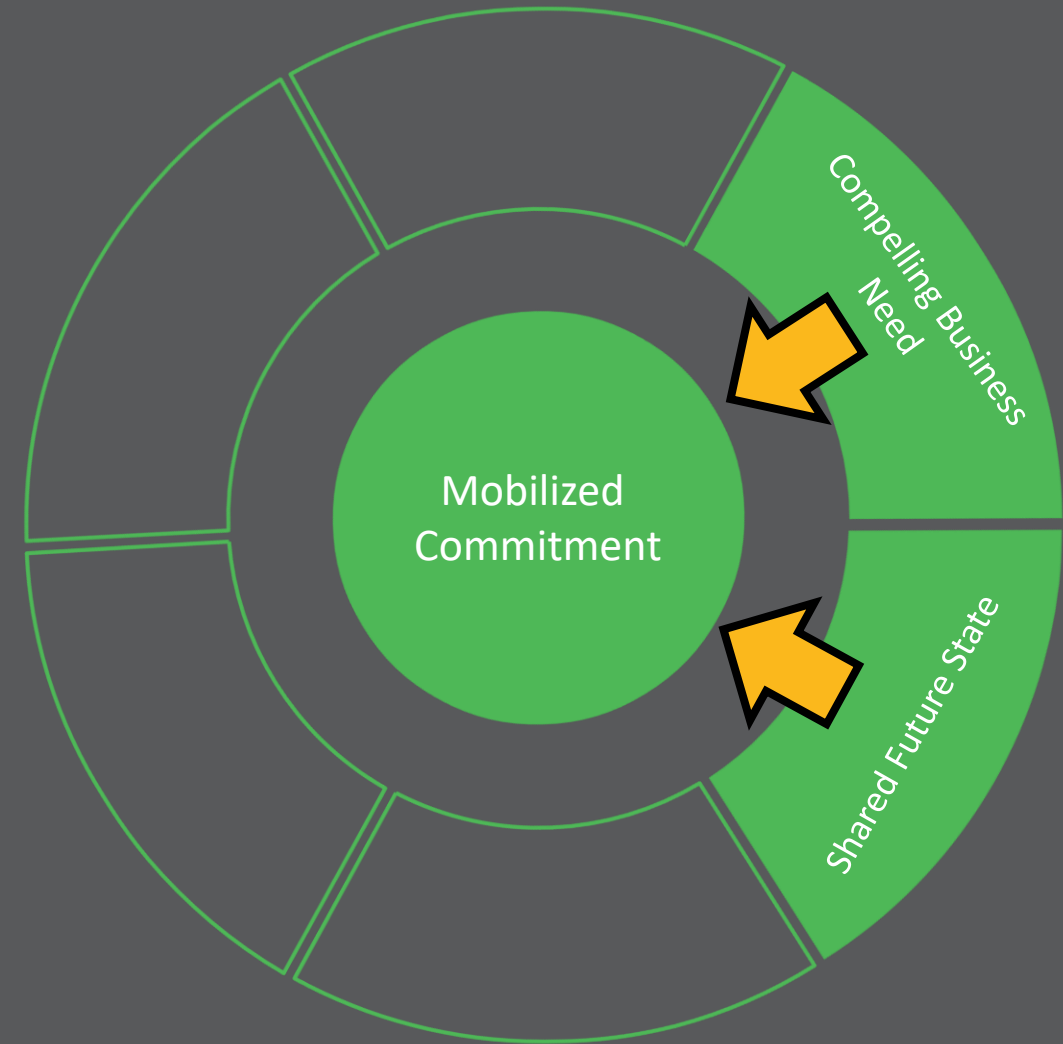
We offer:

- a structured approach using **proprietary tools** with a proven approach
- a service deployed by **highly experienced** Supply Chain professionals

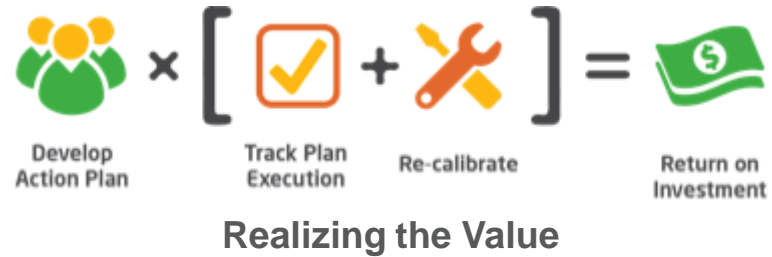
COMPELLING BUSINESS NEEDS



SHARED FUTURE STATE

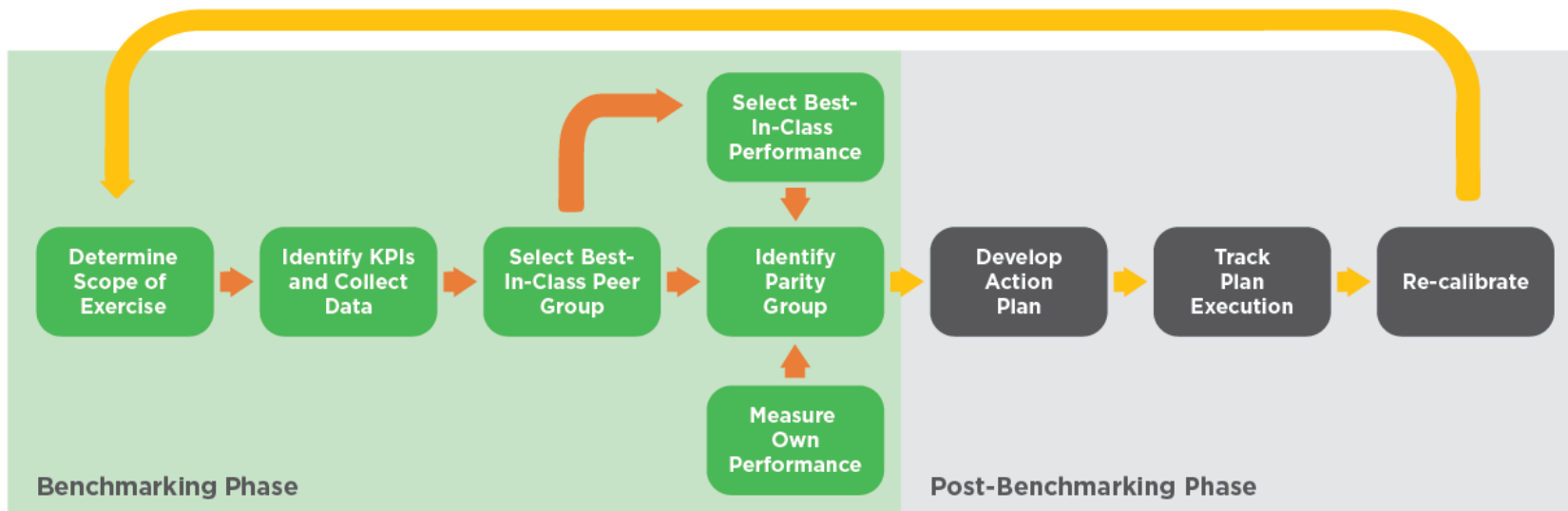


DETERMINE BUSINESS VALUE & PRIORITIES



Conduct Supply Chain Benchmark

- Rapid Value Assessment
- Easy to complete survey
- Inspirage Support
- Benchmarking Peer Comparison
- Foundation to develop realistic performance targets and expected benefits



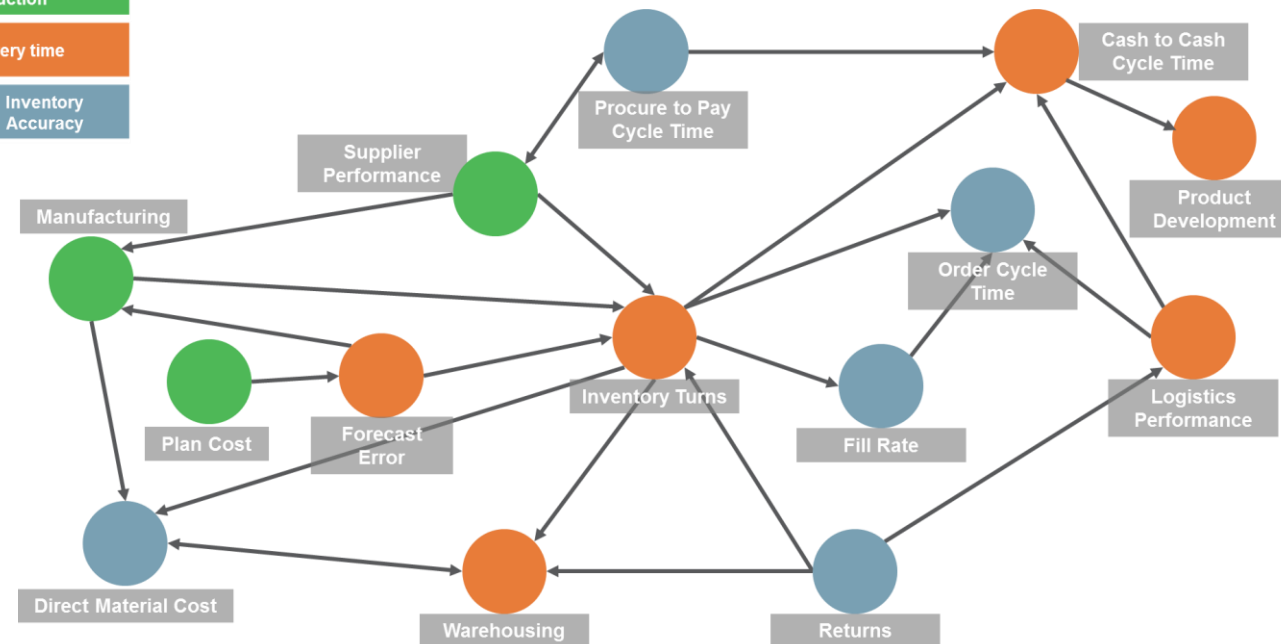
INTEGRATED SUPPLY CHAIN VIEW

Understanding relationships between KPI's

Sales & Order Management	On Time Sales Orders	Customer Order Cycle Time	Revenue per Sales Order	Order Fill rate	Returns as % of sale	Unit Fill Rate
Product Development	Average time-to-market for all products			Total product development cost per \$1,000 revenue		
Supply Chain Planning	Forecast error		Cash-to-cash cycle time		Plan cost per \$1,000 sales	
Procurement	Direct Materials Cost %	Supplier Quality - Complete	Supplier Quality - On-Time	Procure to pay cycle time	Percentage of Maverick buying	
Manufacturing	Total mfg. cost per \$1,000 revenue		Production schedule attainment	Product Mfg cycle time	Lost sales % caused by production	
Logistics	Warehousing Cost		Freight Cost		Shipment to delivery time	
Inventory	Inventory Turns - RM	Inventory Turns - FG	Inventory Turns - WIP	Inventory Obsolescence	Total Inventory Turns	Inventory Accuracy



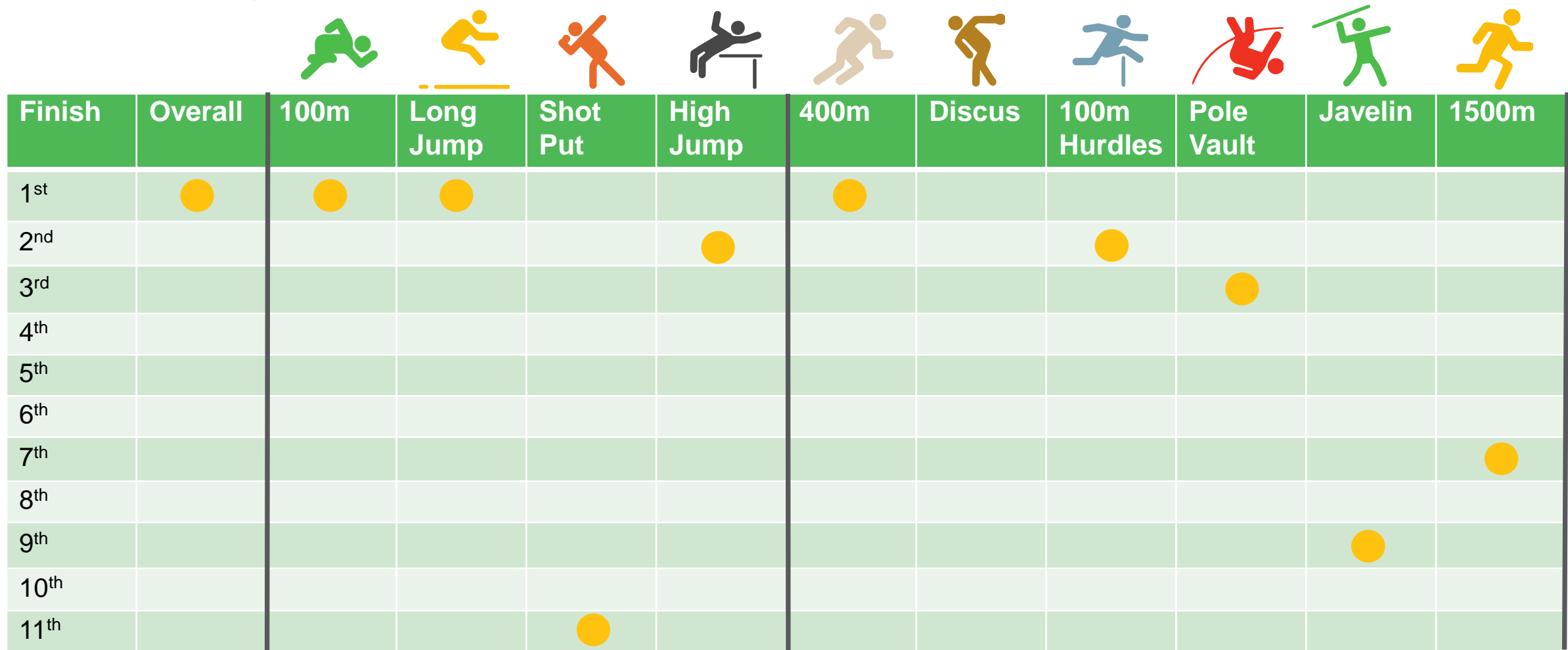
Heat-map summarizing overall benchmarking performance for the organizations' supply chain



SETTING TARGETS TO SUPPORT STRATEGY

Where do you need to be world class and where is it okay to be good enough?

Decathlon Fallacy: Ashton Eaton – Gold Medal Rio 2016

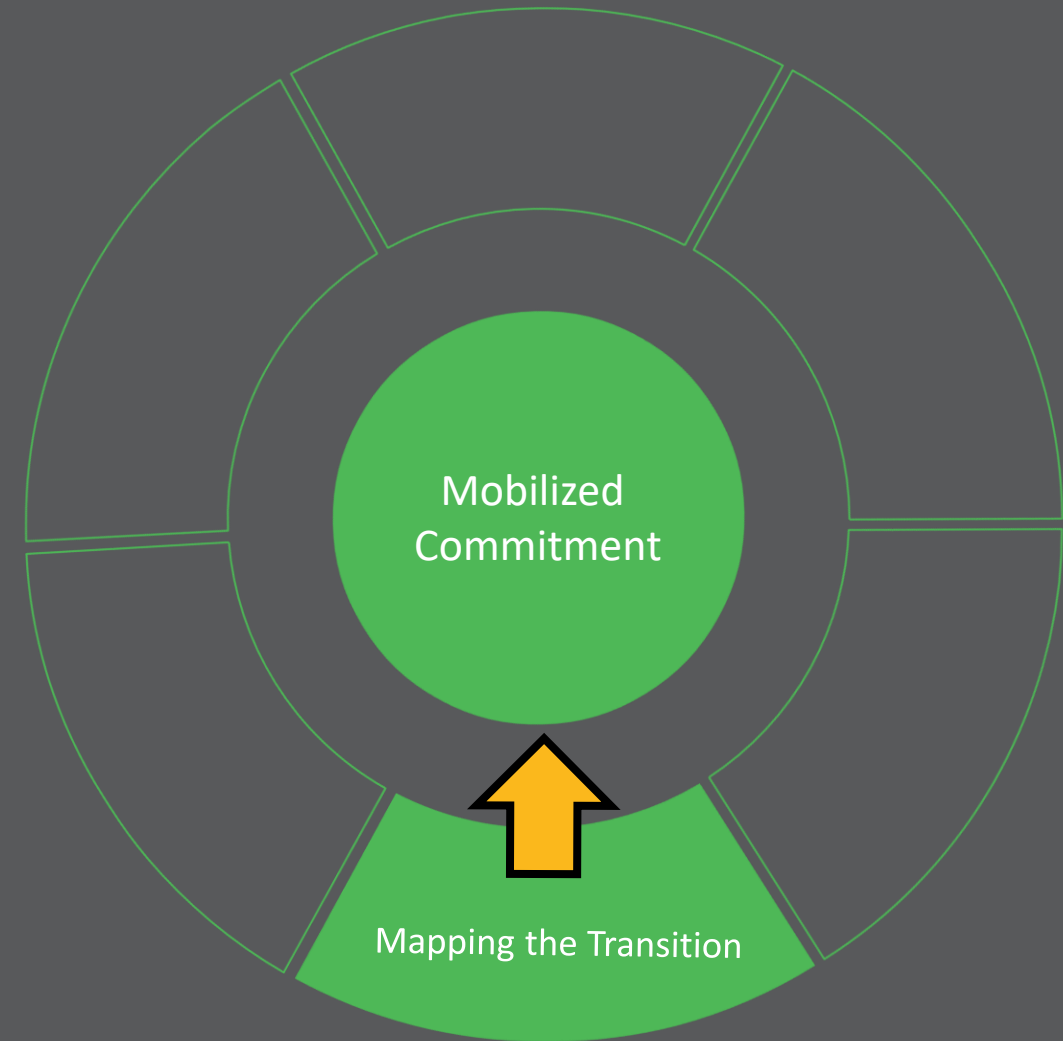


Day 1

Day 2

inspirage^{*}

MAPPING THE TRANSITION



TRADITIONAL VS. CLOUD APPROACH

Traditional Approach

Requirements Driven

“Waterfall” Method

Customized

Big Bang

Cloud Approach

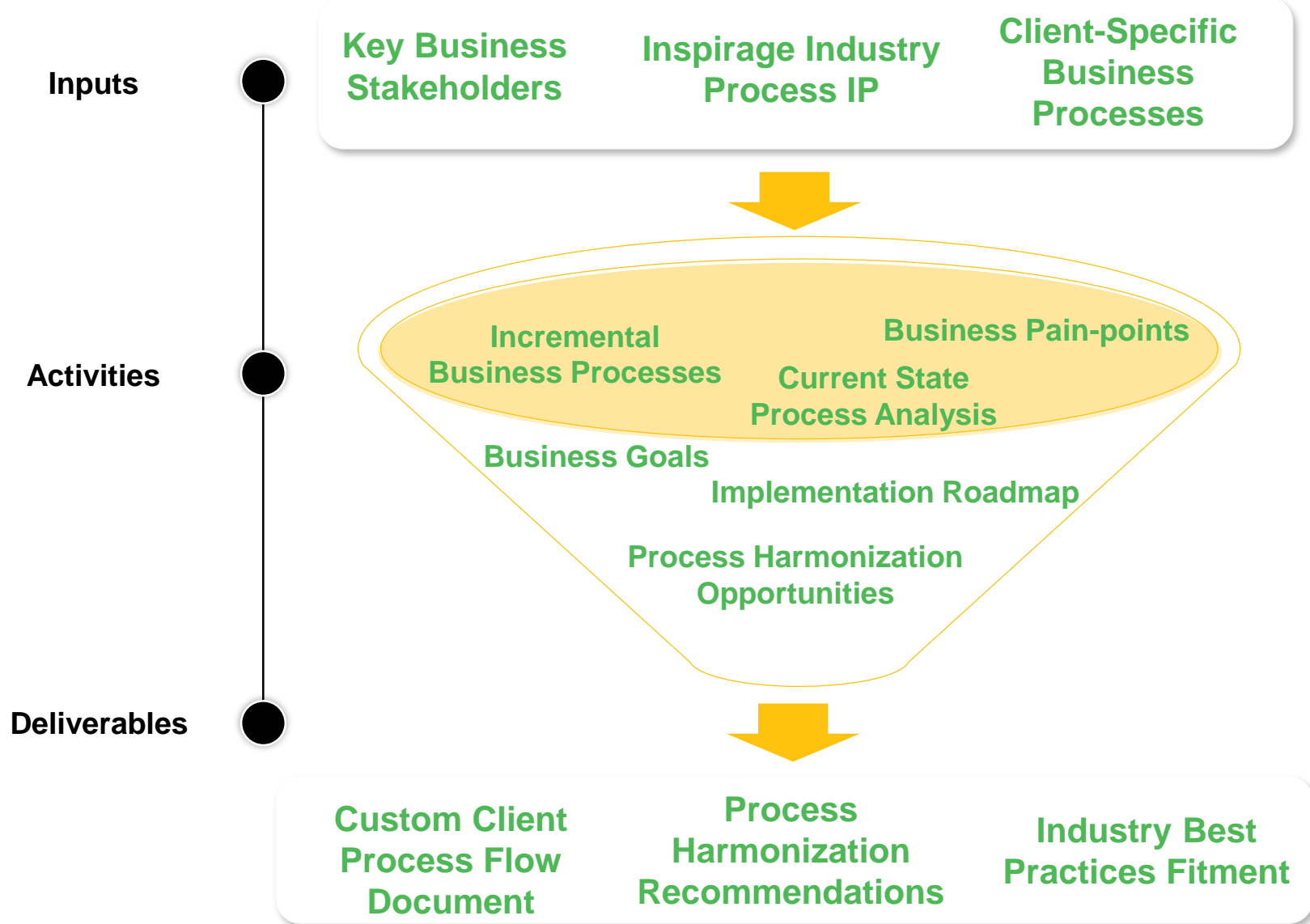
Solution Driven

Templated

Adapt Processes

Incremental

CLOUD BUSINESS PROCESS HARMONIZATION



KEY BENEFITS

- Pre-configured Inspirage collateral to accelerate Process & Solution Design
- Ensure adherence to industry leading best practices
- Clear analysis of how the cloud solution can transform the business landscape
- Ensure client business processes are aligned with planned technology investment
- Identify potential roadblocks and generate solution alternatives early on in the implementation life-cycle

APPROACH TO CHANGE IMPACT ASSESSMENT



INPUTS

- Executive Direction
- Business Case
- Vision
- Enterprise Roadmap
- As-Is business state
- Planned To-Be business state
- Key stakeholders



KEY ACTIVITIES

- Identify list of potential organization and process level changes planned
- Analyze Organization impacts related to:
 - Culture & Behaviour
 - Organisation Structure Changes
 - Role & Responsibility
 - Knowledge & Skills Required
 - Decision Making Capability
 - Procedures
 - Policy



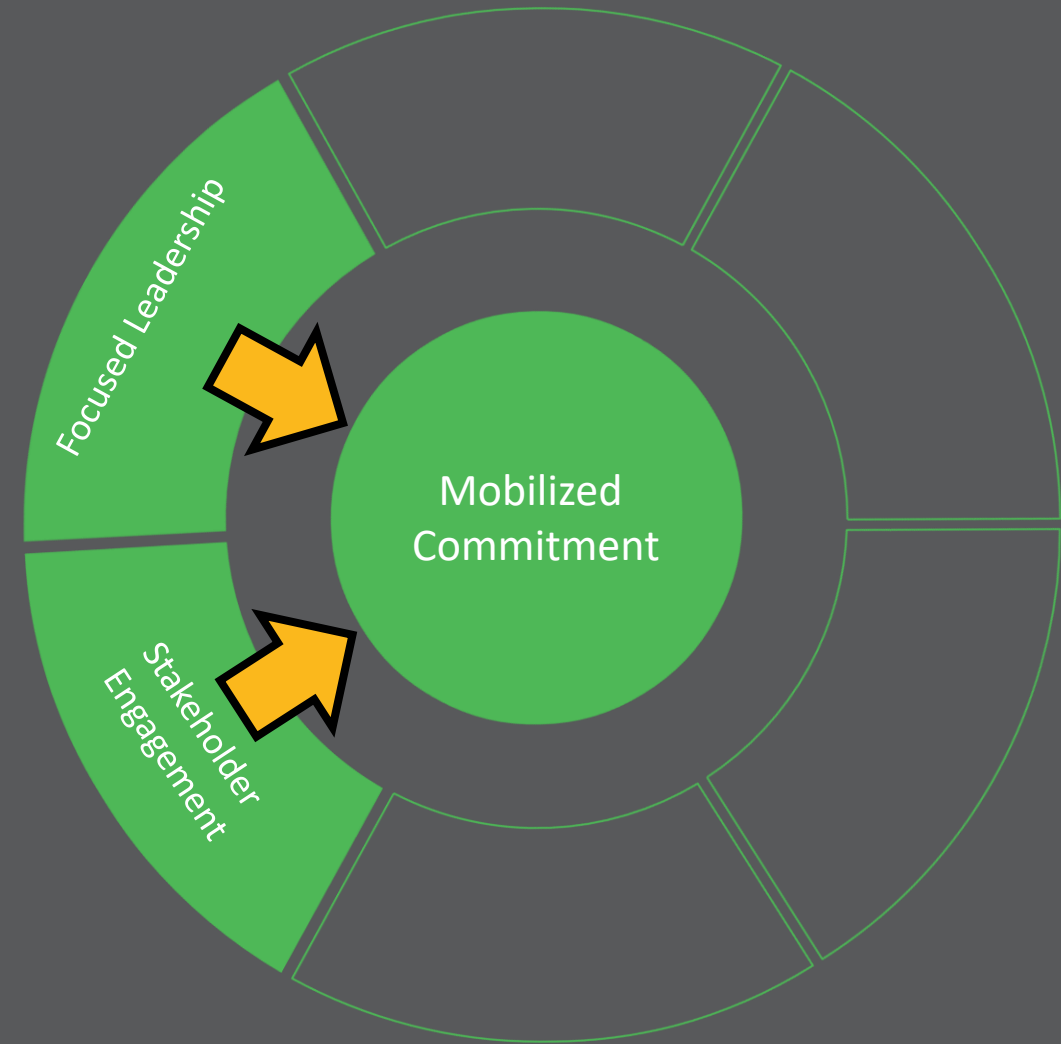
KEY DELIVERABLES

- Recommendations related to
 - High Level Change Strategy
 - Initial Communication requirements, if any
 - High Level Training concerns
 - Additional Risks & Issues identified

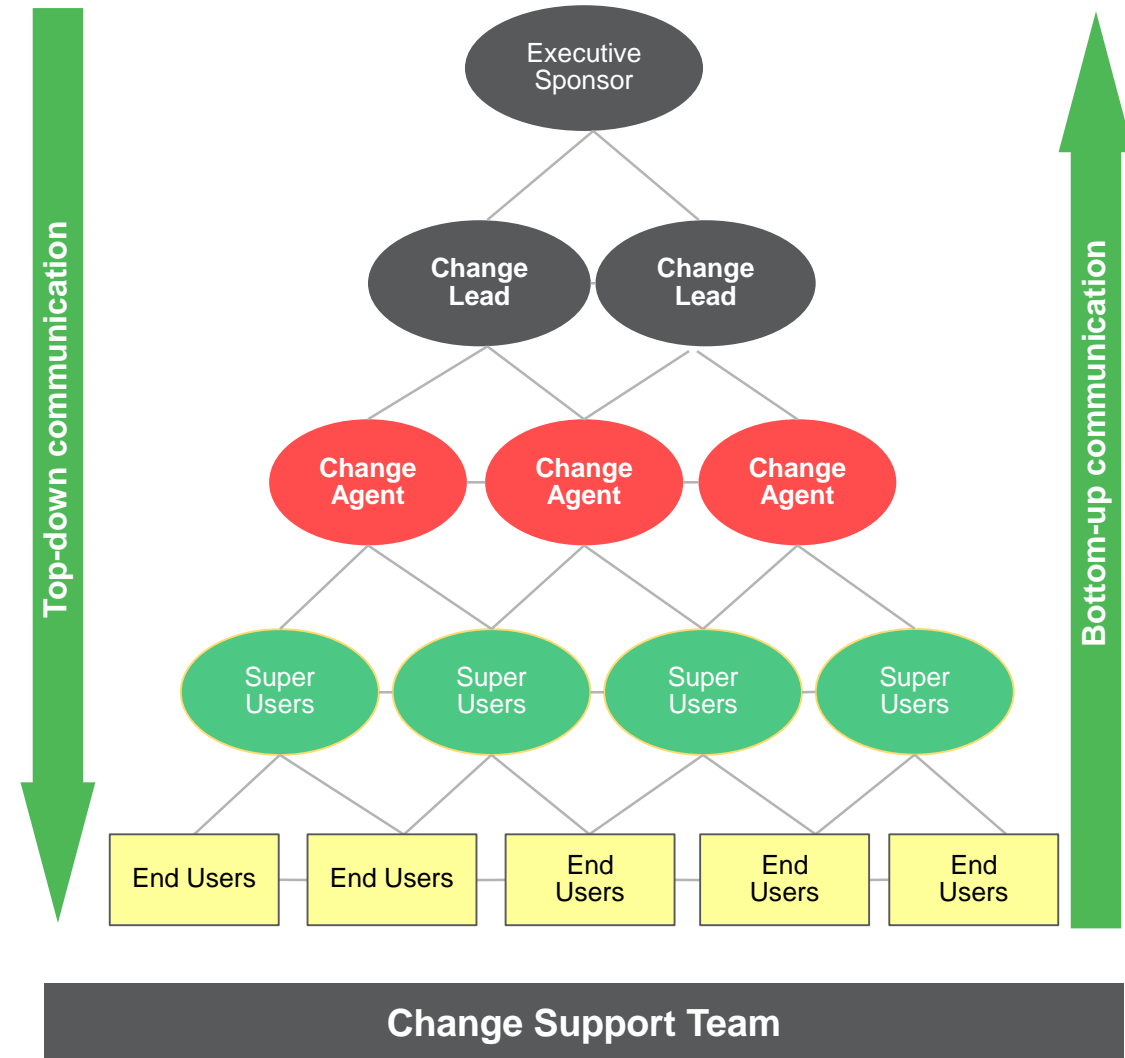
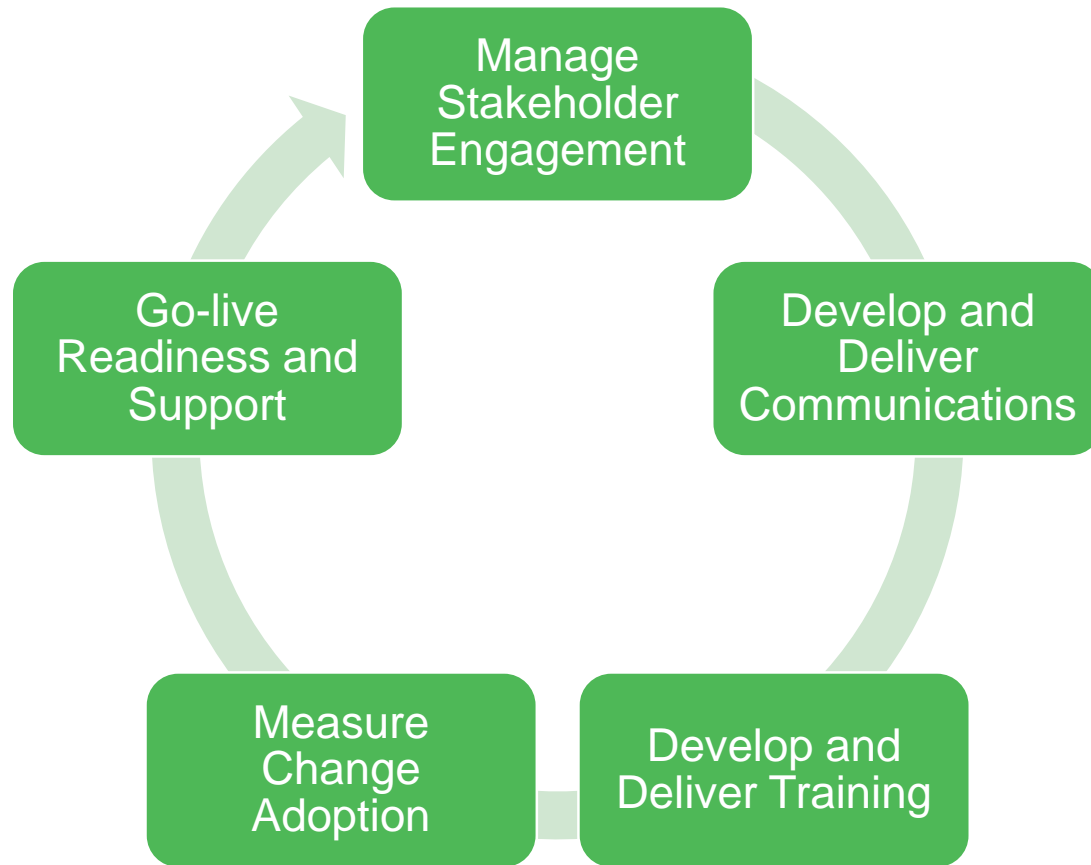
STAKEHOLDER ENGAGEMENT



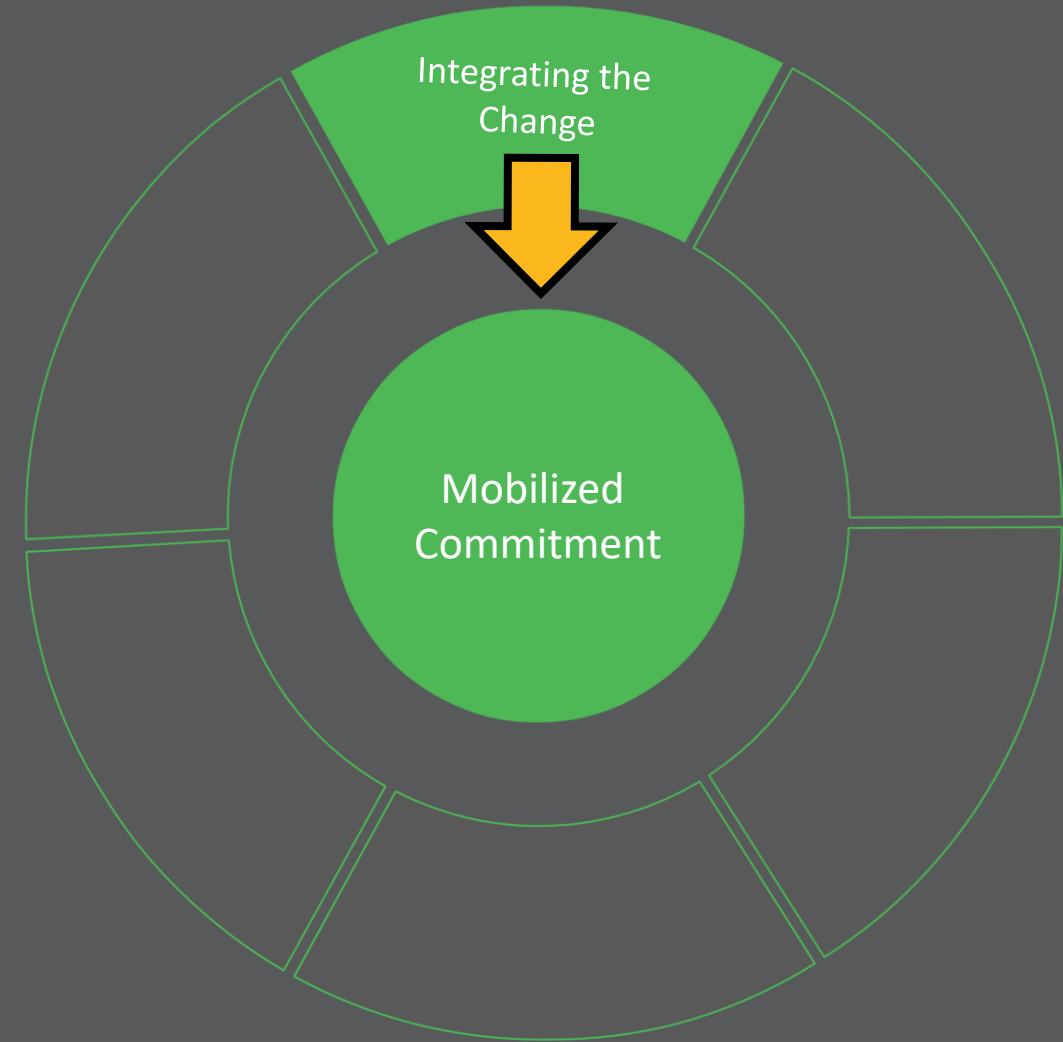
FOCUSSED LEADERSHIP



CHANGE MANAGEMENT EXECUTION



INTEGRATING THE CHANGE



VALUE TRACKING

Satisfaction KPIs

End-User /
Customer
Satisfaction

Efficiency KPIs

Transaction
Related
Email Traffic

Manual vs.
Untouched
Transactions

Cost Savings KPIs

Container
Costs

Cost Per
Mile

Cost Per
Mode

Operational KPIs

Equipment
Utilization %

Container
Dead Days

Driver
Utilization %

On-Time
Deliveries

Project KPIs

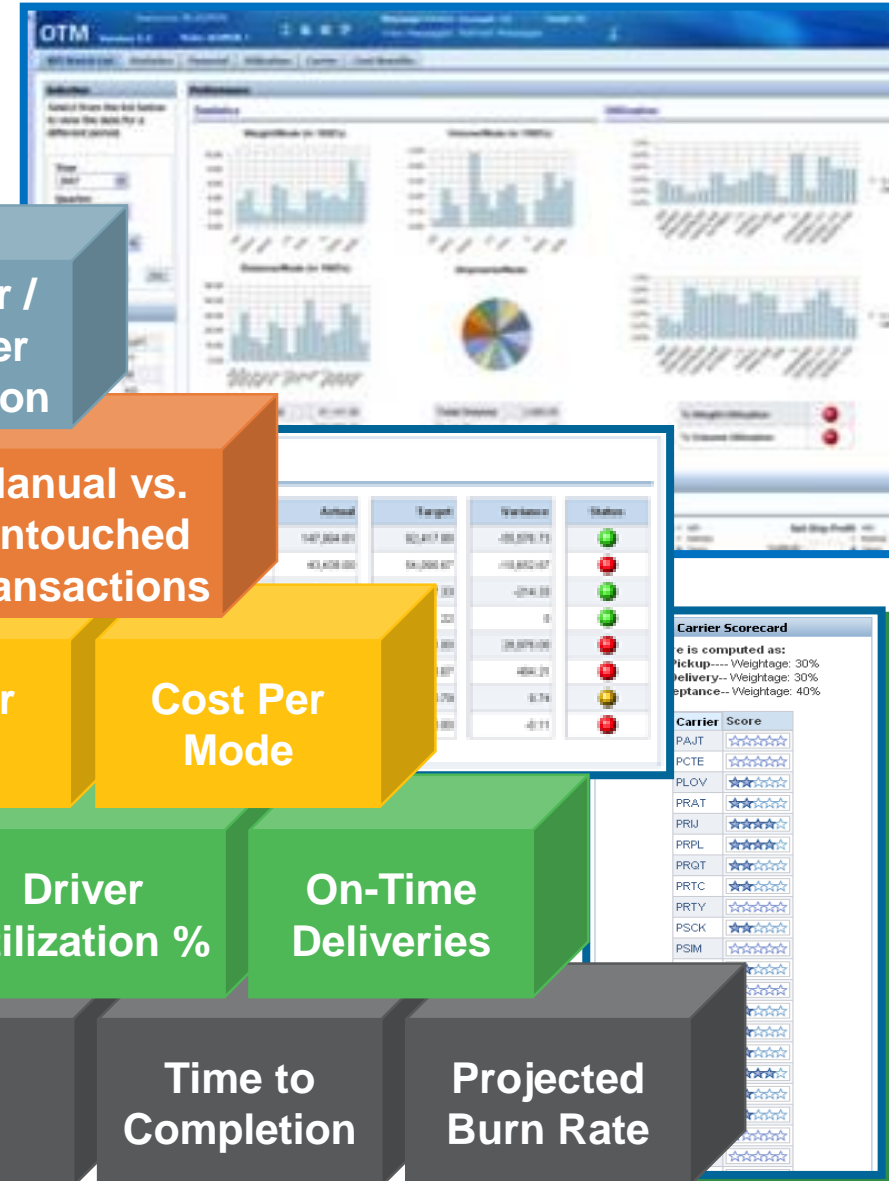
Time

Expenses

Hours

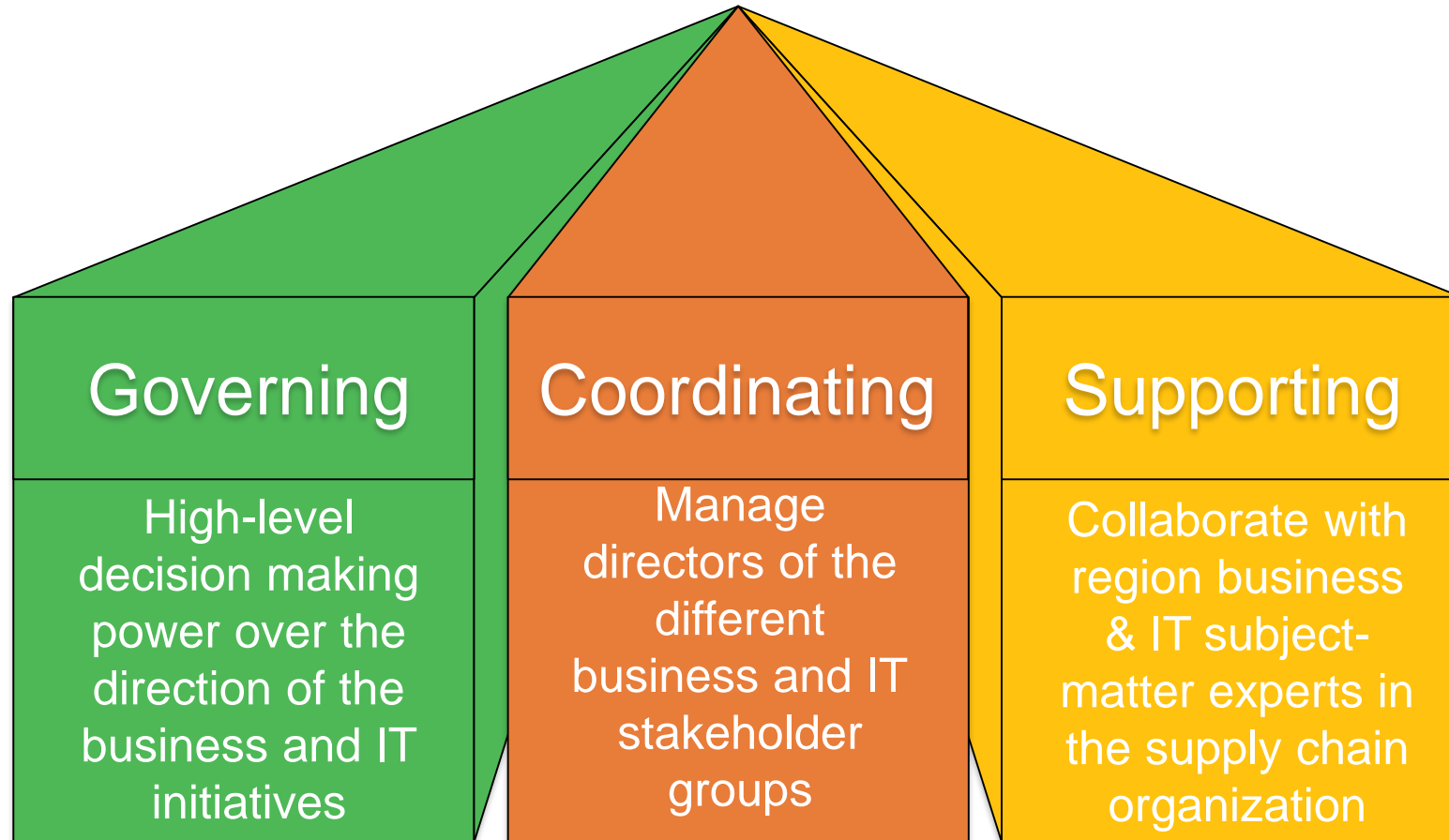
Time to
Completion

Projected
Burn Rate



ORGANIZING SHORT & LONG TERM COE

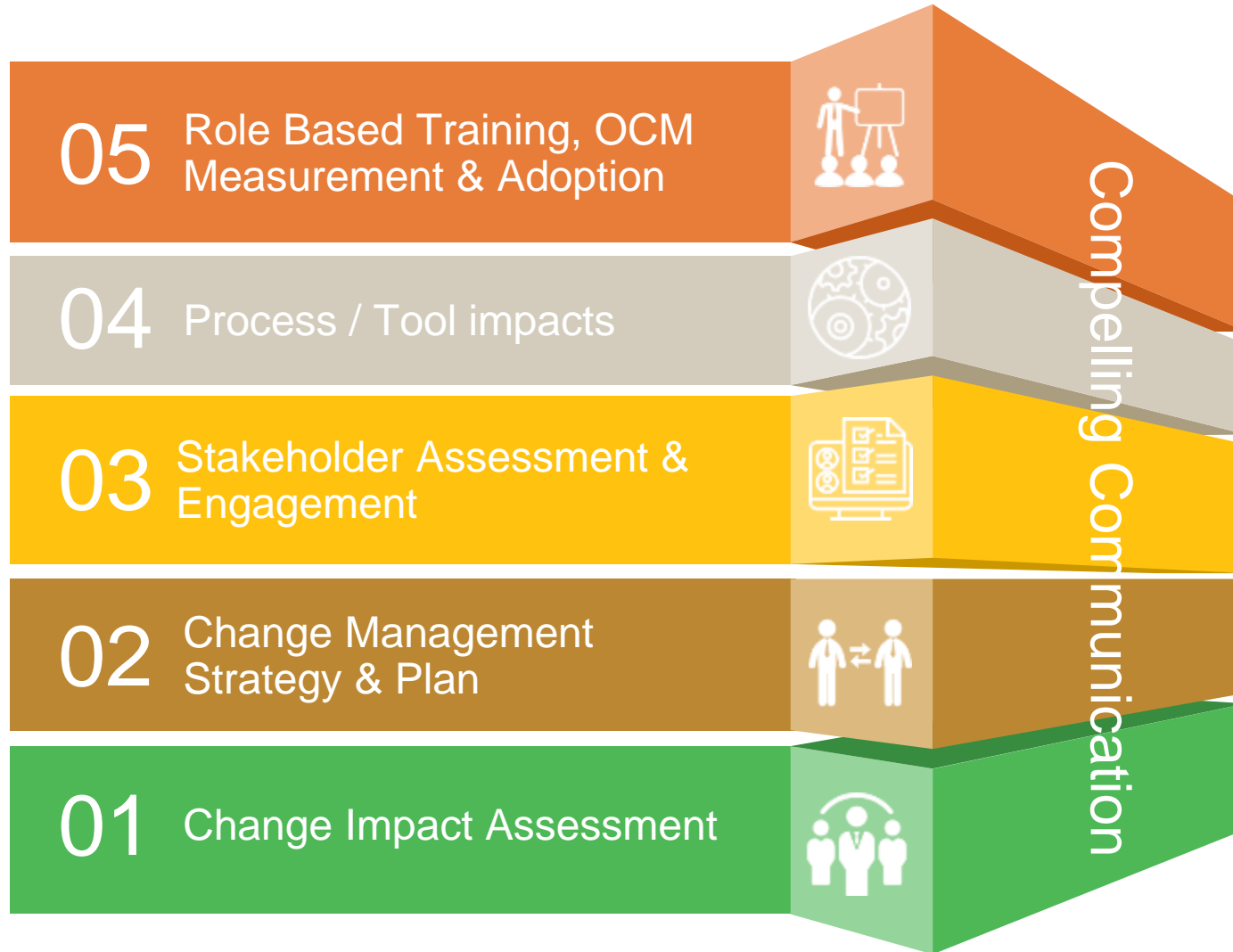
CoE Organization Layers





HOW TO CHART A SUCCESSFUL CHANGE JOURNEY

INSPIRAGE IP DRIVEN CHANGE MANAGEMENT



DELIVERED BY:



Supply Chain Practitioners with Domain Knowledge



Oracle Expertise – Former Users / Architects



Experienced Change Agents

CHANGE MANAGEMENT OFFERINGS

Inspirage offer options where the Client can assume less responsibility & risk for OCM



CASE STUDY: GM LOGISTICS TRANSFORMATION



About

General Motors Company, commonly known as GM, is an American multinational corporation that designs, manufactures, markets/distributes vehicles and vehicle parts, and sells financial services employing ~215,000 people globally

Complexity

4 Regions

40 Countries

175 Sites

2500 Users

20,000 Supply Partners

2 Billion parts moved/mo.

8,000 Global Locations

Background & Challenges

- Logistics at GM is a highly complex process with a daily spend of \$20 Million
- GM outsources almost all its logistics operations to third party logistics providers and these providers use their own tools and processes
- As GM is so heavily reliant on third party logistics providers, they
 - Have limited visibility of where logistics spend is occurring
 - Have poor visibility of operational and cost data
 - Are dependent on these providers for execution and metrics
 - Find it difficult to optimize their global logistics network
 - Have limited flexibility due to lack of ownership of logistics network and data

Goal :

- Develop a level of in-house expertise & deploy the right tools to manage global logistics spend more optimally

KEY RESULTS

- Total estimated program savings of \$150M
- Growing in-house expertise
- Business Intelligence tools
- Central visibility of freight
- Automated freight authorization
- Improved cost forecasting
- Single global source of data / information

CASE STUDY: GM LOGISTICS TRANSFORMATION



Revenue

\$155+ Bn

Deployment Locations

Global covering 6 continents across 23 time zones – phased rollouts across 3 years

Oracle Products Deployed

OTM, FTI, UPK

Industry

Automotive

Website

www.gm.com

Solution :

Inspirage worked with GM from strategy development to execution, facilitating self sufficiency in the following areas:

- Key Process and System capabilities
 - Planning, Execution, Visibility , Freight Audit and Pay, Sourcing
- Managed Services
 - Developed a GM “Center of Excellence” for all aspects around people, processes & technology for self sufficiency
- Organization Change Management
 - Effectively Managing 2500 stakeholders globally
 - Inspirage IP Driven Change Management Framework & Tools
 - Global Training & On-Demand eLearning
 - Tool Agnostic Logistics Foundational Learning
- Master Data Management and Governance

KEY RESULTS

- Global end to end optimized product transportation from vendors to manufacturing facilities
- Automated event driven processes and exception handling
- Combination of automated and manual freight settlement
- Automated and consolidated transportation planning to reduce manual effort and reduction in logistics costs
- Advanced training capabilities for global resources

ORACLE®

EXTREME MAKEOVER ORACLE SUN'S VALUE CHAIN TRANSFORMATION

CASE STUDY

http://www.logisticsmgmt.com/article/extreme_makeover_transforming_the_value_chain_in_under_12_months



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