Learning from real-life case studies

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Oslo, April 11th 2019

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Delivering Customer Success

INSPIRAGE

91%

On time and on budget

Customer goals achieved
96% of the time

2x

The Industry Average

CLOUD IMPLEMENTATIONS

Realities of Cloud versus Traditional On-Premise Implementation

REDUCE TCO

From customization to configuration

Less IT Effort,
More functional effort

ACCELERATE DEPLOYMENTS

Increase software release cycle

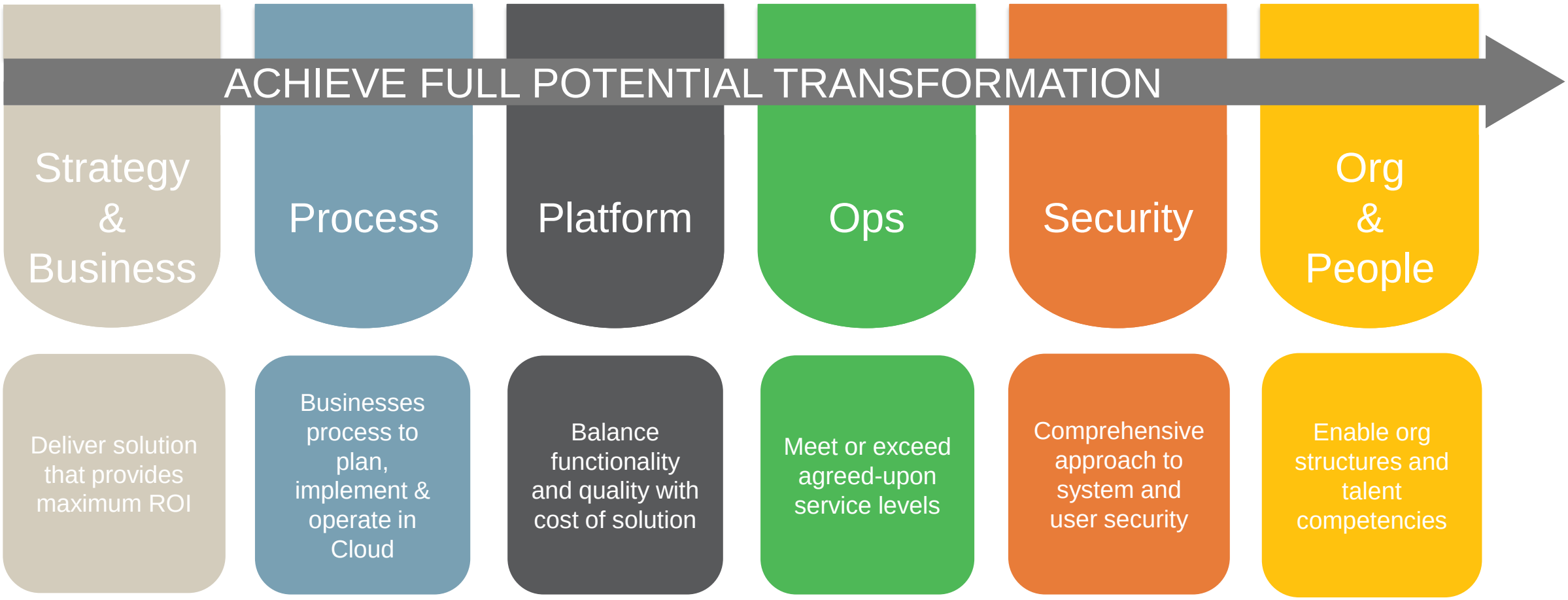
Additional testing & deployment effort

REDUCE SUPPORT EFFORTS

Outsource IT infrastructure

Greater coordination effort

STRATEGIC & ADVISORY SERVICES
CLOUD READINESS MODEL



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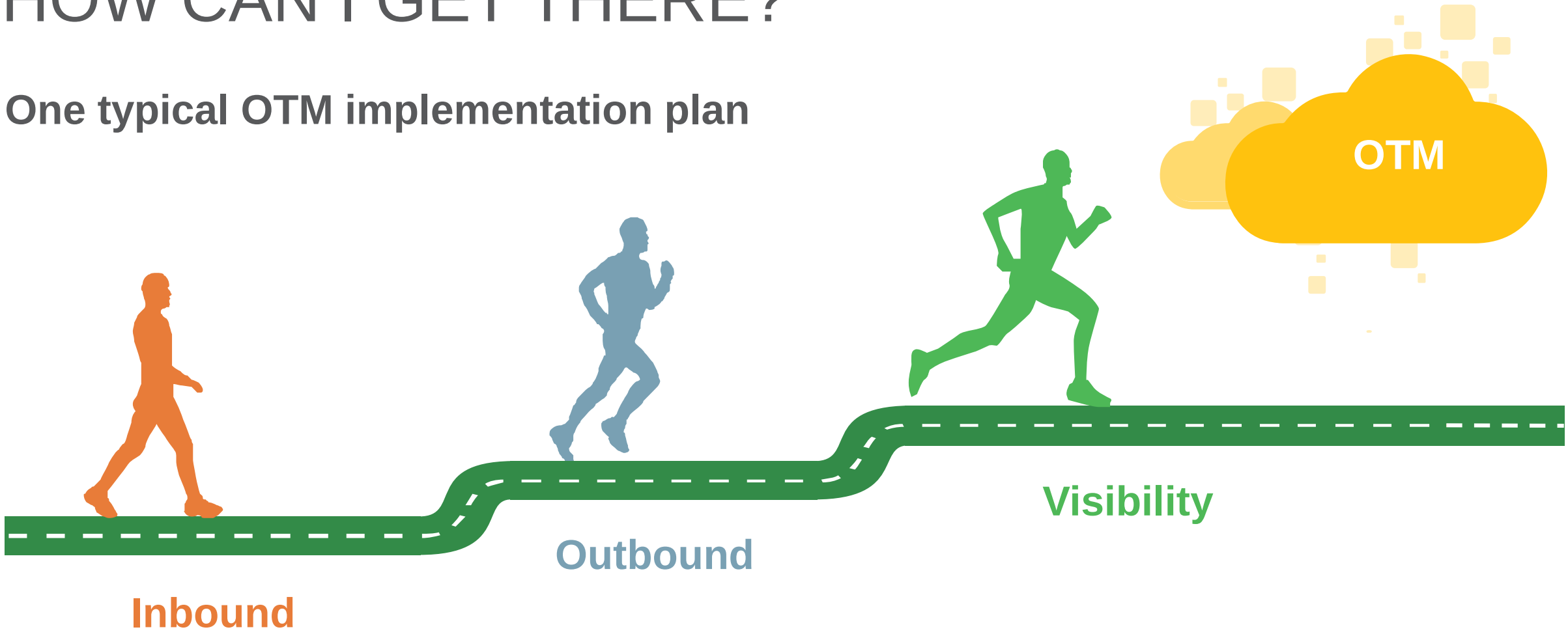
HOW CAN I GET THERE?

One typical OTM implementation plan



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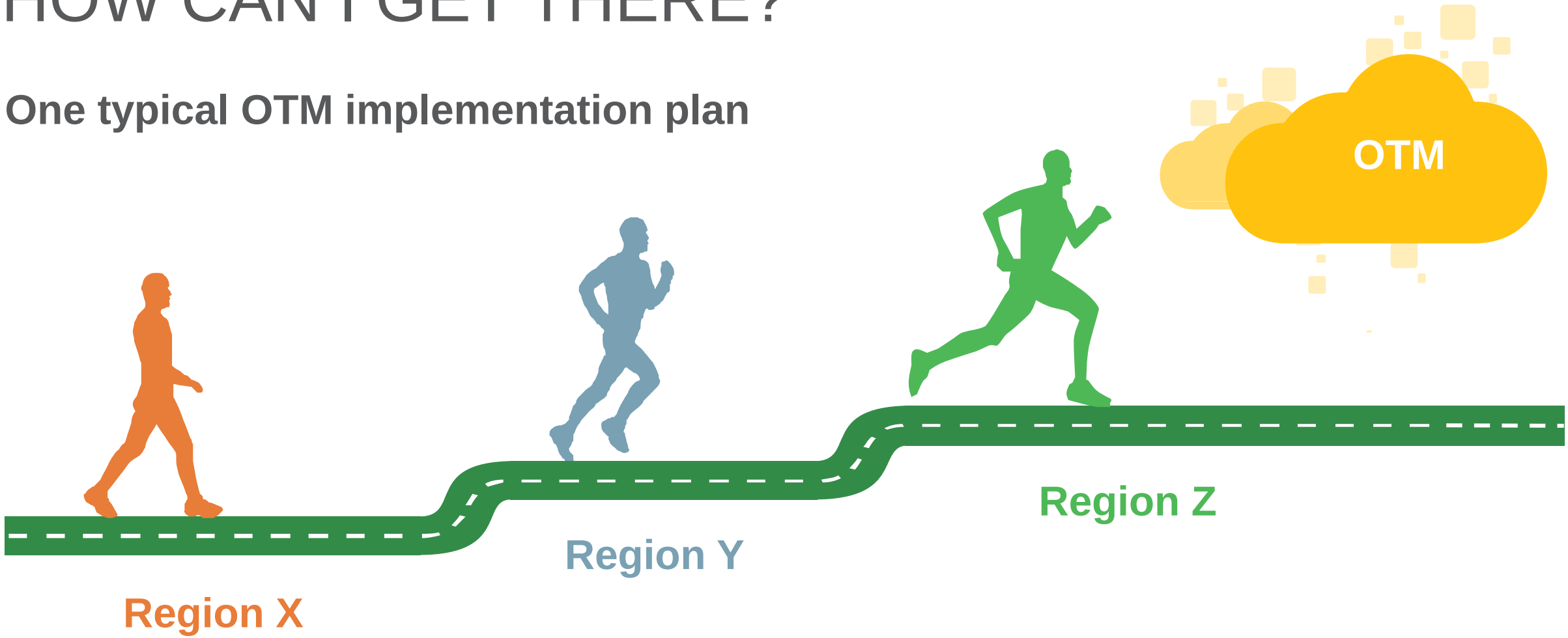

CLOUD IMPLEMENTATION STAGES & ACTIVITIES

Rapid Value Implementation Methodology

Project Management & Quality Assurance

Pre-Plan

1 week (remote)

Customer Pre-Planning*
- Data Preparation & Quality
- Organizational Change Management
- Business Process Harmonization

*Customer managed prior to kick-off. Inspirage services available to manage or support

Discover & Design

2 weeks

Analyze
- Demo Standard flows
- Core Team Training
- Conduct Requirement Definition Workshop
- Create Fit-Gap Document

Design
- To Be Business Process Finalization
- Use Case Scenarios
- Create Solution Design Doc
- Data Migration strategy

Configure, Test & Deploy

16-18 weeks

Configuration
- Configuration of Modules
- Develop Data Migration scripts
- Complete Technical Specifications

Testing
- CRP1 - Demo and validation workshops
- Test Scripts preparation
- CRP2 - Testing and validation
- SIT - Integrated Testing
- UAT - Acceptance testing

Training
- End User Training

Deploy
- Data Migration - Mock and Production
- Cutover and Go-Live

Support

4 weeks

Post Production
- Production Support
- Month End Closure
- Knowledge Transfer to Client Support Team
- Update Design /Configuration Docs
- Project Close

Data Management

Change Management

CLOUD IMPLEMENTATION DIFFERENT PARADIGM

Emphasis on implementing '**Internal Best Practices**'

Requirements Driven – Meet specific requirements of departments / divisions within organization

Focus on **Site specific, local model** – Silo process

Environment Provisioning – **On Premise**

Customization, Developments (CEMLI / RICE) are important part of project scope

Formal Requirement Gathering

Maximise the use of '**Best Practices inherent in product**'

Solution Driven – Map product solution with business requirements

Focus on common **Business Model** – Holistic process

Cloud Environment Provisioning – Customer contracts with **Vendor as SaaS**

Out-of-Box Implementation of standard business process flows, standard integrations and standard data loads

Real-time design with rapid deployment

CASE STUDY: NOBIA

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PRODUCT LIFECYCLE MANAGEMENT

SUPPLY CHAIN MANAGEMENT

LOGISTICS MANAGEMENT

ERP & FINANCIALS

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Europe’s leading kitchen specialist

6,000 employees
13 factories
12.7 SEKbn

Strong brands

Nobia's core brands are among the strongest in each local market

Multi-faceted sales channels

- Direct sales
- Own stores
- Franchise stores
- Retailers

nobia

13 facilities with own production

- Towards more large-scale and brand-independent production

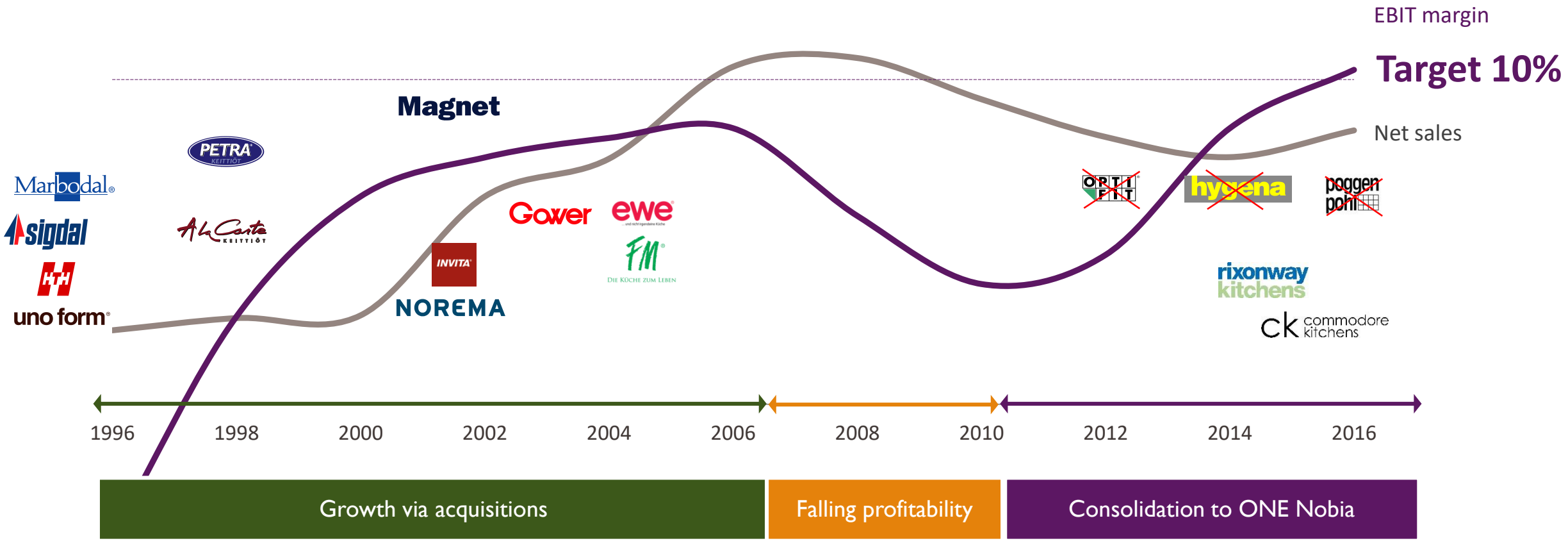
Every week

~10,000
Kitchens

~135,000
Cabinets

nobia

Nobia's development



Nobia OTM journey – where we are coming

The product
- Predominantly rigid cabinets
- Flat packs and Sliding doors
- Appliances
- Worktops
- Large amounts of accessories.

Customer order
- Tailor made
- Palletised or not
- Mainly high volume, low weight

Extra services
- Time window and time slot deliveries
- Container drop-off, fork-lift hire, crane hire
- Construction site carry in (B2B)
- Two man white glove carry in (B2C)
- Fitting/installation and packaging removal

Nobia OTM journey – where we are coming from

Geography and spend

- Outbound
  - 65 M€
  - Predominantly domestic/regional
  - Very limited number of recurring delivery addresses
  - Full loads, part loads, groupage, parcels
- Inbound
  - 10 M€
  - Domestic and Europe
  - Poor control, low visibility

Systems

- Portfolio of legacy ERPs, some dating back to the 1980s.
- Local modifications, multiple versions,
  e.g. PRMS v. 51, 52, 62, 100.

Nobia OTM journey – where we are coming from

Fleet and LSPs

- Own fleet, dedicated 3rd party fleet, 3rd party shared user
- Primarily road. Little ocean, rail, rarely air
- Looking into intermodal

Transport contracts

- Single sourcing
- Multiple charging principles: Net/Gross volume, Loading Meter, Actual/Taxable weight, Distance, Time, Flat rates, Penalties
- Up to 10 different shipment cost components (road)

Planning and routing

- Own staff and 3rd party
- Manual planning and system support
- Staff on-site and off-site

Nobia OTM journey – where we are coming from

Despatch and delivery process

- Different processes across the group

Visibility

- Poor shipment status visibility on route as well as post delivery (deviations)
- Poor customer communication

Invoice control

- Limited or sample invoice control

KPI

- Limited KPIs for costs and performance

Nobia OTM journey – where we are we going

Control

- Gaining true control over the operation in terms of performance and spend with visibility and metrics
- Shipment information visibility for customers and stakeholders (active/passive)

Improvements

- Increasing performance, lowering cost through asset and labour utilisation
- Standardisation and automation of processes
- Data landscape for operational / commercial activities and supply chain development / footprint decisions.

Growth

- Futureproofing

Nobia OTM journey – what we've done so far

TMS Selection process (2017)

- Oracle OTM Cloud
- Inspirage Implementation Services and ILM Driver app
- Unifaun Carrier Integration Platform
- HERE.com map services

Implementation (2018-2019)

- Single Nobia Transport Operations Platform
- Group rollout in two parallel streams

ID	OTM High Level Plan – Reworked All Countries	Q2 18			Q3 18			Q4 18			Q1 19			Q2 19			Q3 19			
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1	Finland																			
2	Sweden NPS (PRMS)																			
3	Sweden Hub Revised (SAP)																			
4	Denmark																			
5	Norway																			
6	Austria																			
7	UK																			

Nobia OTM journey – what we've learned so far

Change

- Openness to change
- Management support
- Internal "sales"

Resources

- Involvement of key stakeholders from transport operations and IT
- Assign super users
- Build centre of excellence
- Lack of competence for legacy systems

Methodology

- Phased approach
- Take it easy: gradual changes and improvements
- Speak to others

CASE STUDY: TETRA PAK

PRODUCT LIFECYCLE MANAGEMENT

SUPPLY CHAIN MANAGEMENT

LOGISTICS MANAGEMENT

ERP & FINANCIALS

PROJECT GOAL & OBJECTIVES

Goal

Tetra Pak is looking to implement a best of breed TMS solution that facilitates a harmonized process to manage transportation across the organization

Objective #1	Objective #2	Objective #3	Objective #4
• To provide end-to-end visibility in the logistics chain, including real-time tracking capability, estimated and actual arrival dates/time for shipments	• To reduce overall logistics costs by improved transportation planning and execution, improved load optimization, cost control, inventory reduction and new delivery capabilities like cross-docking	• To improve end-user efficiency by reducing unnecessary manual workload and emails through automation in front-office and back-office activities, more robust processes. This releases more time for customer facing activities	• To integrate between logistics service providers (LSP) and Tetra Pak through one global integration platform to manage transportation services and monitor the delivery chain performance in real time with the database for analytics

PROJECT SCOPE

Pilot Track

- **The overall scope will be implemented for the following plants:**
  - One converting factory in China
  - One converting factory in Serbia
  - One additional material processing plant in France

Visibility Track

- **The visibility solution will be deployed globally for all sites and integrated to the current Tetra Pak TMS solution**

SYSTEM SCOPE

OTM Modules

- Oracle Transportation Management
- Oracle Operational Planning
- Freight Payment, Billing and Claims
- Logistics Inventory visibility
- Fusion Transportation Intelligence
- **ILMCT (Integrated Logistics Management Control Tower)**

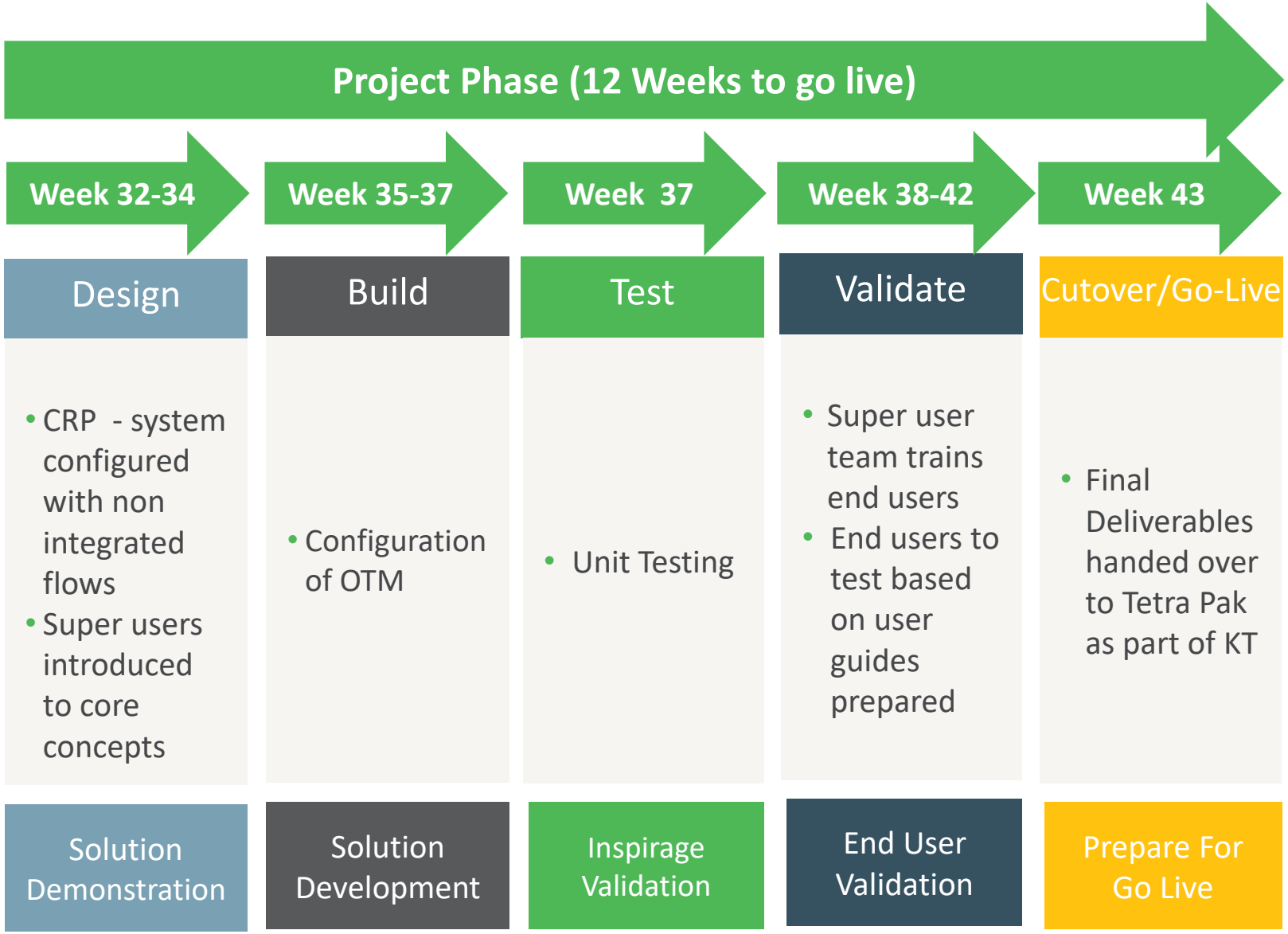
Integration & Interfaces

- All integrations with OTM is proposed to be done using SAP PO
- The development of these interfaces will be the responsibility of Tetra Pak as Inspirage does not have SAP development capabilities
- Inspirage will provide the mapping specifications for all the interfaces

PILOT

Week 1-3	Week 4-7	Week 7-10	Week 11-12	Week 12-16*	Week 17	Week 18-30
Analyze	Design	Build	Test	Validate	Migration	Go-Live
• Training presentation	• CRP 1 presentation • CRP scripts	• Design documents • CRP 2 presentation • CRP 2 scripts	• Unit test scripts • Integration Scripts	• Test scripts • User guides	• Final Deliverables handed over to Tetra Pak as part of KT	• Commonly faced issues and resolutions document • RCA documents on key issues
Lay the foundation	Solution Creation	Solution Development	Internal IT and Super User Validation	End User Validation	Prepare For Go Live	PGLS and System Transition

ROLLOUTS – WAVES



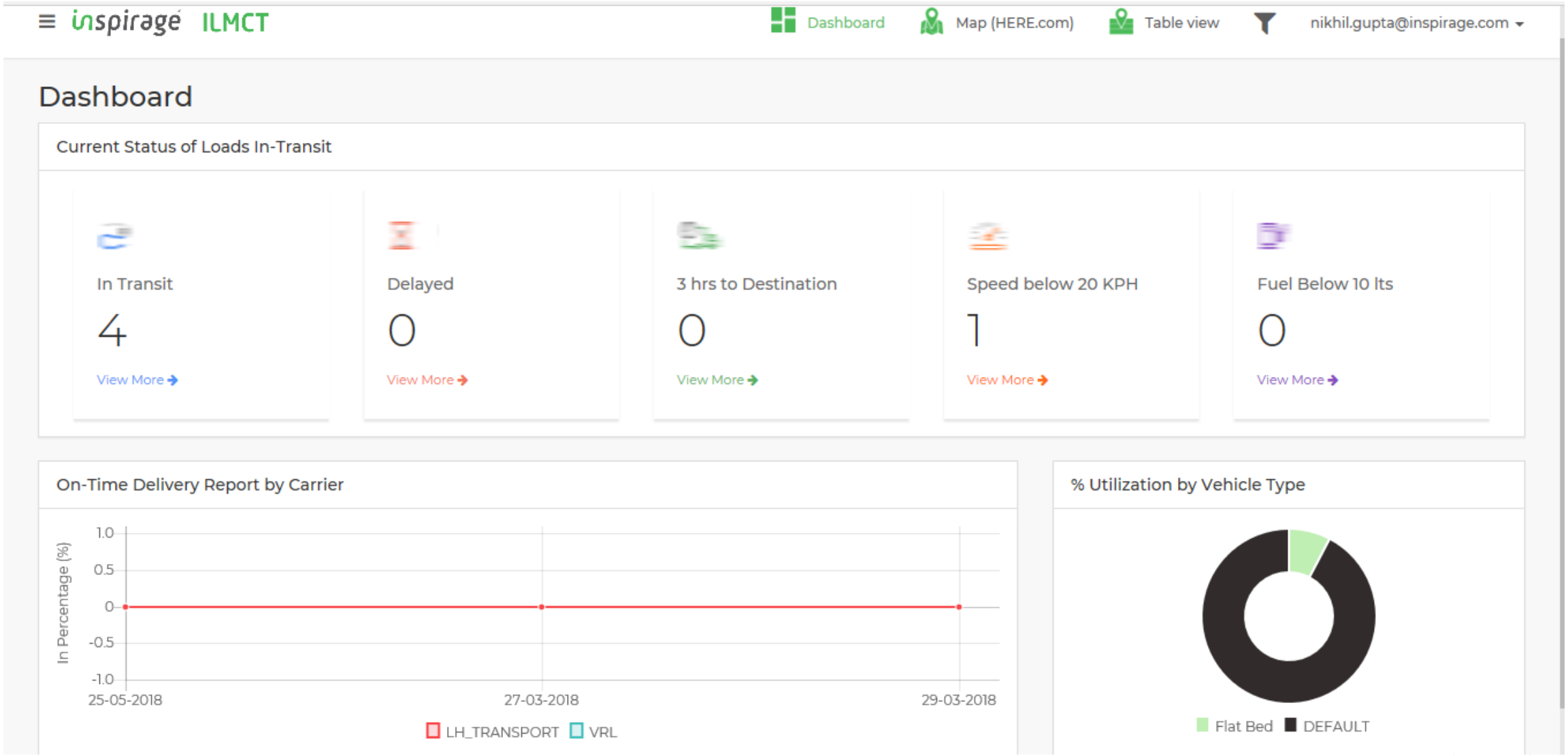
Rollouts would be done in three waves (each taking 12 weeks):

- Wave 1: EMEA – Plants in EMEA form the first cluster. Phase 2 will be kicked off by a rollout to the plants in the EMEA region.
- Wave 2: Americas – The implementation in EMEA will be followed by an implementation to plants in the Americas (North and South)
- Wave 3: APAC – The solution will be then rolled out to the plants in APAC

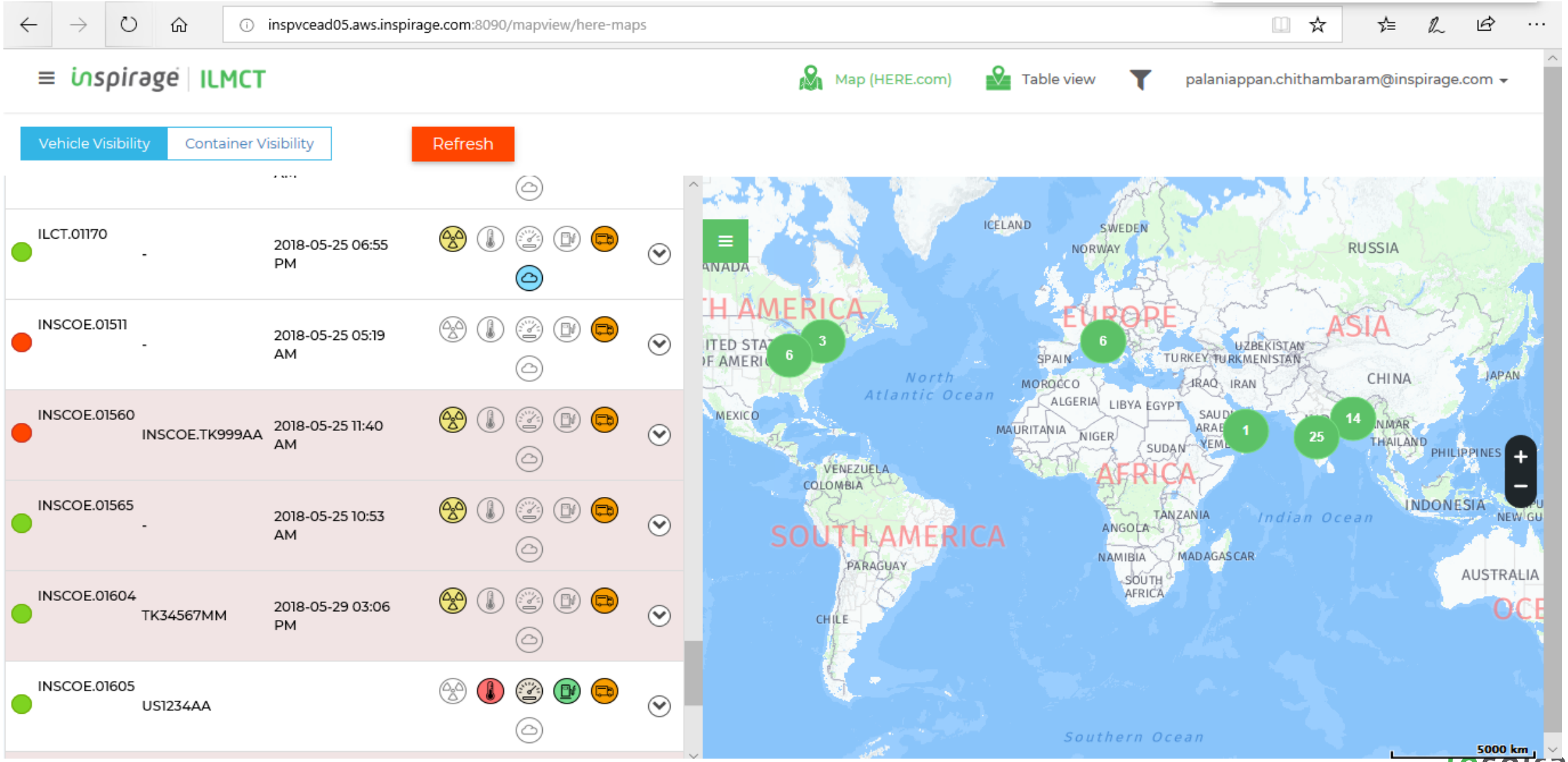
WHY ILMCT FOR TETRA PAK

- Digitalization of Logistics Operations for enhanced user experience and improved business efficiencies
- Single Window to monitor e2e movement of goods/vehicles
- Integrated Execution with Mapping, Visibility and Analytics
- Utilize Map's Predictive Analytics and other advanced Features to calculate ETA based on Traffic History apart from Live Traffic Updates
- Single source of truth for all visibility related information that can either be exposed to customers or integrated to any customer facing application (e-commerce solution being deployed now)

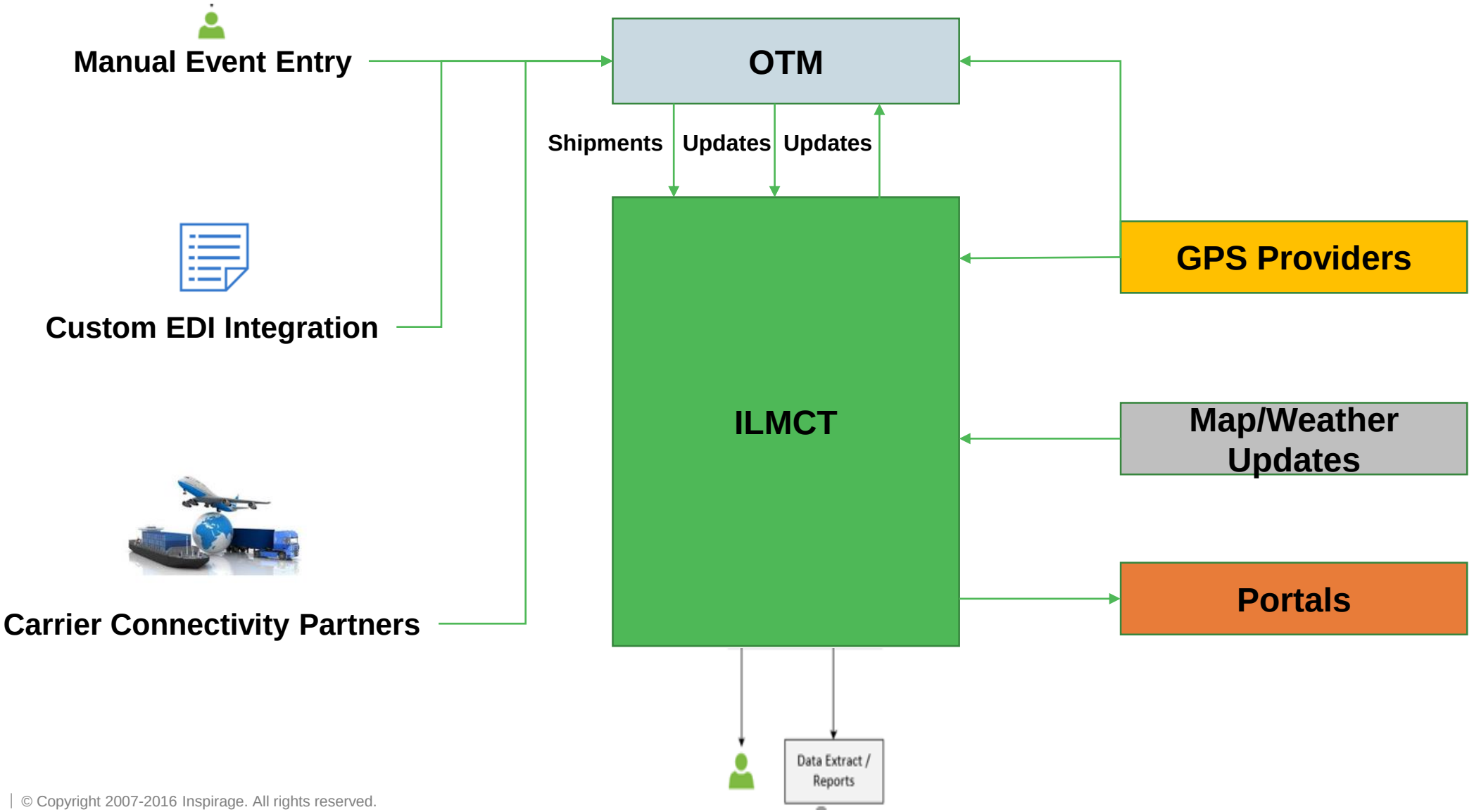
DASHBOARDS



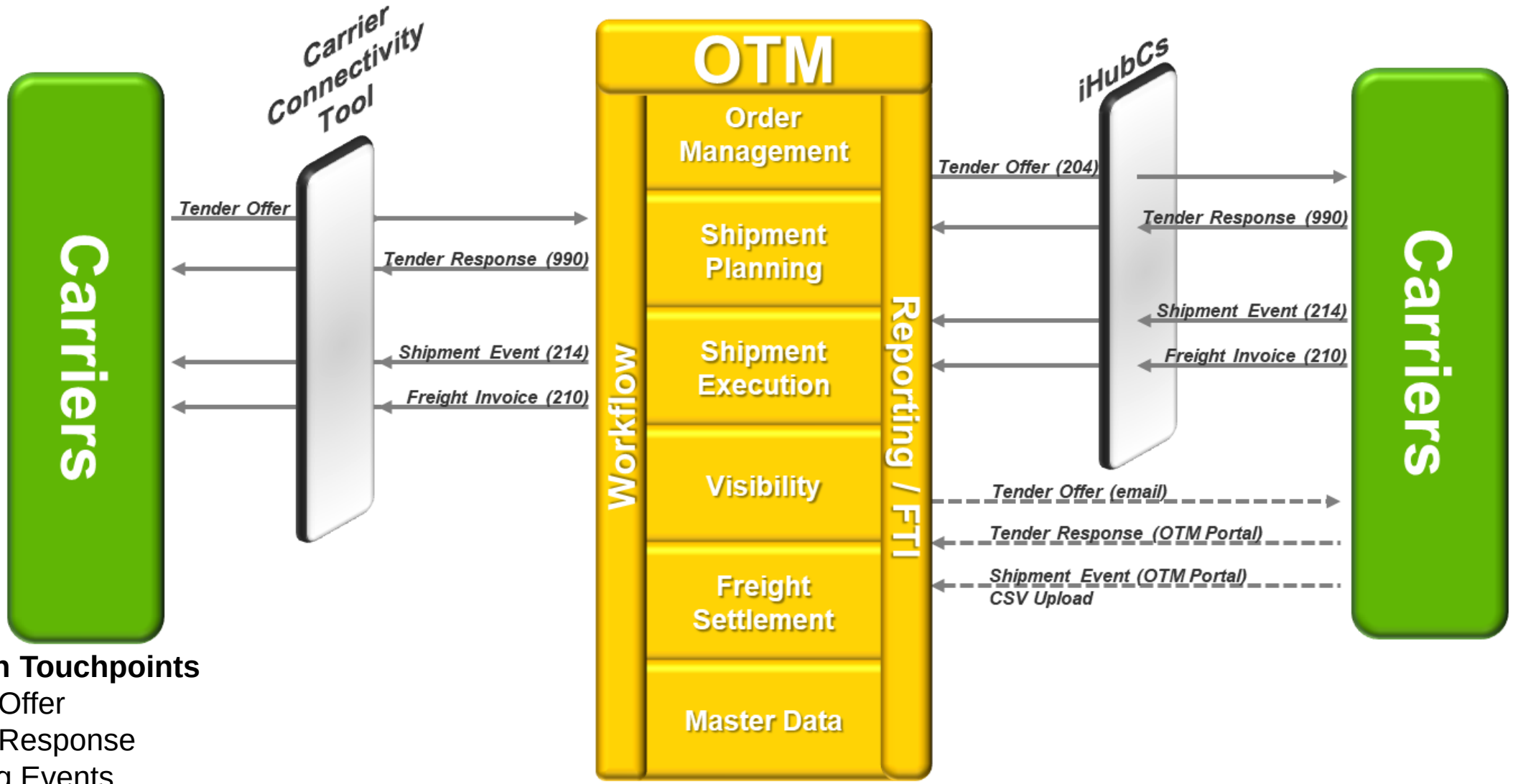
SHIPMENT VISIBILITY



ILMCT APPLICATION ARCHITECTURE



CARRIER CONNECTIVITY OPTIONS



Integration Touchpoints

- Tender Offer
- Tender Response
- Tracking Events
- Freight Invoice

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