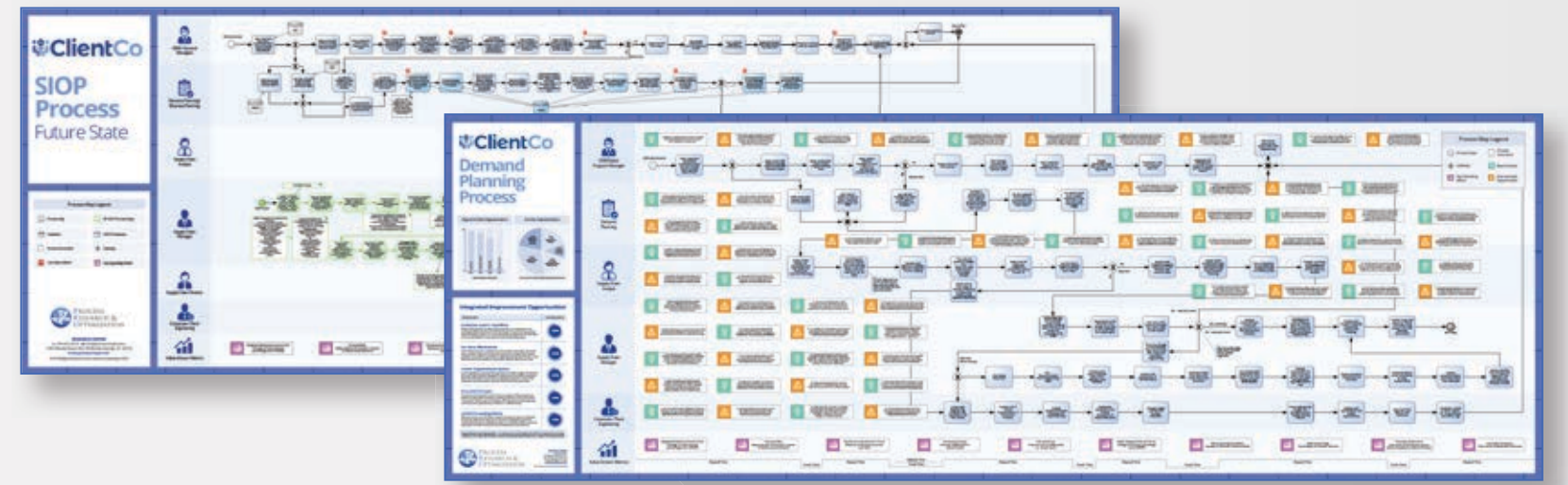


Sample Deliverables & Output



Key Points of Processing Variance Identified Across Locations

Deadlines for Planning (demand increase request)

- Latin and APAC have an EOD Wednesday deadline for supply up-demand
- Europe has a Monday deadline at noon for supply and demand
- Most deadlines are too tight to effectively and proactively plan for demand
- Customer deadlines are not secured in a single location
- Timing, responsibility and communication issues between regions leads to ineffective demand planning

Request Receipt Timing

- Client A submits revised forecast on Tuesday directly into SAP by passing the normal process
- Client B submits changes directly into SAP at anytime
- Client C&D can receive requests via email on any day
- Inconsistent communication from customer to customer impacts planning substantially
- Change requests occurred throughout the week

Tools / Templates / Reports

- Excel, Outlook and SAP are used to support planning across the regions but are inconsistently utilized
- 5 different Excel templates are used across the 6 locations presenting standardization problems
- Swap information is contained in 2 of the 3 templates but in different sections of the worksheet
- Inconsistent number of reason codes exist across templates
- Backlog reports are often incorrect but are produced every Monday by operations and reviewed with ClientCo

Responsibilities

- Client A inputs forecast data directly into SAP and notifies planning of gap priorities
- Client B submits changes directly into SAP at anytime, may or may not notify Planning
- EMEA and APAC provide email feedback to customers
- Americas have a week-ending call with client A to provide feedback
- Operations contacts Client D directly but does not notify Inventory Planning

Demand Planning & Forecasting

Critical Process Issues



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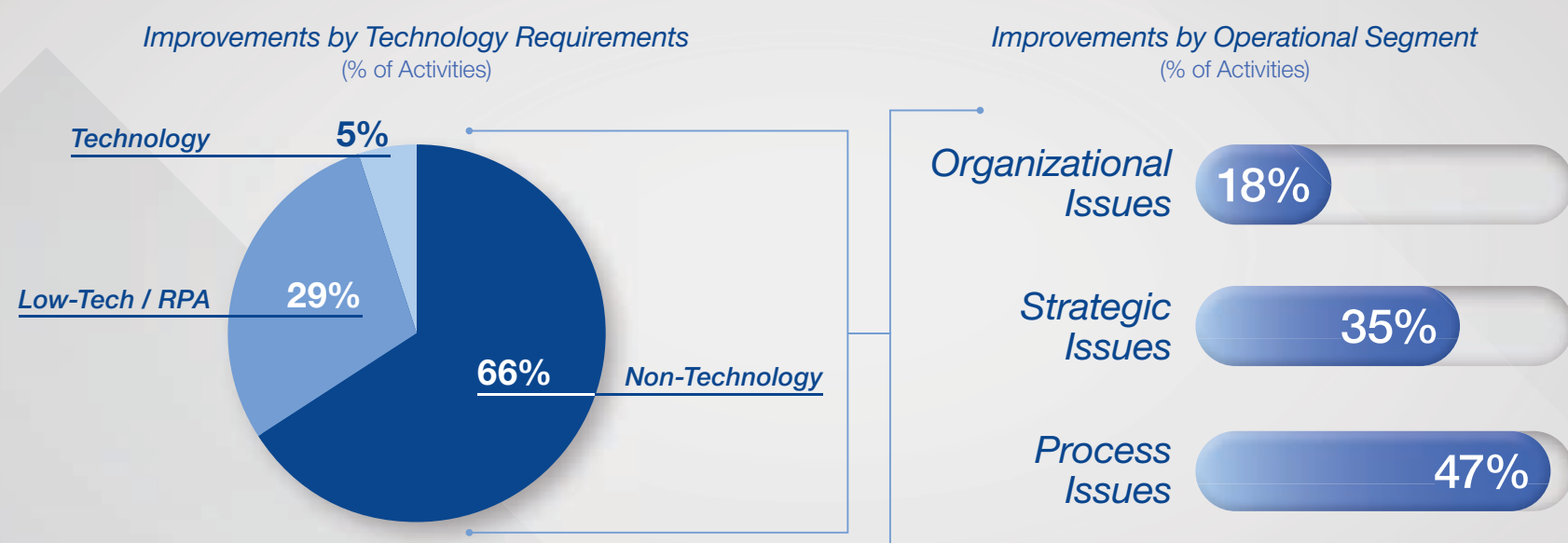
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Primary Issues Facing Operating Executives

Identified Improvement Opportunities and Applicable Best Practices (by Percent)



Improvement Opportunities by Category (by Percent)



Solutions Approach

Process and Performance Improvements Are Linked to 6 Solution Categories

Process Change Magnitude	Key Opportunity	Summary Level Description
Low-Value / Manual Activity Reduction	Automate Access to Readily-Usable External Data	- Improve data submission consistency by customer - Determine trade-off for poor data submission - Develop automated data translation tools
	Reduce Low-Value Data Manipulation	- Identify basic data matching, translation and validation tasks - Categorize activities with most viable automation opportunities - Replace low value manipulation tasks with RPA / desktop solutions / aggregators / validators
Standardization & Optimization	Revenue Risk of Knowledge Loss & Silo	- Evaluate organization structure for skill deficiencies - Standardize training routines and process tasks where possible - Document turnover and determine root cause
	Standardize Systems & Process Across Business Units	- Understand process flows by inspecting activities across groups - Analyze common standardization issues by largest groups - Implement tools and systems to groups based on volume
Rethink / Redesign Process	Qualify Forecasting Data Inputs & Methodologies	- Improve analytic tools to replace human input - Connect analytic and demand tracking teams - Establish set goals around forecast accuracy
	Improve Timing & Data Alignment Between Supply & Demand	- Develop clarity within the upstream and downstream data flows - Improve tracking metrics for changes in data - Evaluate frequencies between data flows

Current State Customer Value Model

