Best Practices in Planning a Responsive Supply Chain

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Supply chain buzzwords

ERP/DRP

Integrated Supply Chain

Control Towers

Just-In-Time

S&OP

One-number planning

SLI

TQM

Big Data

Response Planning

VMI

End-to-end supply chain visibility

Resilient Supply Chain

VMI-light

MTO/MTS

Upstream logistics integration

Strategy

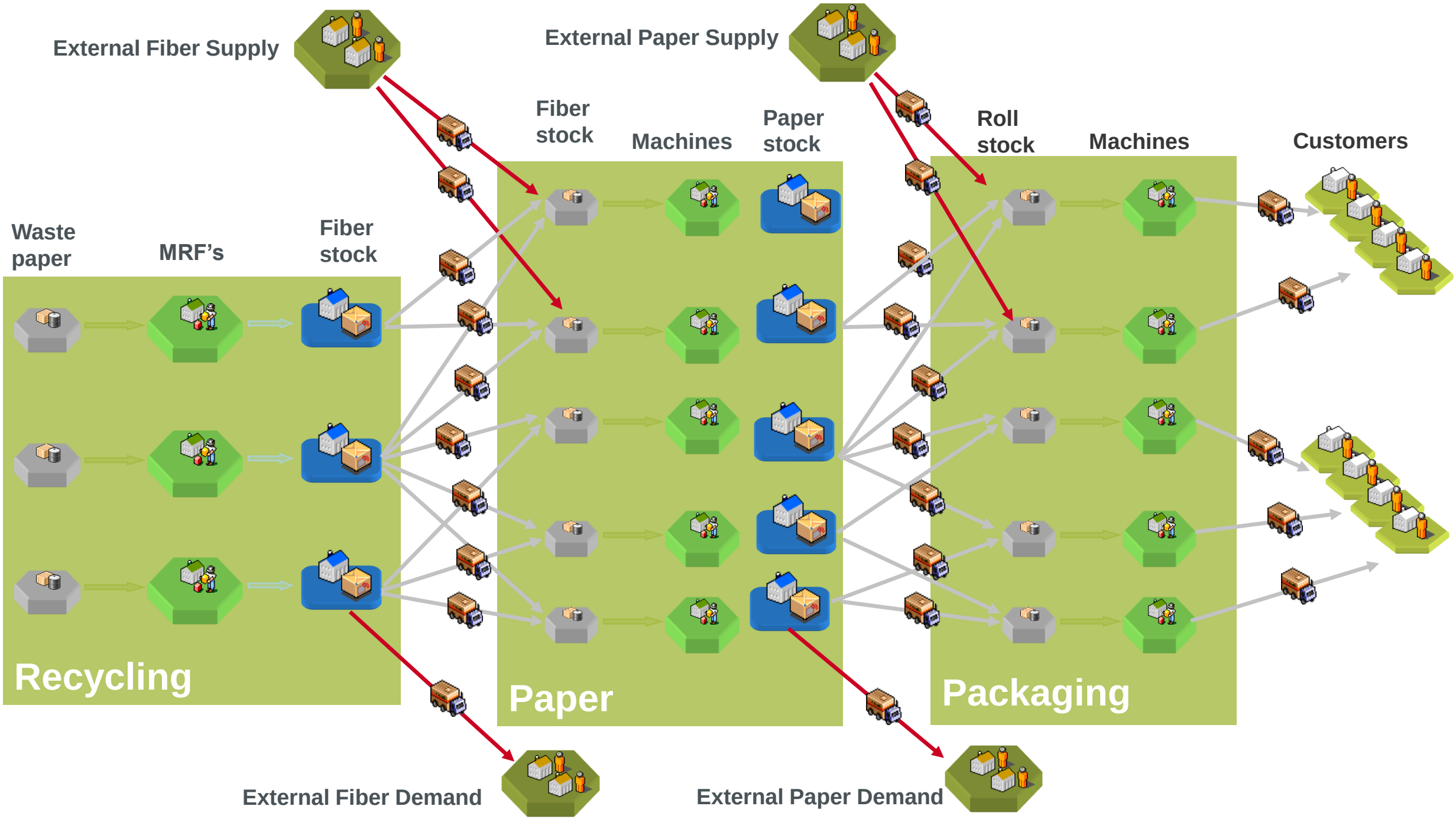
Strategy

OMP.

How do you want to compete in your chosen market?

- **Strategic Fit**
- **Competiveness**
  - Cost leadership
  - Quality
  - Fast delivery
  - Reliability
  - Flexibility

Large variety of products
Large variety of board grades
Wide range of printing techniques
The customer can order whenever they want
We accept very small and very large orders
We deliver anywhere, anytime


External Fiber Supply
External Paper Supply
Fiber stock
Machines
Paper stock
Roll stock
Machines
Customers
Waste paper
MRF's
Fiber stock
Recycling
Paper
Packaging
External Fiber Demand
External Paper Demand

Responsiveness

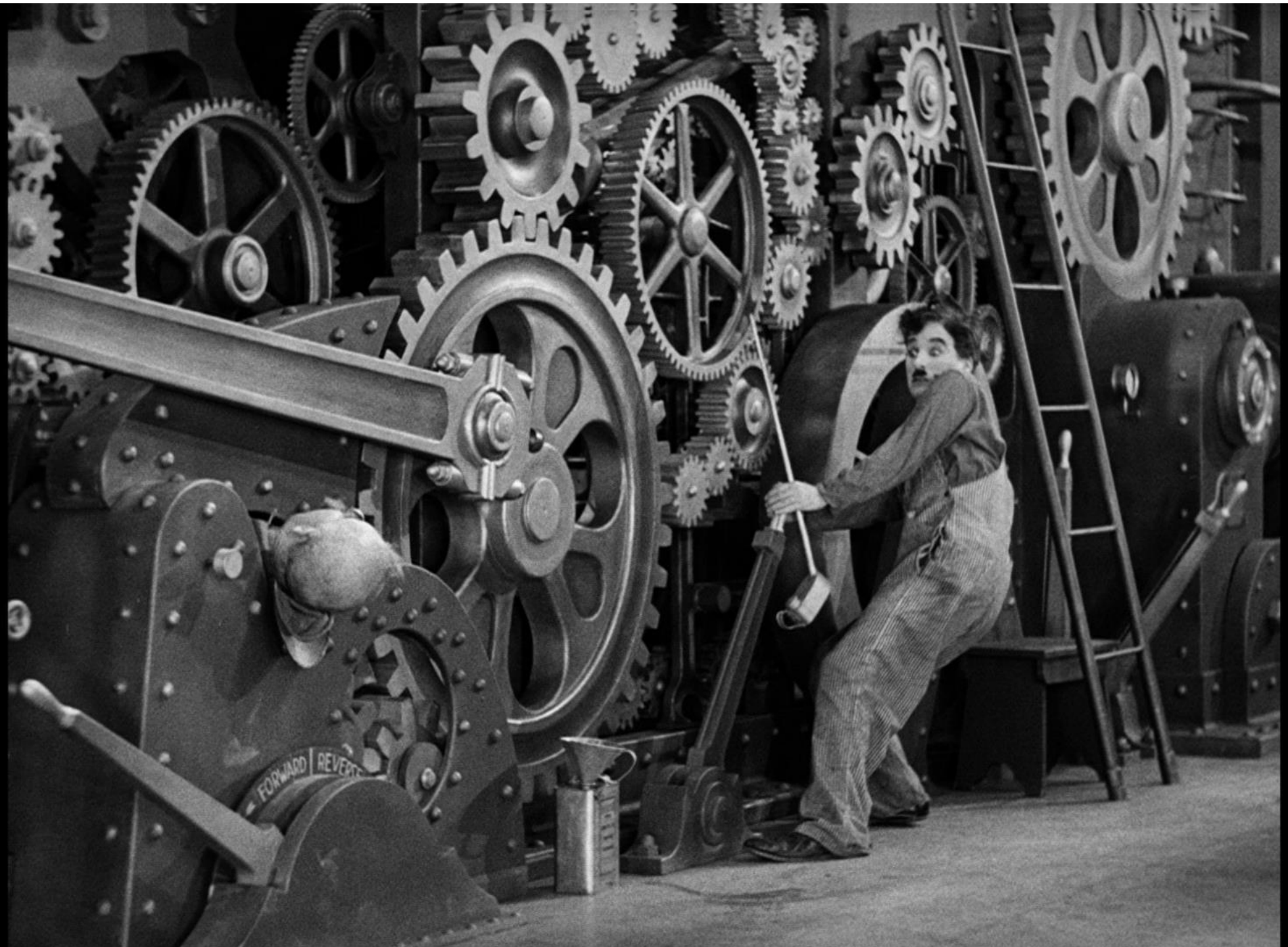
- **Choose the right kind of flexibility that matches with your strategy**

- **Being responsive <> being reactive**

  it's careful decision taking, not firefighting

  - You need to have a good overview of all the facts
  - You need to understand the consequences
  - You need a framework that helps you in filtering out the important events and set priorities

There's no point in being responsive if it doesn't add value


FORWARD


Complex
Extended
Inter-connected
Sense
Impact
Respond
Peter Trevelyan

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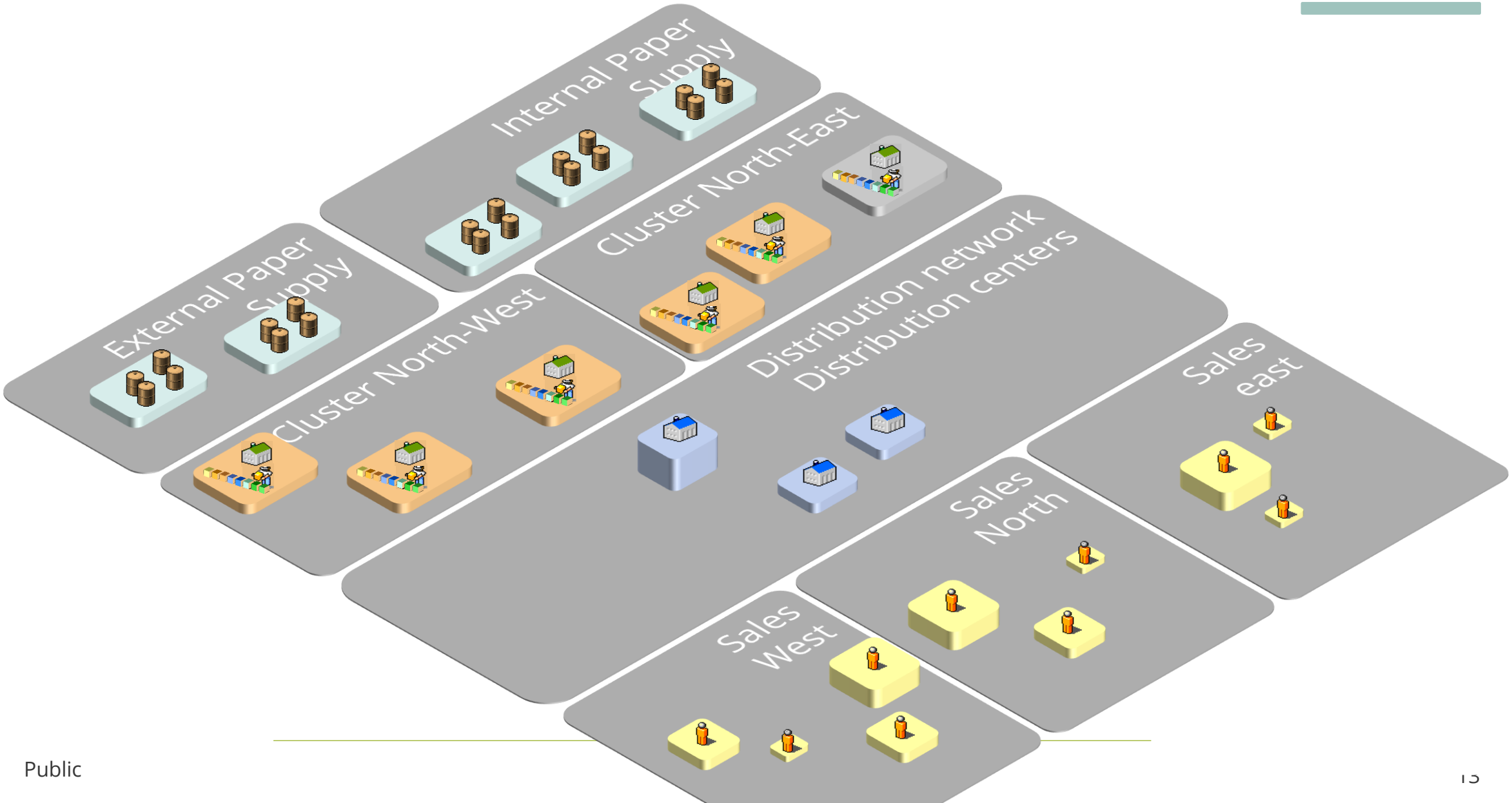
Some basics

- **A planning tool should help you in**
  - Detecting unforeseen “issues”
  - Solve them automatically when possible
  - Identify & prioritize the remaining issues
  - Help you in solving them
  - Enable you to quickly communicate these changes

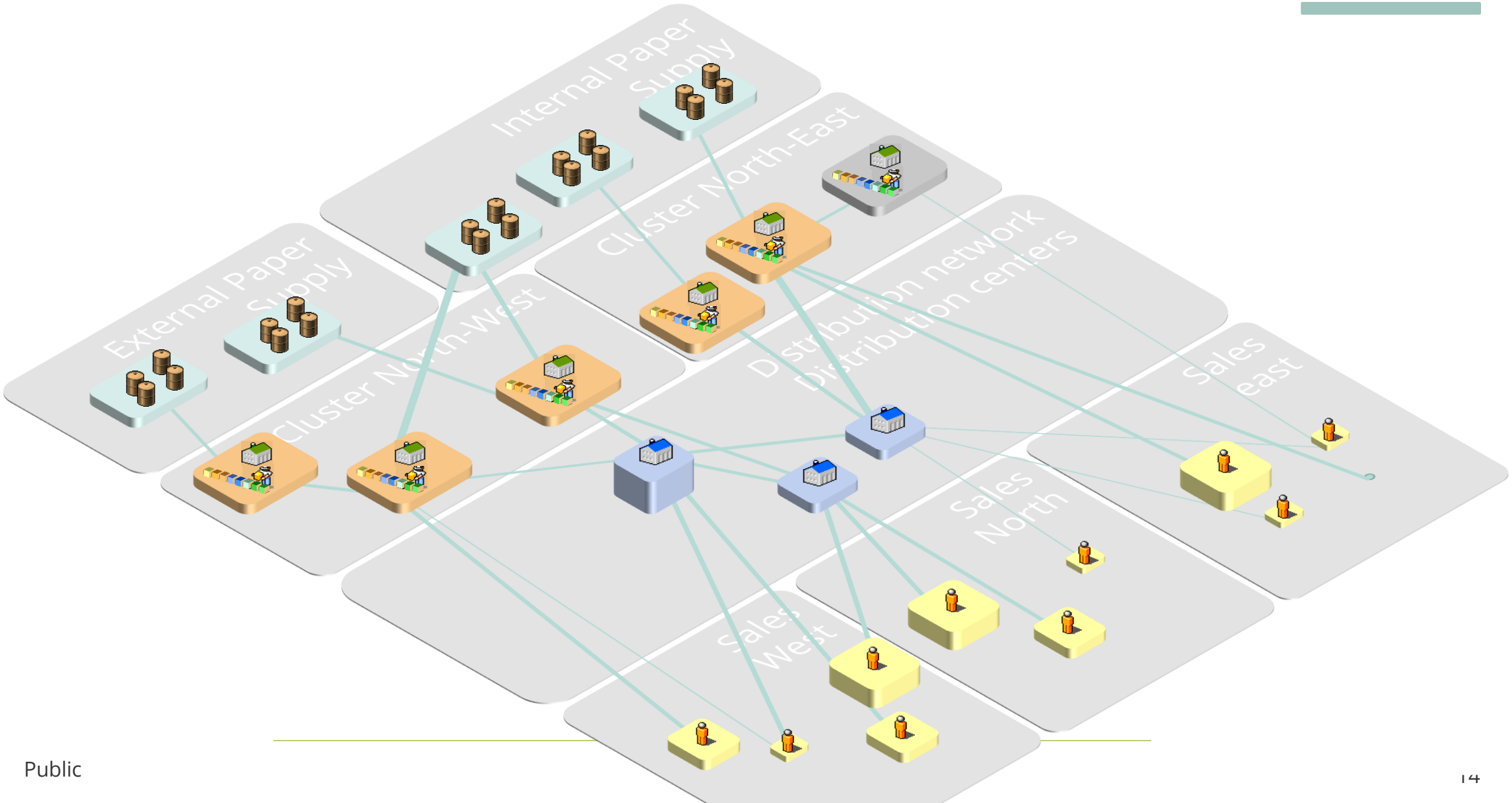
➢ **A plan should be made in such a way that it has <u>built-in stability</u>**

Being Responsive ≠ Being Reactive

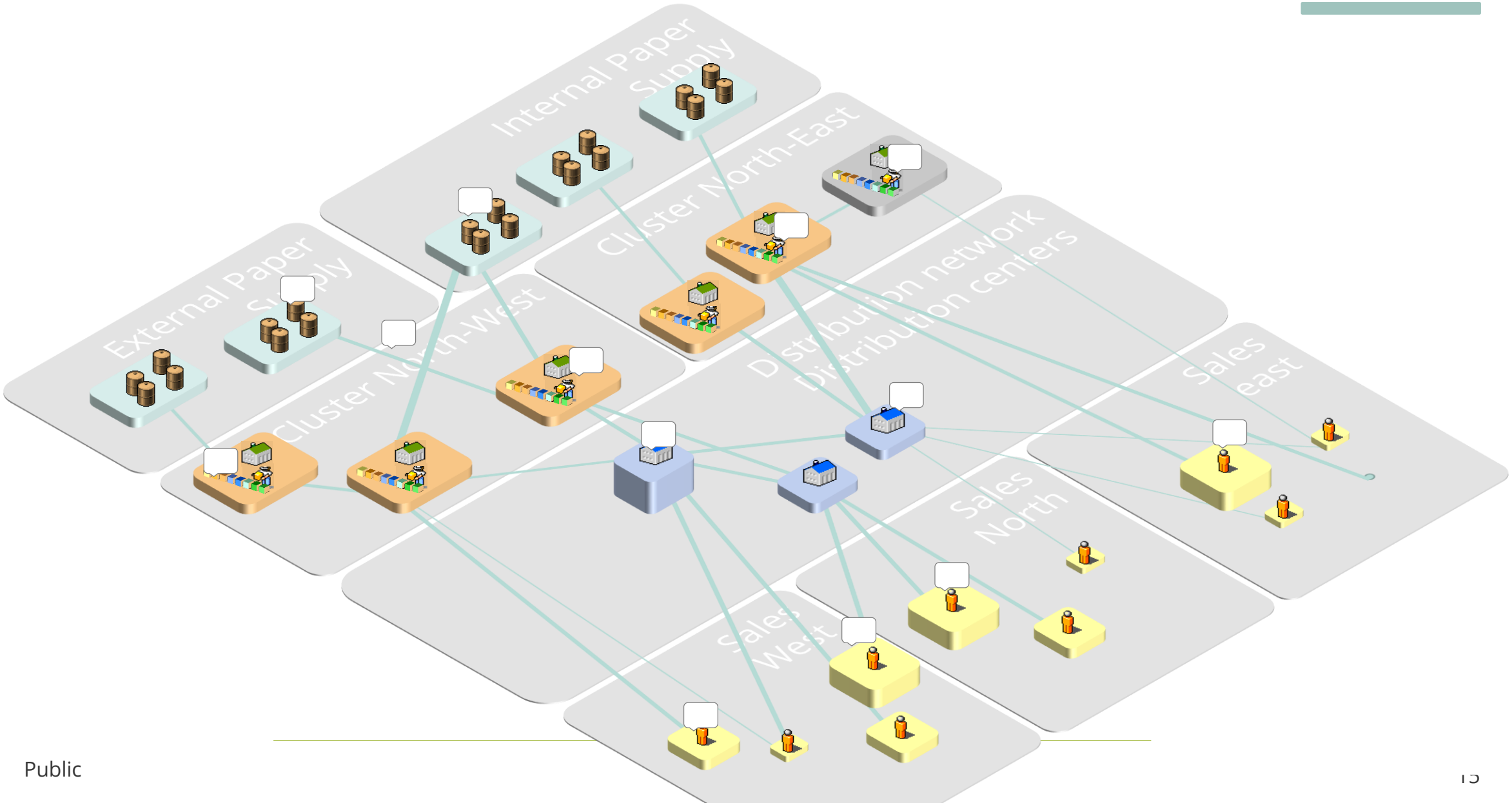
Being Responsive = careful decision taking


Internal Paper Supply
External Paper Supply
Cluster North-East
Cluster North-West
Distribution network
Distribution centers
Sales east
Sales North
Sales West

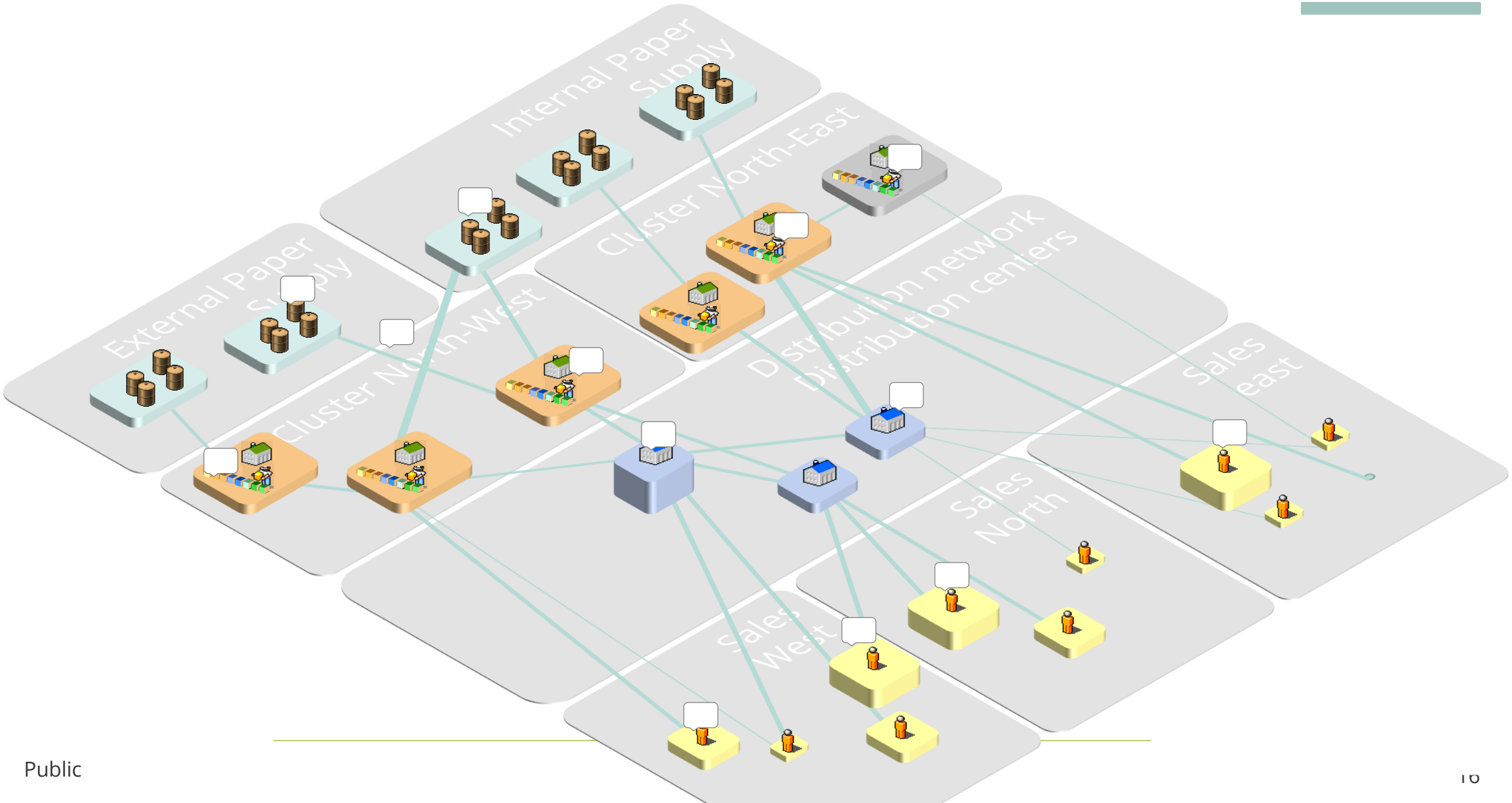
You created the Ideal Plan…



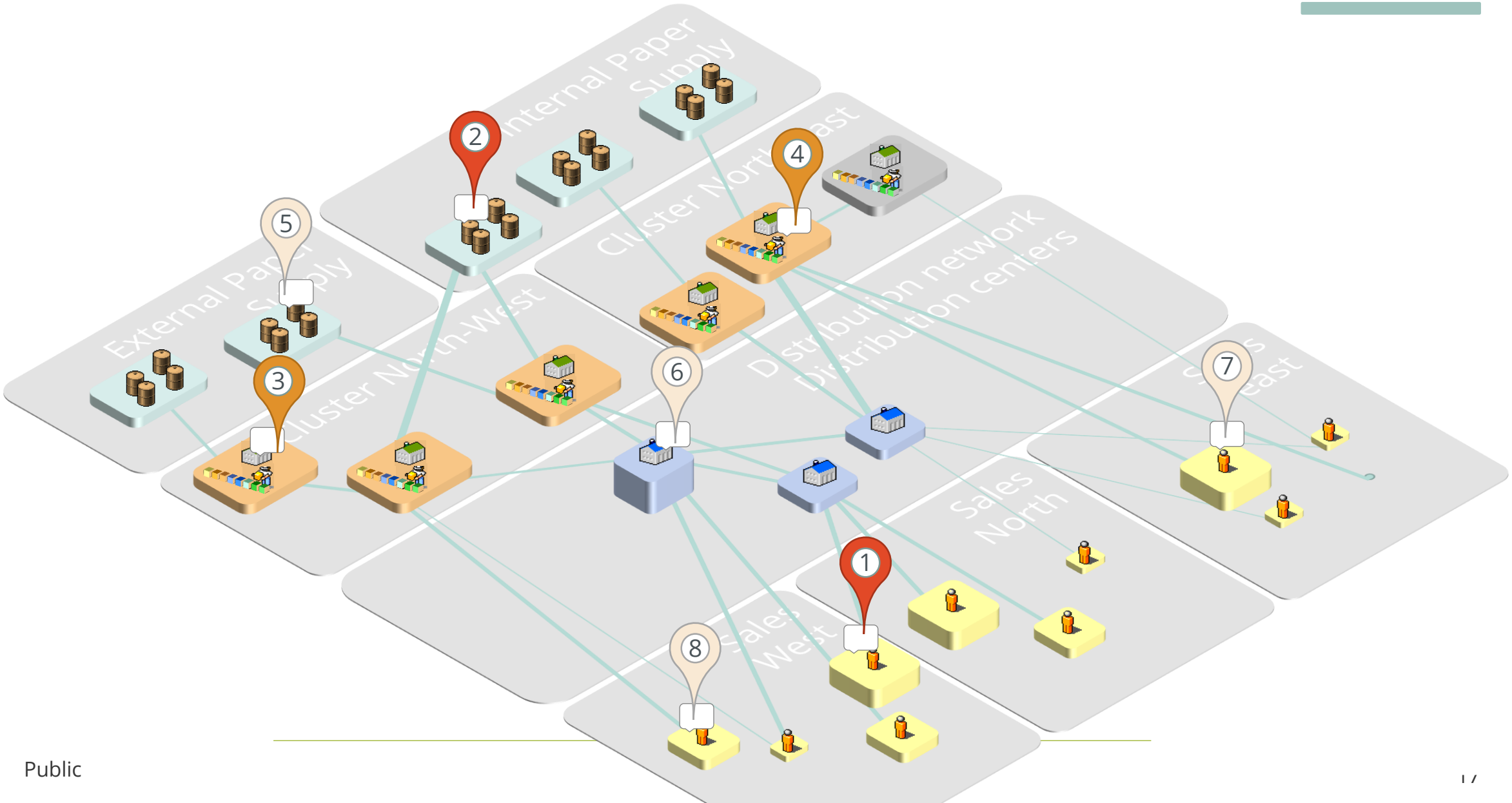
… and then Reality hits!



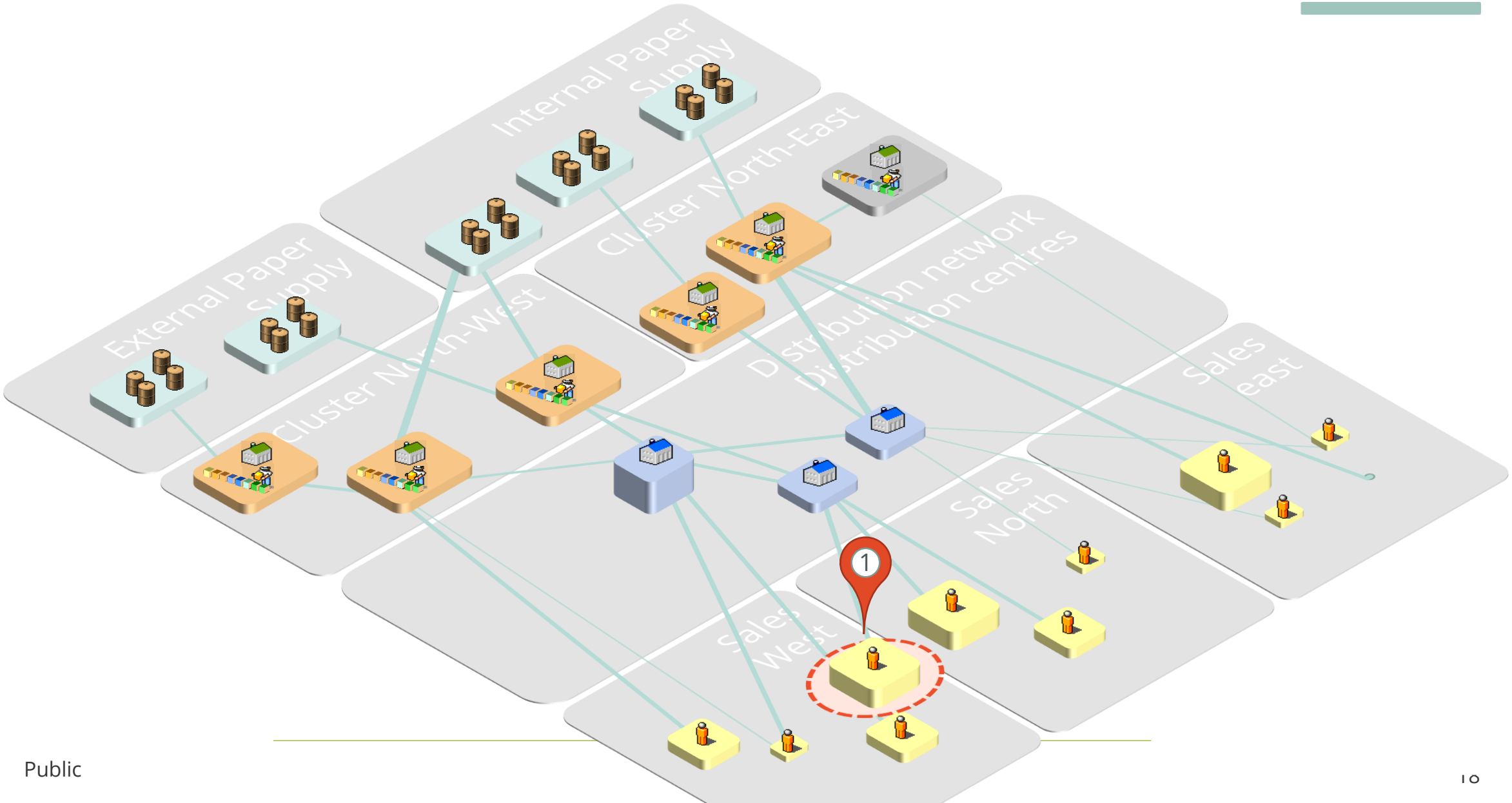
Autopilot solves straightforward issues



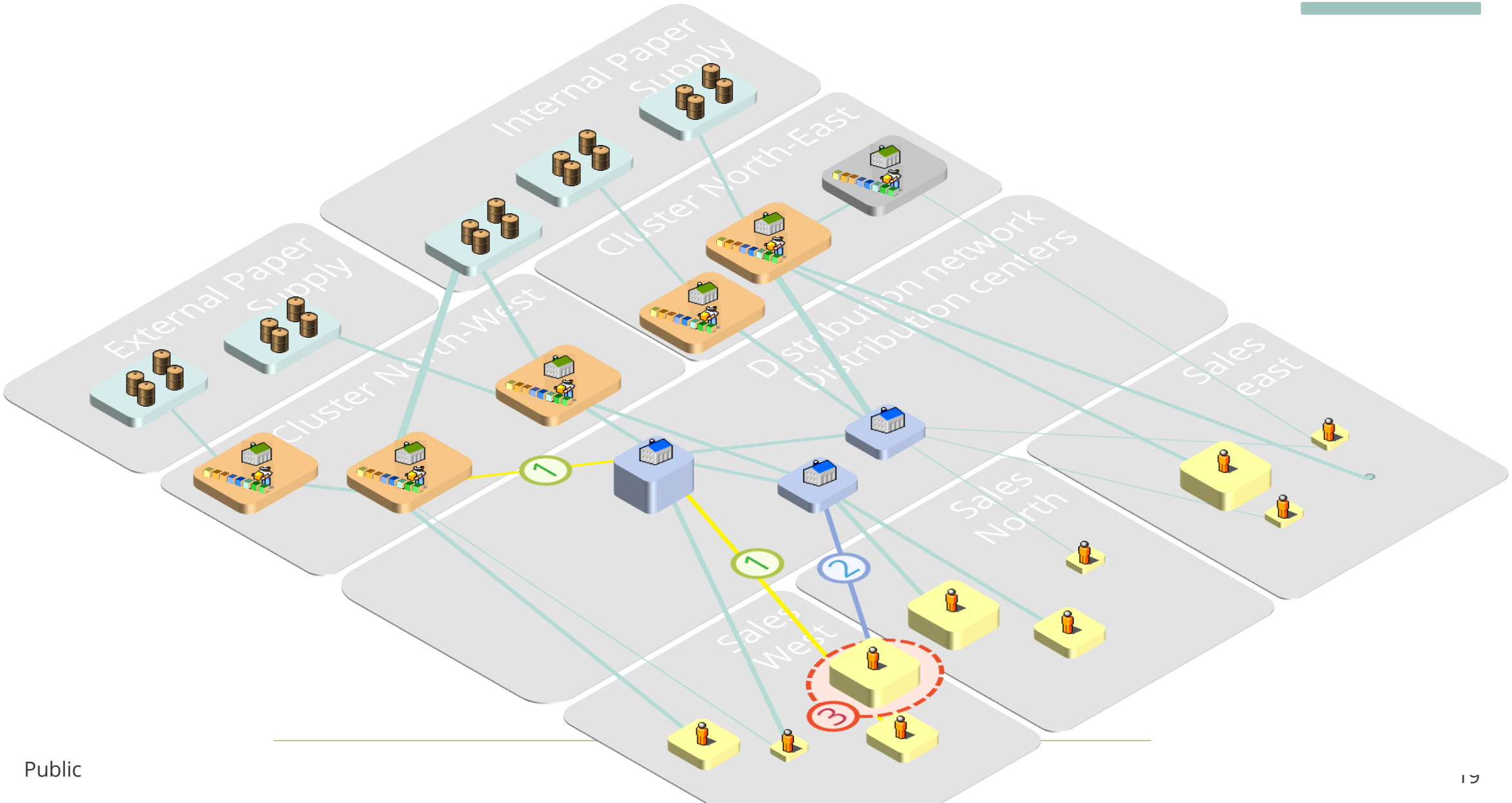
Focus planner attention to important problems



And guide planner to resolve issues



Alternatives are proposed by software



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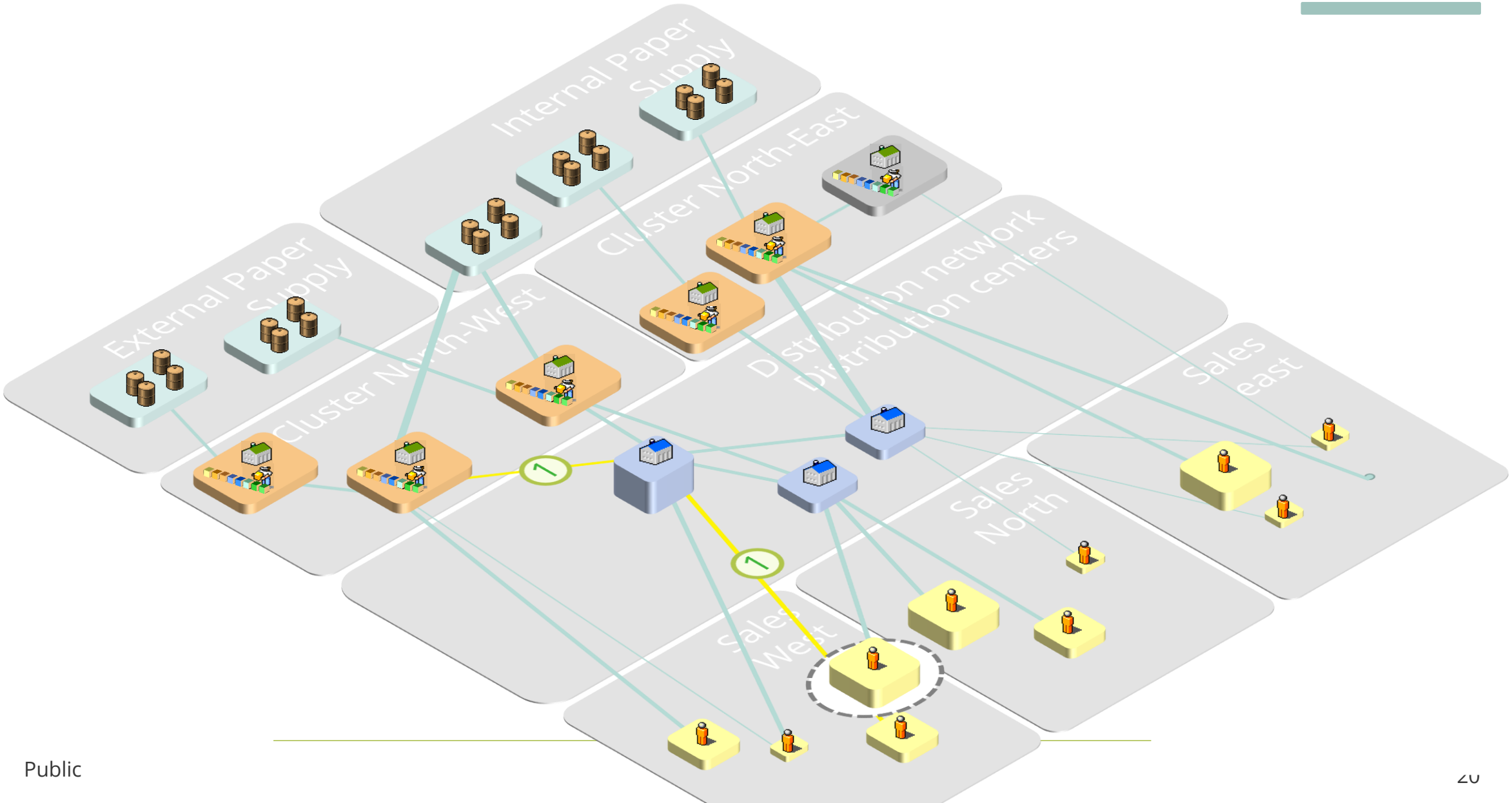

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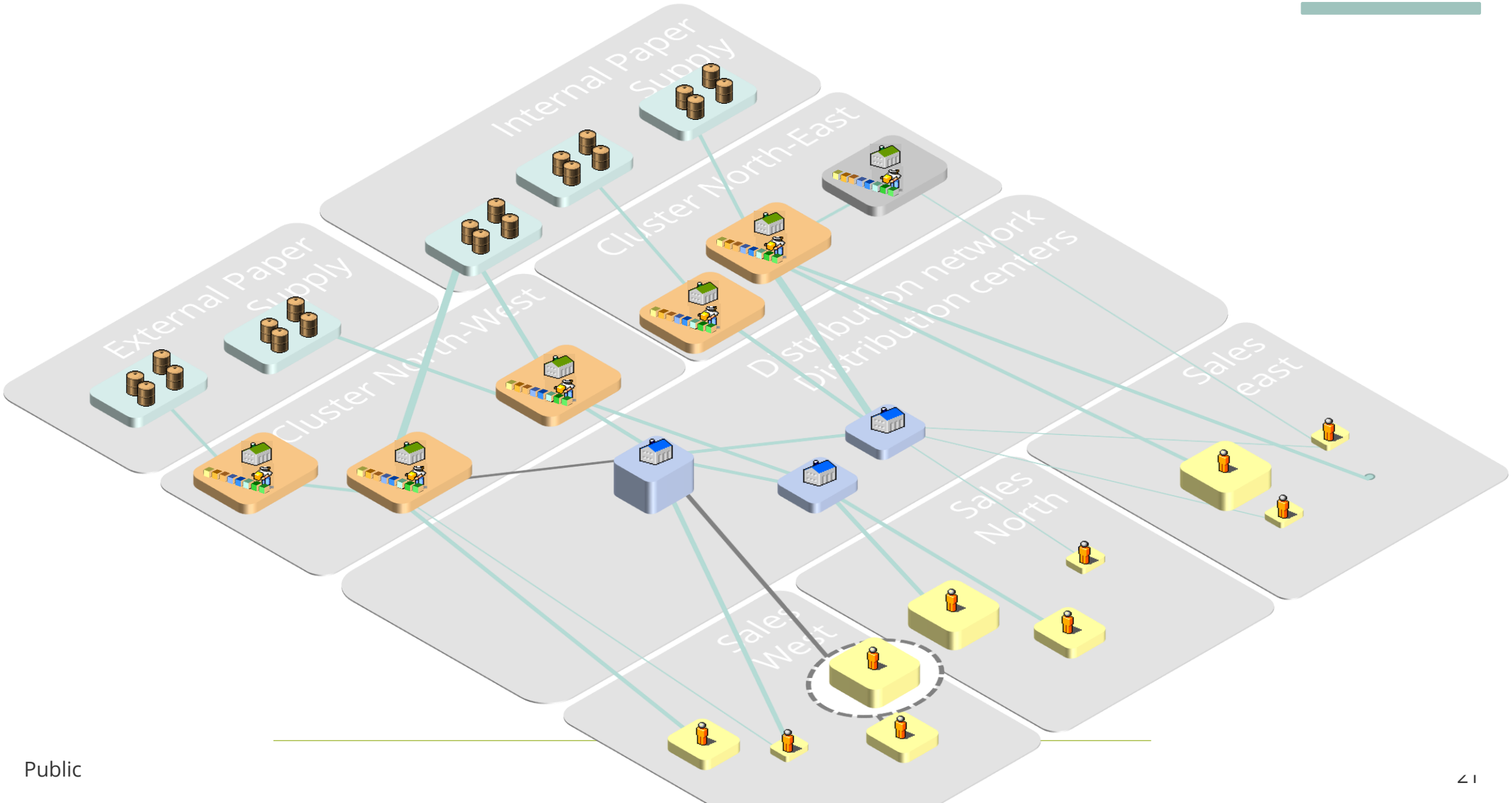
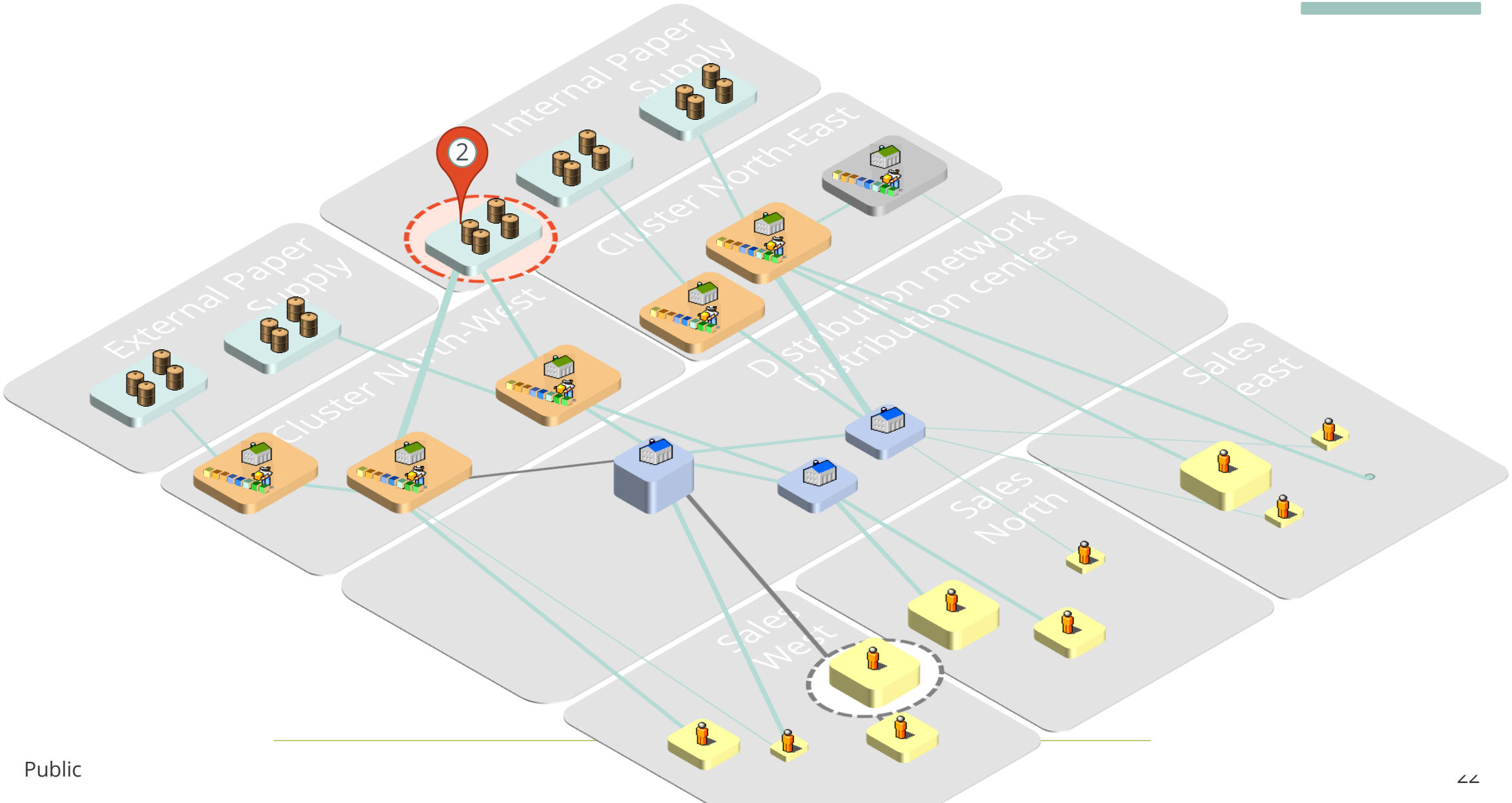


Simulations consider schedule changes



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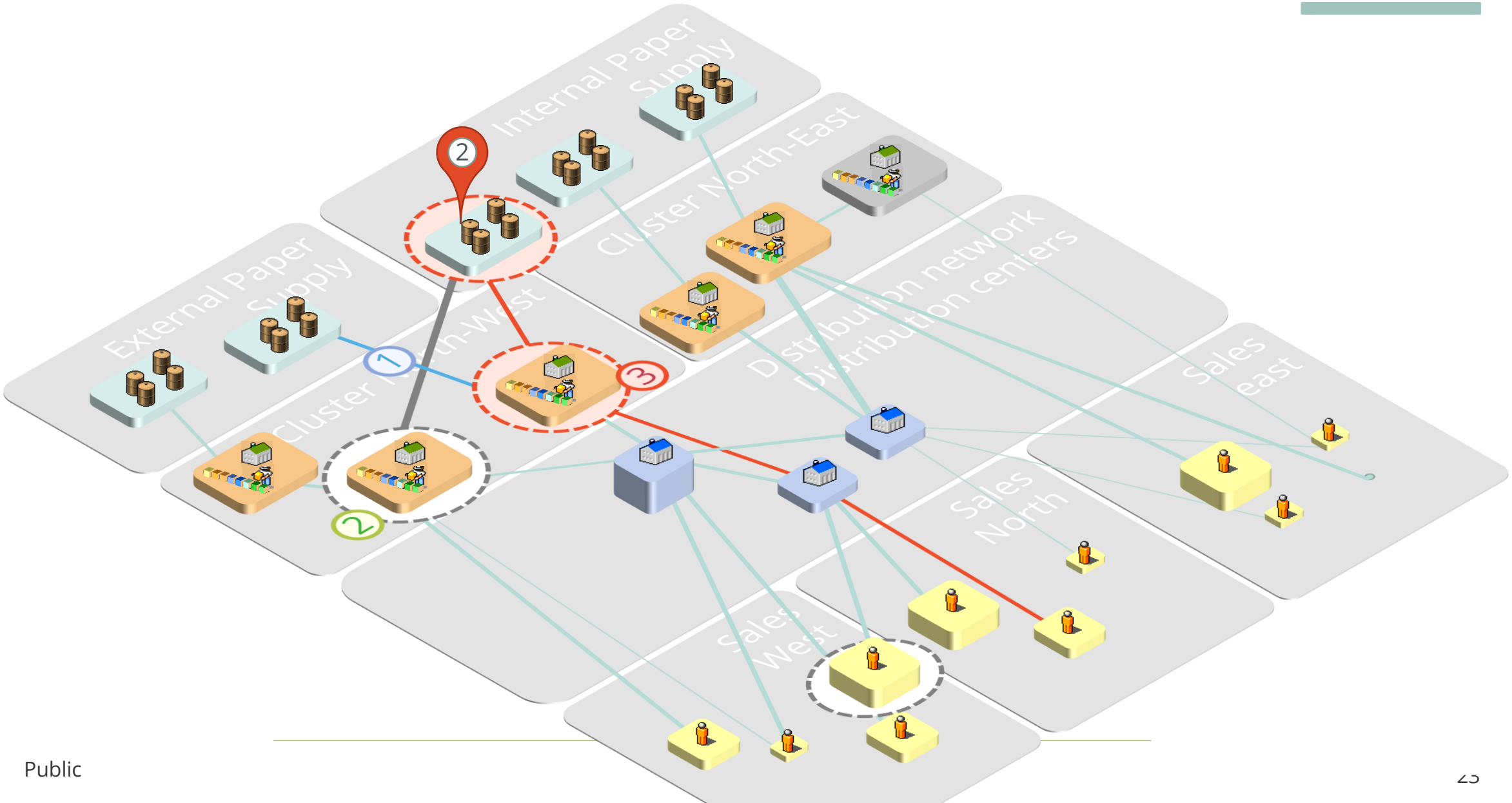

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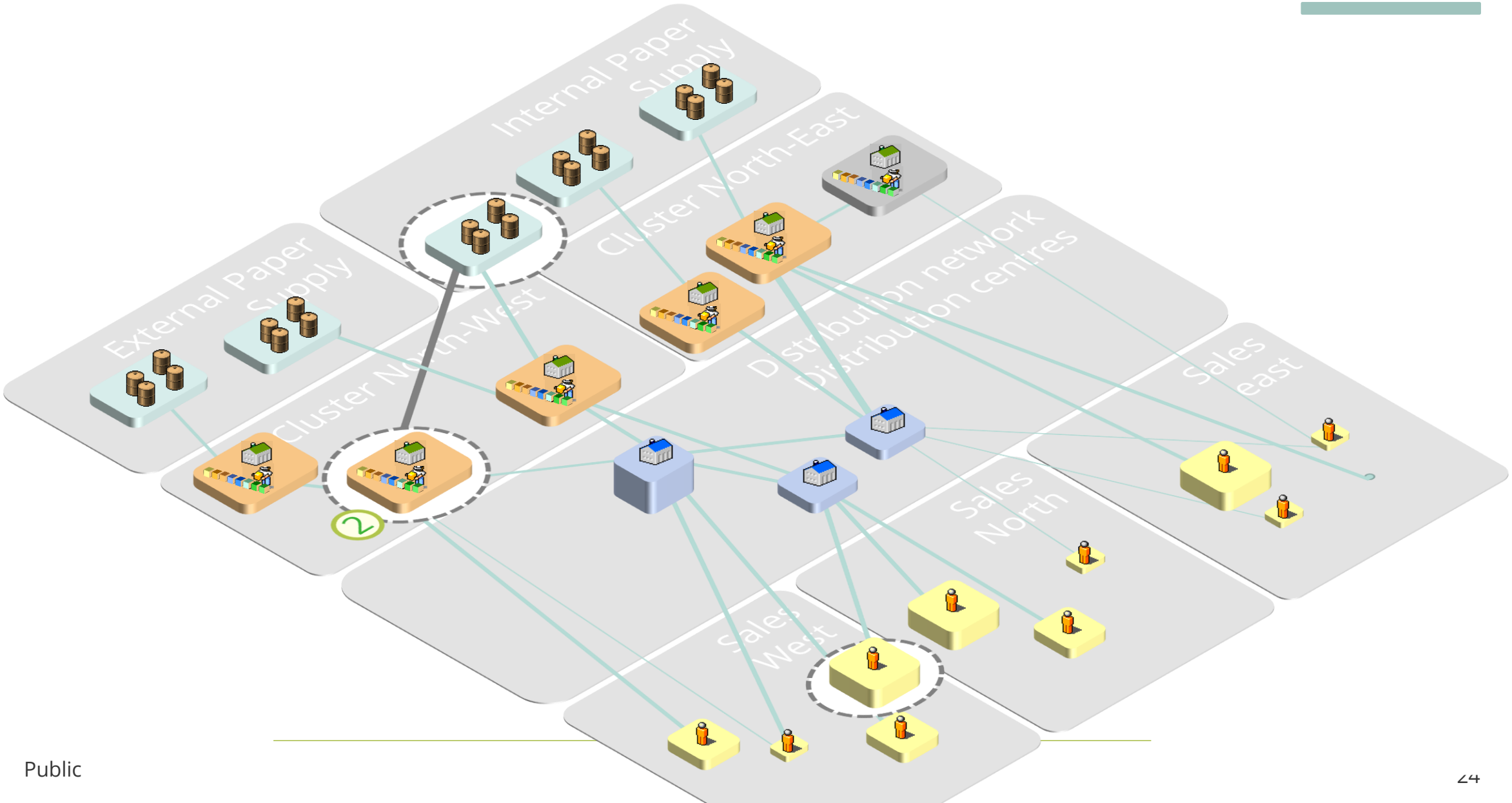
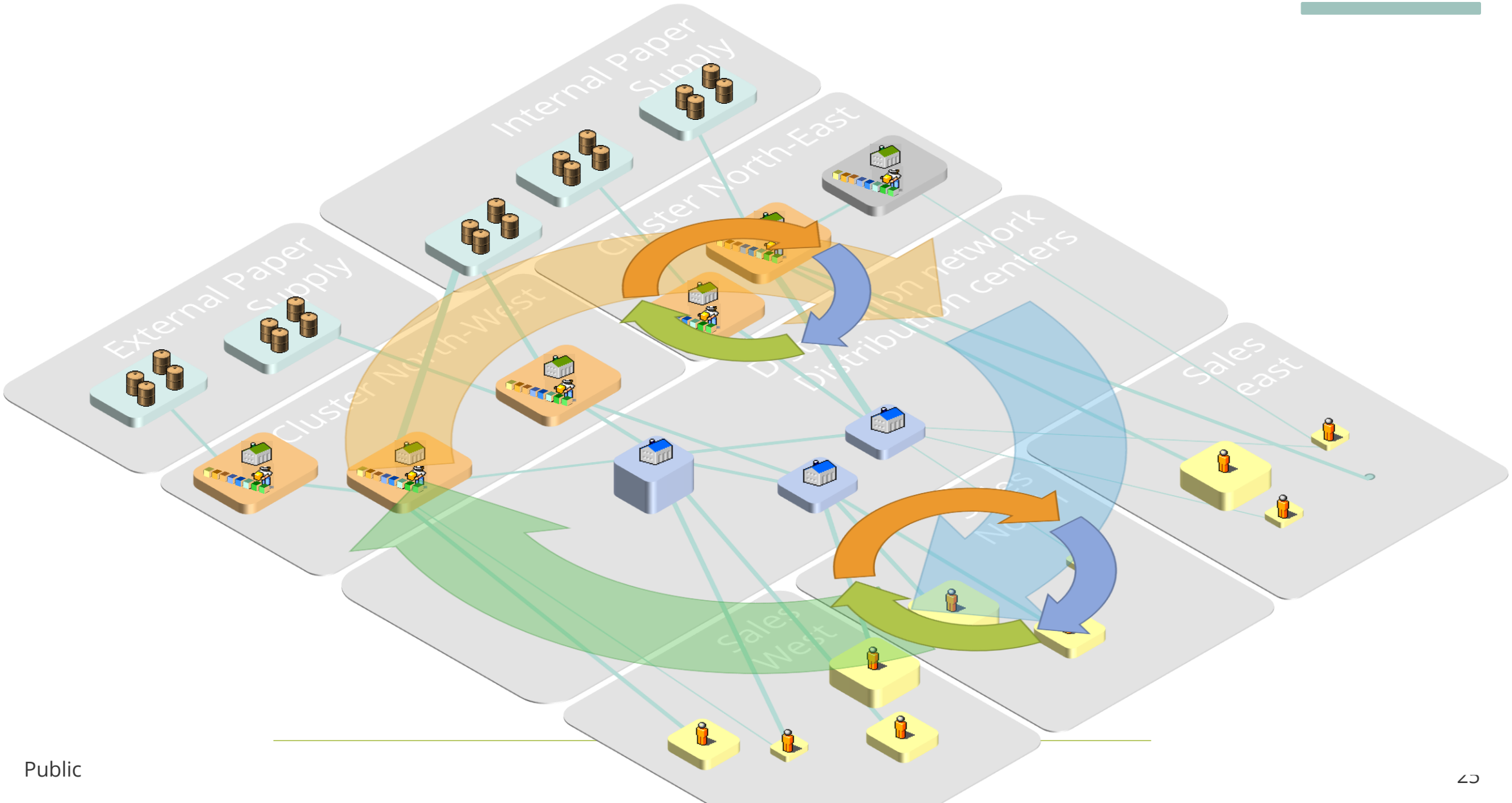
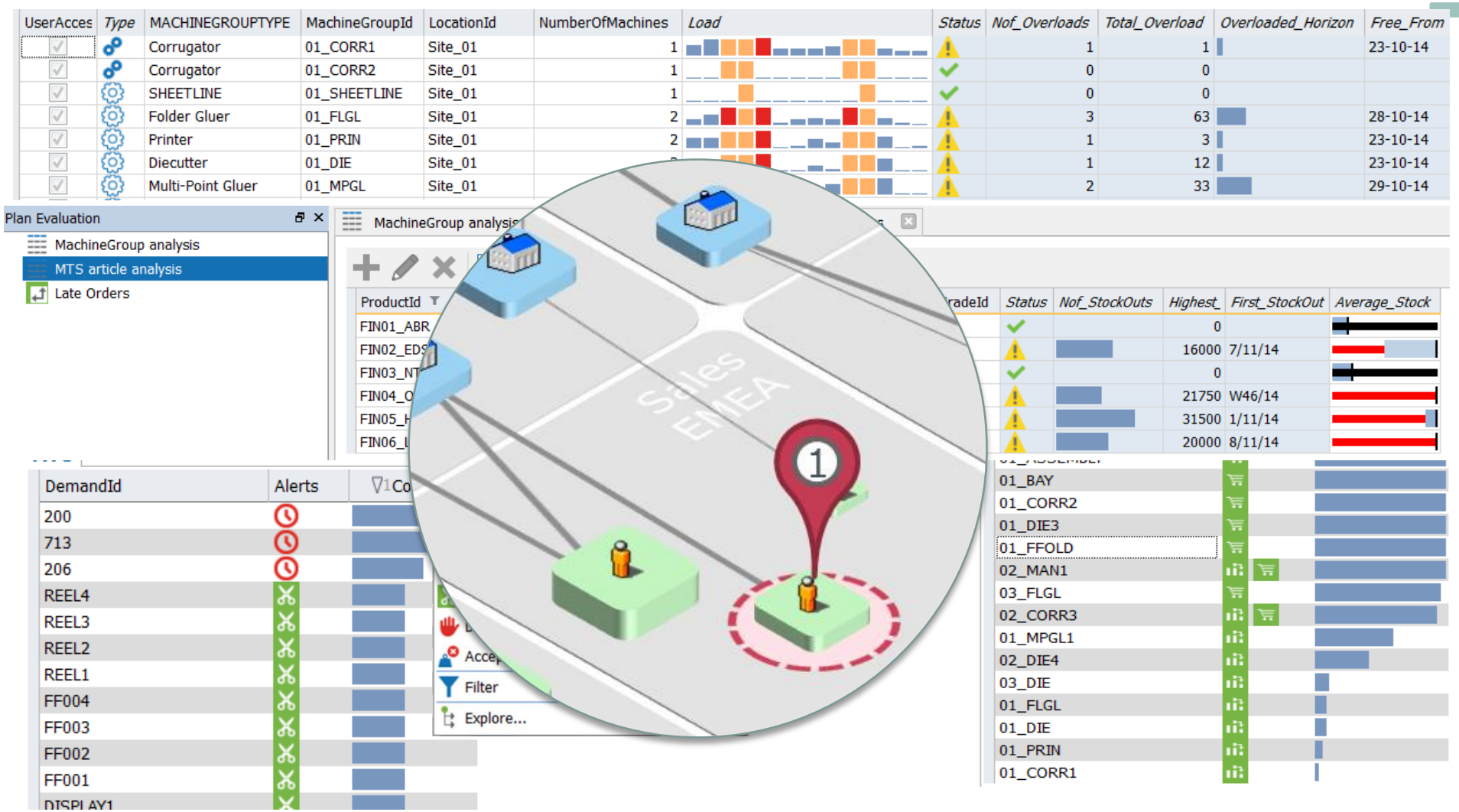


Integration over teams and planning processes



Focus, Guidance, Collaborate



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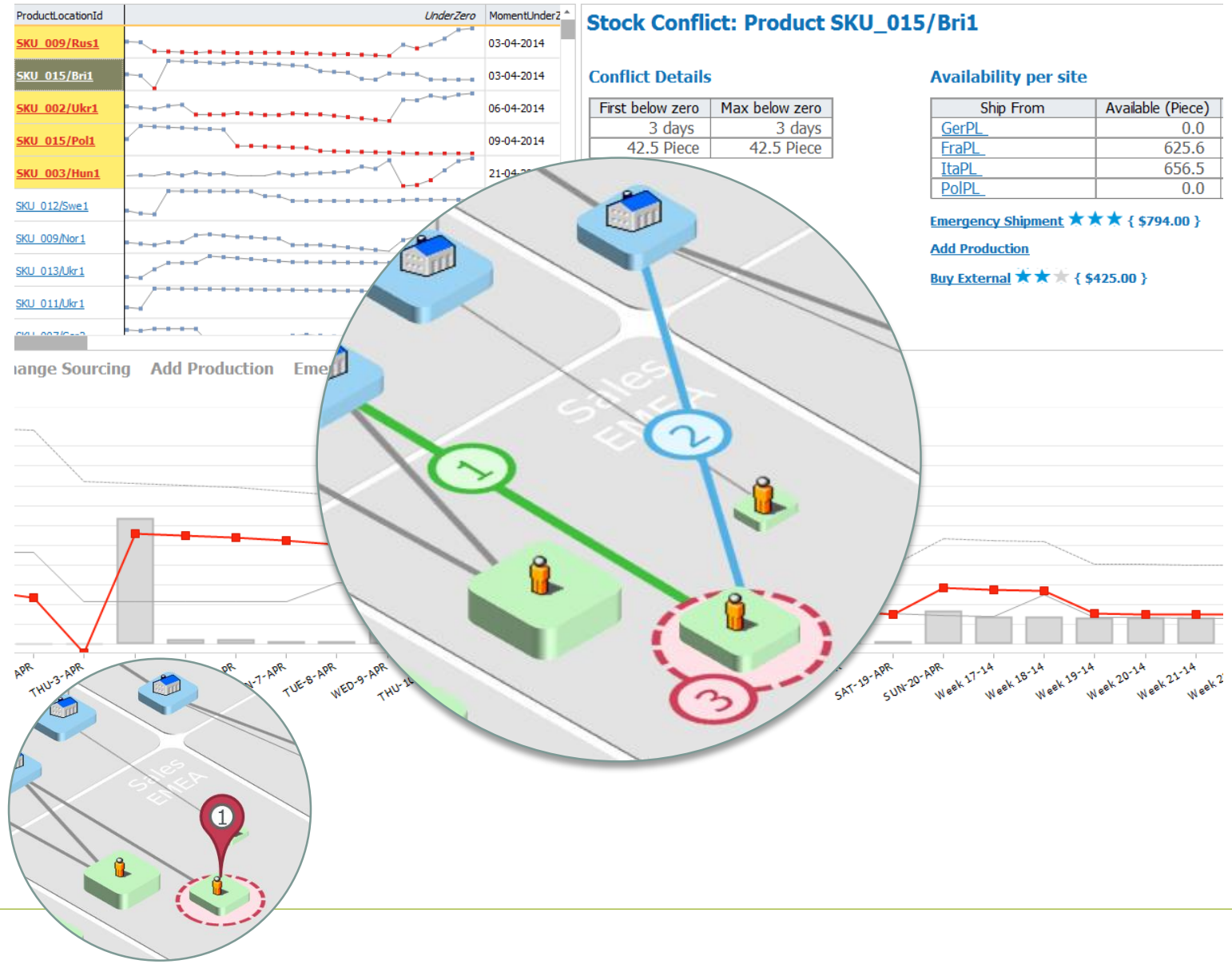
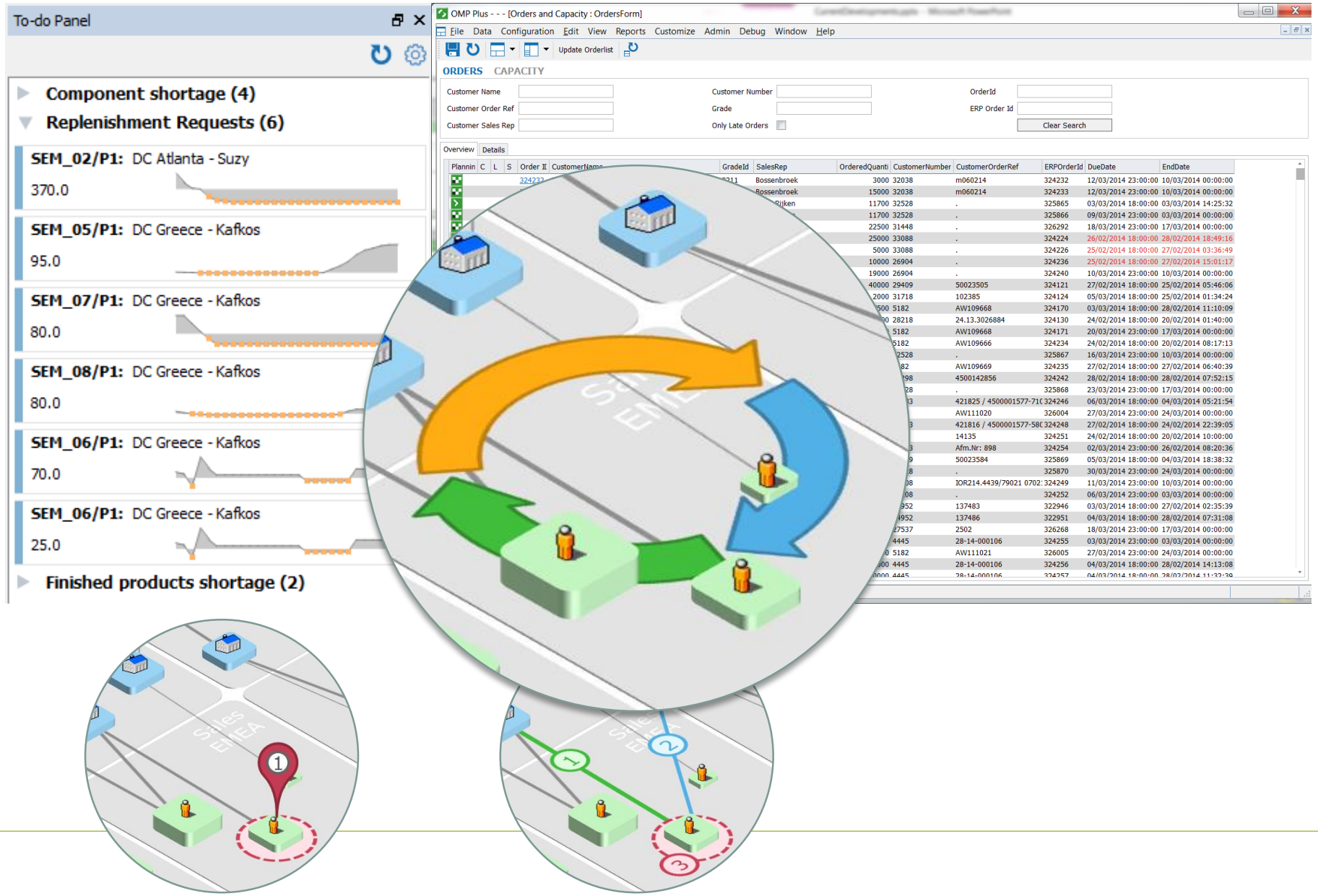
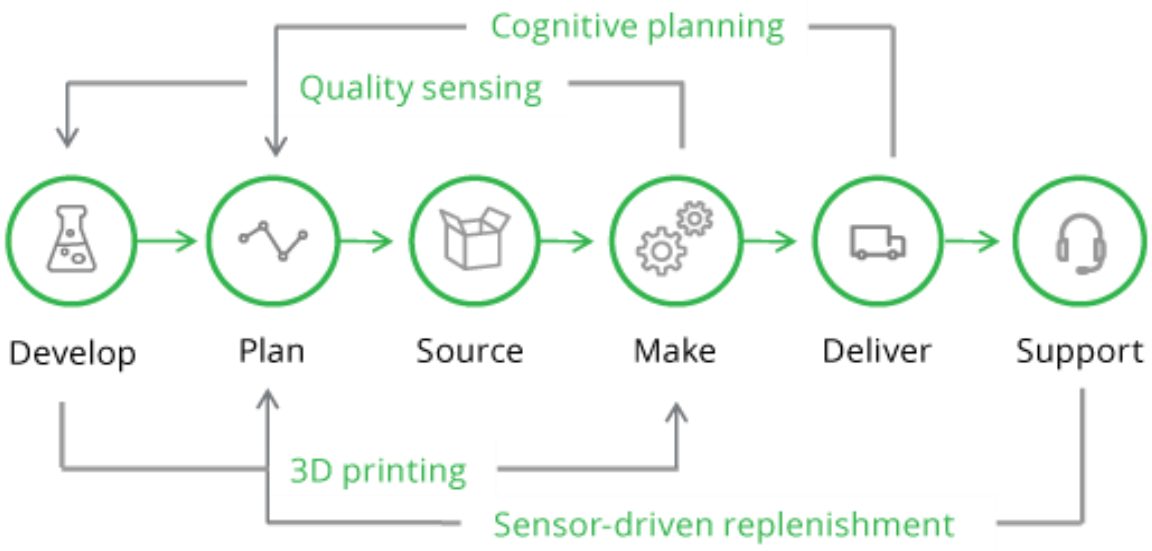


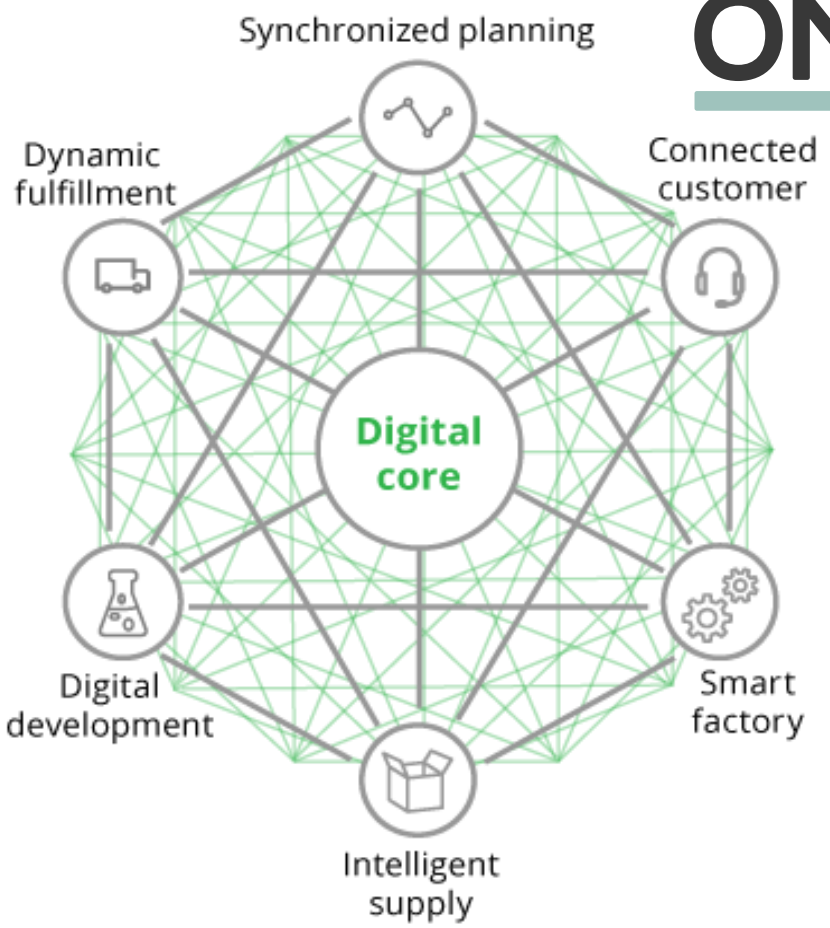
Focus, Guidance, **Collaborate**



Traditional supply chain



Digital supply networks



Source: Deloitte analysis.

Response based on history

Sensing based on IoT,
adaptation based on cognitive learning

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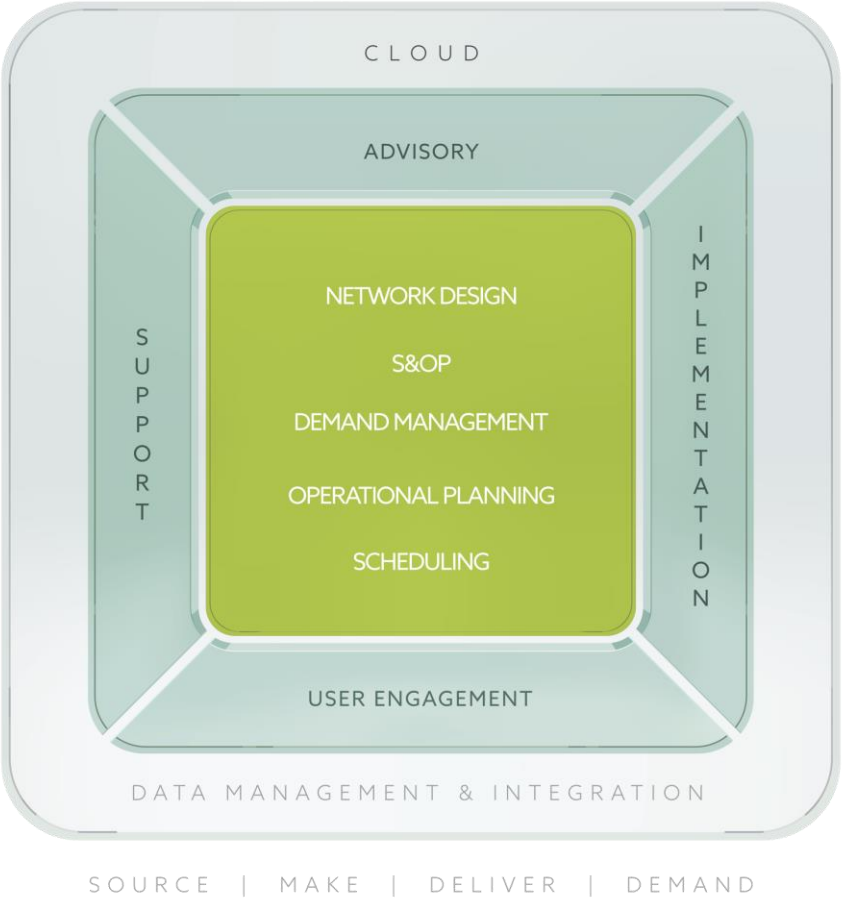
- **E2E visibility – horizontal & vertical**
- **Embedded MEIO – promising**
- **Value-based optimization**
- **AI ready**
- **Smart analytics**
- **What-if simulations**

Unison™ PLANNING



Thank you !

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