



A Planning Transformation Journey: Energizer's Integrated Business Planning and Demand Planning Implementation

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ASUG84323

About the Speakers



Bill Bennett

- Sr. Manager Supply Chain & P2P, Energizer Holdings
- Over 25 years Supply Chain experience in both business and Information Technology



David Fantini, CPIM, CSCP

- Sr. Director Global Planning, Energizer Holdings
- Over 25 years in Supply experience in both business and Information Technology
- CPG, Chemical and Medical device companies

Agenda

1

BACKGROUND

Energizer's Planning Transformation Journey

2

METHODOLOGY

Insights into Project Fusion Methodology

3

DECISIONS

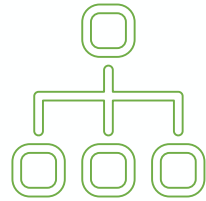
Key Decisions related to Planning Model

4

RETROSPECTIVE

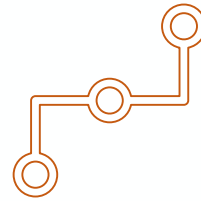
Tips related to Domain Knowledge & Performance

Life before IBP...



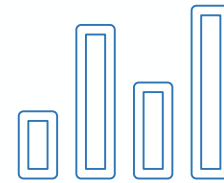
STRUCTURE

JDA Manugistics
Relational Database



PROCESS

Decentralized processes regionally
Limited constrained planning
Manual S&OP in Excel



DATA

Inconsistent Master Data
No global governance process

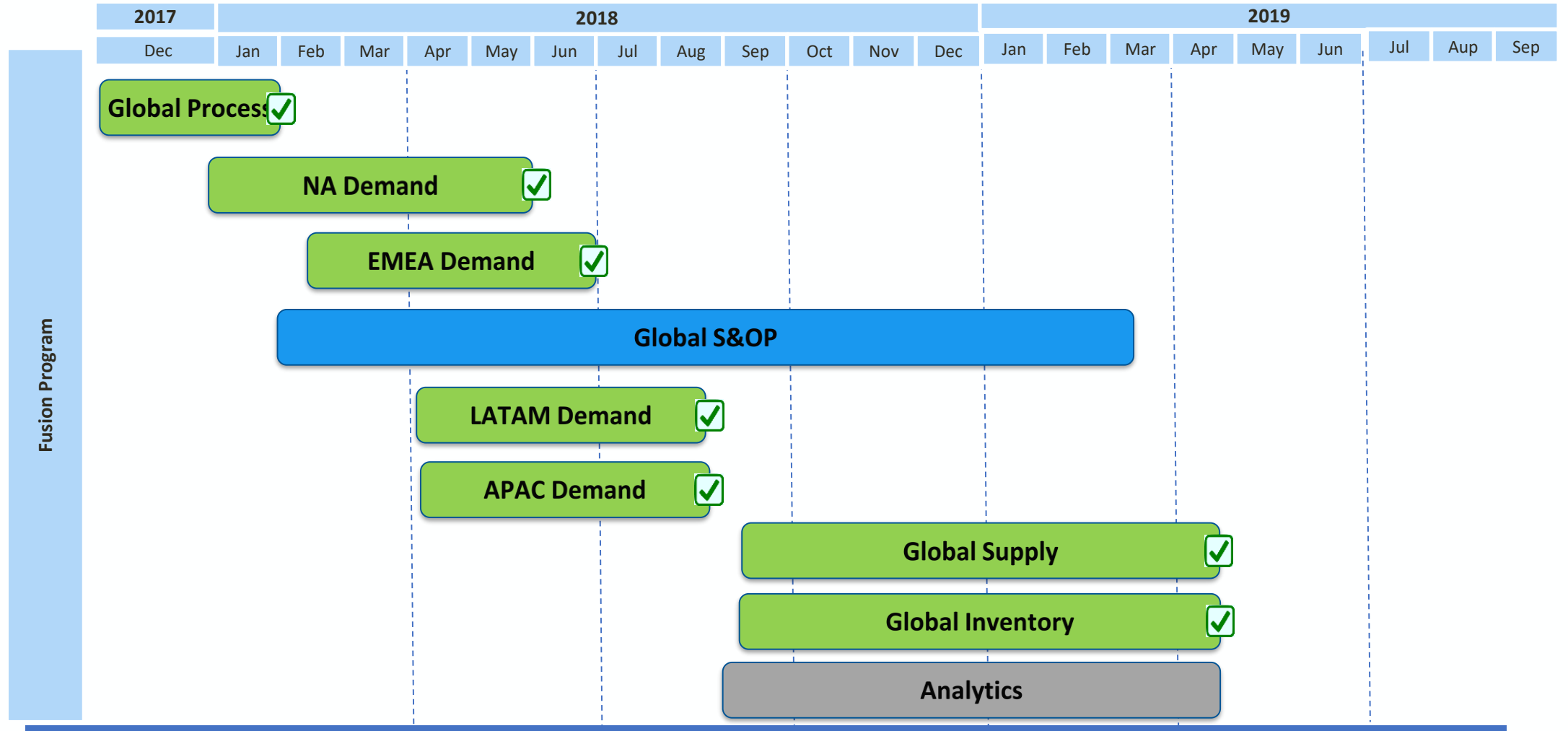
Our Transformation Journey

Core Objectives

1. Simplify and standardize processes globally to drive effectiveness and efficiency
2. Implement global tool for Demand Forecasting, Supply Planning, Inventory Management and S&OP
3. Improve end to end planning visibility and analytics
4. Improve forecast accuracy by improving baseline statistical forecasting
5. Implement S&OP for all categories



IBP Program Overview



Energizer's Demand Approach



- Global Demand Process adopted to support S&OP
- Forecasting @ EAN/UPC, Customer Group, & Market
- Order based history vs. invoiced or shipped
 - Cut data being considered
- Ship-to level disaggregation
- Leveraging external batch scheduling toolset

Demand Planning Model Key Decisions

Disaggregation

- Balance level of detail with business value
 - Performance challenges may arise due to large data set manipulation
 - Ship-to Level may be too low
- Follow Crawl, Walk, Run approach
- Exponential increase of data with each layer of data -> Disaggregation is impacted by the transactional activity
 - Level of detail for history & order data correlated to risk of disrupting the model & disaggregation results

Key Figures Cascade Demand

- Model -> Consensus -> Final Approved Forecast
- History to final net forecast passes through a number of key figures
- Innovation around Display Component Volume

Energizer's Supply Planning Approach



- Optimizer vs Order Based
- Deployment
- Moved from Daily Planning to Weekly Planning
- Risk Mitigation approach

Energizer's Reporting Approach

- Basic real time reporting in IBP
- Complex reporting needs required additional means for reporting
- Power BI as front end
BW/Hana backend
 - Forecast Accuracy, Net Error, MAPE

SubRegion

 Select all
 US

CustomerGroup

 Select all
 (None)
 ADVANCAUTO_US
 ALL_US
 ALLOTHER_US
 AMAZON_US
 AUTO_CARE_US
 AUTOZONEMX_US

HyperionFamily

 Select all
 (None)
 ALL OTHER AUTO FAMILY
 All Other Battery Family
 BAHAMA & CO FRAGRANCE FAMILY
 BRANDED CARBON ZINC FAMILY
 BRANDED PRICE ALKALINE FAMILY

HyperionGroup

 Select all
 (None)
 All Other Auto
 All Other Non-Battery Products
 Area Lights
 Bahama Co Novelty
 Bahama Co Vent

	Mar 2019	Apr 2019			May 2019		
Type	Month (-1) Shipped Qty (OS)	Curr Mth Shipped Qty (OS) plus Curr Mth Open Order Qty (OS)	Curr Mth Final Regional Consensus (OS)	Curr Mth Shipped + Open Order Qty (OS) divided by Curr Mth Final Regional Consensus (OS)	Month (+1) Open Order Qty (OS)	Month (+1) Final Regional Consensus (OS)	Month (+1) Open Order Qty (OS) divided by Month (+1) Final Regional Consensus (OS)
341VZ			115		2,000	3,133	63.8 %
344-350VZ			12			160	
357303HVZ			0			0	
362-361SZ			0			0	
362BPZ			0			0	
373			0			0	
373SZ			0			0	
373VZ			16,195		24,000	12,870	186.5 %
379BP			0			0	
379VZ			0		30,000	0	
386BPZ			0			0	
389BP			0			0	
Total	31,163,707	29,300,349	34,536,530	84.8 %	6,616,511	37,026,095	17.9 %



Project Methodology Insights

- Align global processes upfront
- Develop base level of system knowledge
- Define key business outcomes
- Define solid Program Org Structure & Governance Model
- Data Cleansing “what is your baseline?”
- Be prepared for high degree of change (OCM)
- Agile vs. Waterfall Methodology
- Parallel Systems during stabilization for user adoption



Technical
Domain
Knowledge
and
Performance

Batch Flow – create batch flow in a modular fashion

Cloud Based versus on premise – Support Model

Parallel and concurrent processes can compete for resources

Change History and Operators

System Parameters – What does SAP control versus the client

Workstation requirements and Excel add-in

Quarterly upgrades – system and Excel Add-In

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Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:

<http://info.asug.com/2019-ac-slides>

Q&A

For questions after this session, contact us at –

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