



Deploying the SAP® Integrated Business Planning S&OP Global Template at Stanley Black & Decker

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Chendur Anand, Manager, Accenture Technology
Session ID #84096

About the Speakers

Chendur Anand

- Manager – Client Delivery and Operations, Accenture Technology
- With > 6 Years experience in IBP, have been part of digital transformation projects for several industry leaders focusing on Supply Chain and related functions
- Loves reading, outdoors, and trips with family for

Raghu Bhardvaj

- Practice Director – SAP Supply Chain at Intrigo Systems - part of Accenture
- 20+ years of experience in SAP Supply Chain and helps COOs and Global Operations Leaders to implement Digital Supply Chain strategies and Roadmap as well as deploy S&OP Playbook with IBP Solution integrating with SAP S4 HANA and Business Network Collaboration
- Loves field sports like Golf and Cricket, camping and trips with friends and family

Key Outcomes/Objectives

1. Understand the Stanley Black and Decker SAP IBP solution scope
2. Design Global template with roll out roadmap for North America and Europe for SEF Business
3. Key Lessons Learnt from Global template deployment journey to date

Agenda

- Introductions
- Business case for IBP
- Solution Overview
- Keys Learnings
- Q&A

About Stanley Black & Decker

StanleyBlack&Decker

STANLEY BLACK & DECKER IS THE WORLD'S LARGEST **TOOLS AND STORAGE** COMPANY, THE WORLD'S SECOND-LARGEST **COMMERCIAL ELECTRONIC SECURITY** COMPANY, AND A WORLD-LEADING PROVIDER OF **ENGINEERED FASTENING** SYSTEMS, WITH UNIQUE AND POWERFUL GROWTH PLATFORMS IN THE **OIL & GAS** AND **INFRASTRUCTURE** INDUSTRIES.

Just as it was in 1843, our passion for excellence is seen around the world in our loyal customer relationships, disciplined operations and purposeful business growth.



Strategic Markets for Stanley Engineered Fastenings

Automotive



Body

Interiors

Exterior Trim

Powertrain & Chassi

Industrial



Aerospace

Infrastructure

Recreation Vehicles

Ground Transportation

Electronics



Home Media

Storage & Computing

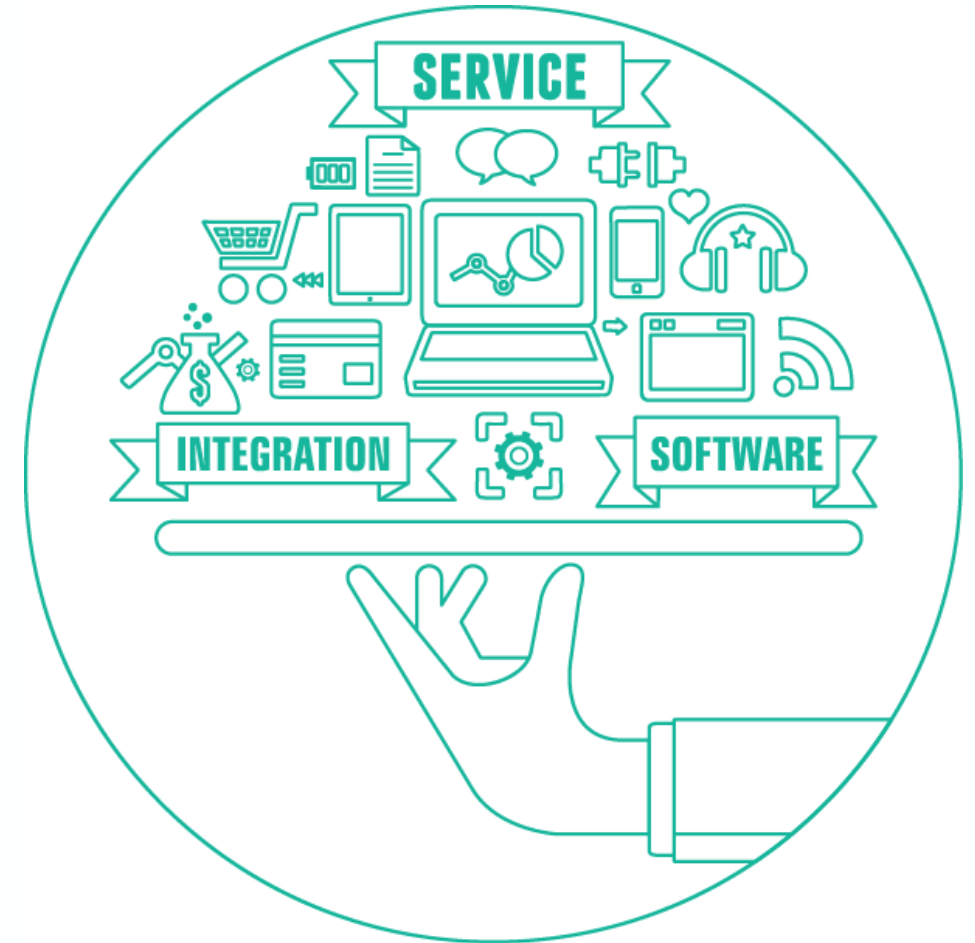
Handheld Electronics

Automotive Electronics

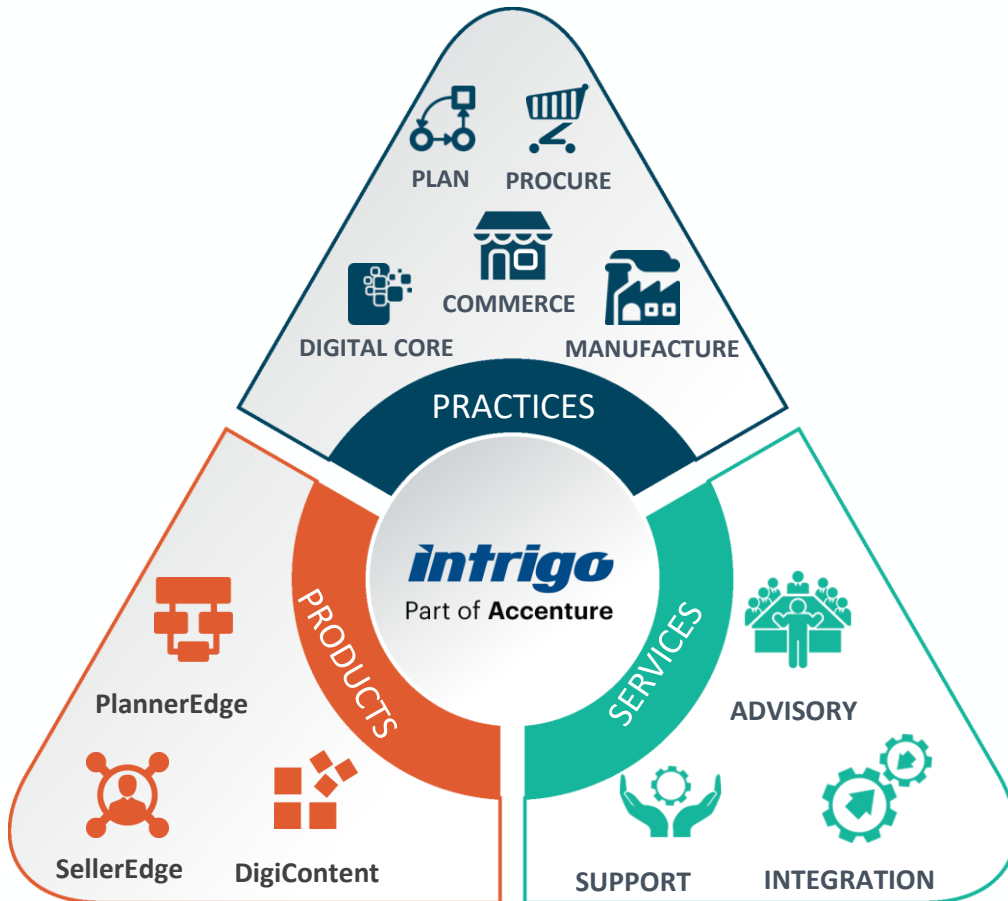
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Introduction

INTRIGO SYSTEMS



Black Belts in Enterprise Solutions



SAP Solutions

SAP IBP

SAP Ariba

SAP ME

SAP S/4 HANA

SAP Hybris

SAP MII

Clients

StanleyBlack&Decker

YETI



Kimberly-Clark

- 9 fully configured SAP E2E demo with 9 industry models
- Fortune 1000 clients across geographies
- 200+ highly experienced employee resources worldwide

- Strategic and deep seated partnerships with global leaders
- 200+ successful implementations globally
- Thought leaders in end-to-end supply chain solutions

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Intrigo's IBP Expertise



SAP IBP launch
partner



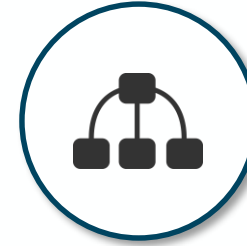
Largest number of IBP
Implementations
worldwide



80+ Trained
consultants



First partner to deploy
S&OP on HANA



Proprietary agile
implementation
methodology



24x7 delivery and support
for IBP



Global partnership with SAP



IBP development partner



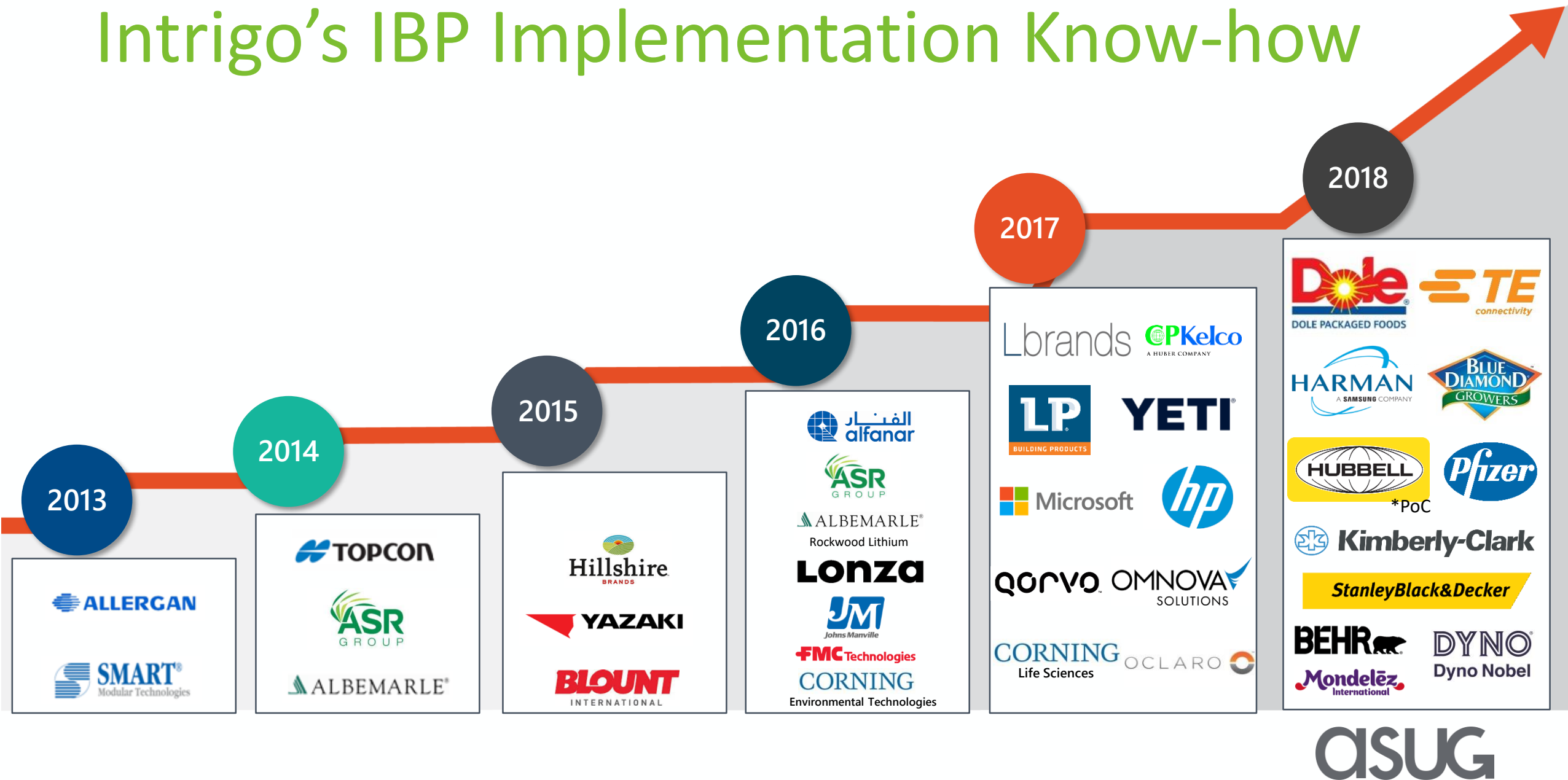
First IBP Edge Deployment



S/4 Public Cloud Lighthouse partner

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Intrigo's IBP Implementation Know-how



BUSINESS CASE FOR IBP



Why IBP?

SBD's Supply Chain Planning process is a monthly process with a planning horizon of 12 months plan covering all businesses in the division. The process earlier required :

- Significant amount of effort to consolidate/validate data (especially metrics)
- Limited/No ability to run Scenarios & Simulations
- Analyze data from different legacy tools/spreadsheets for Production/Purchase/Deployment etc.

The objective was to improve the efficiency and accuracy of these processes through the implementation of a central demand and supply planning software.

Ability to run quick simulations/scenarios & understand the impact before making decisions.



Business Benefits – Soft Savings

SAP IBP software enables:

- **Visibility and Velocity** of Information
- **Transparency** of data sources
- **One Set of Numbers** across demand & supply

People efficiency:

- Eliminates manual excel sheet hand-offs
- Focus on improvements

Demand and supply are integrated in one database with workflow methodology. This enables:

- **Collaboration**: Transparent & Efficient collaboration between supply and demand
- Reporting and Analytics

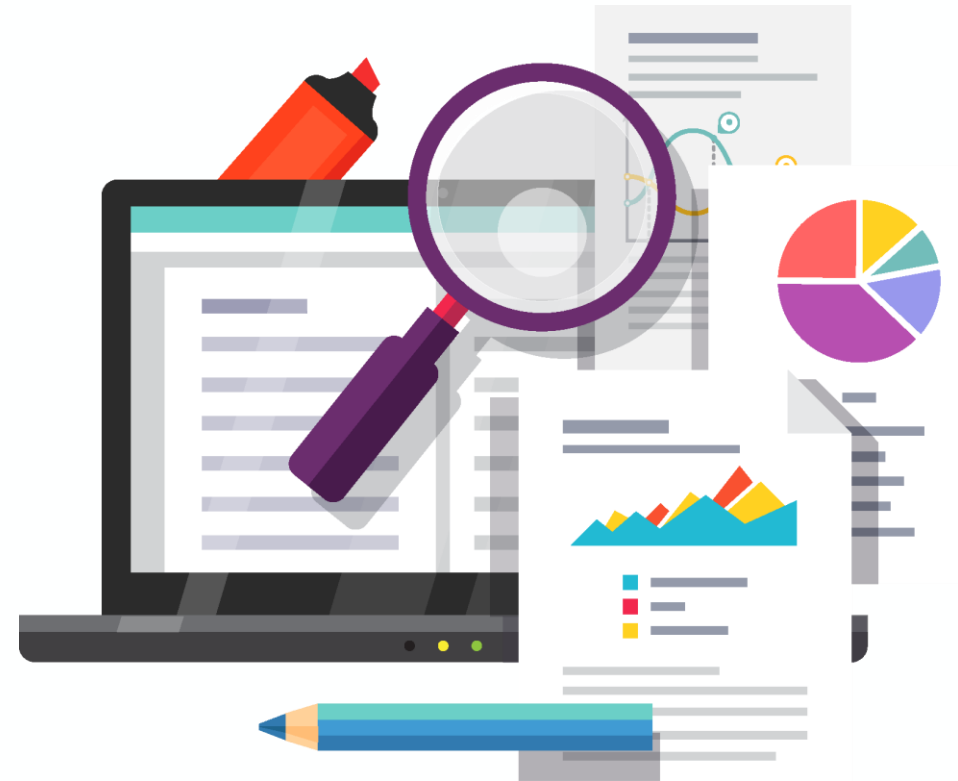


Business Benefits – Hard Savings

- **Forecast Accuracy improvement**
 - Statistical modeling and leveraging Contracts information
 - Ability to see accuracy impact of forecast changes across contributors
 - Transparency of the source of forecast changes
- **Faster Simulation/Scenario capabilities**
 - Scenarios in IBP can be created very quickly & very intuitive facilitating Users to analyze different scenarios before making decisions



SOLUTION OVERVIEW



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SAP Integrated Business Planning (IBP) – Overview

Key Stakeholders

- Demand Planning
- Supply Planning
- Executives (Consensus)
- Financial Planning

Improved tool will enable Demand Forecast improvements, drive efficiency in process (white space) and allow flow of information to enable reduced cycle time and improve decision making.

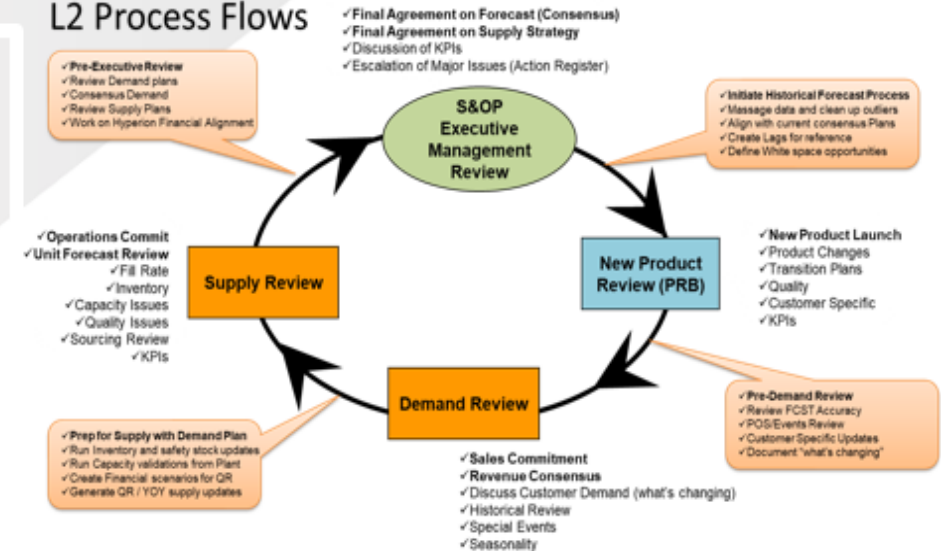
Value Proposition

- Statistical Forecasting
- Consolidate Demand Streams
- Forecast Roll Up and Roll Down
- Rough Cut Capacity Planning (RCCP)
- Scenario Planning
- What-if analysis

Technical Scope

- Configuration of IBP S&OP platform
- Integration with
 - North America IND & Auto – JDE ERP & QAD (Decorah)
 - Europe – S4 HANA
 - CribMaster – ECC P10

L2 Process Flows



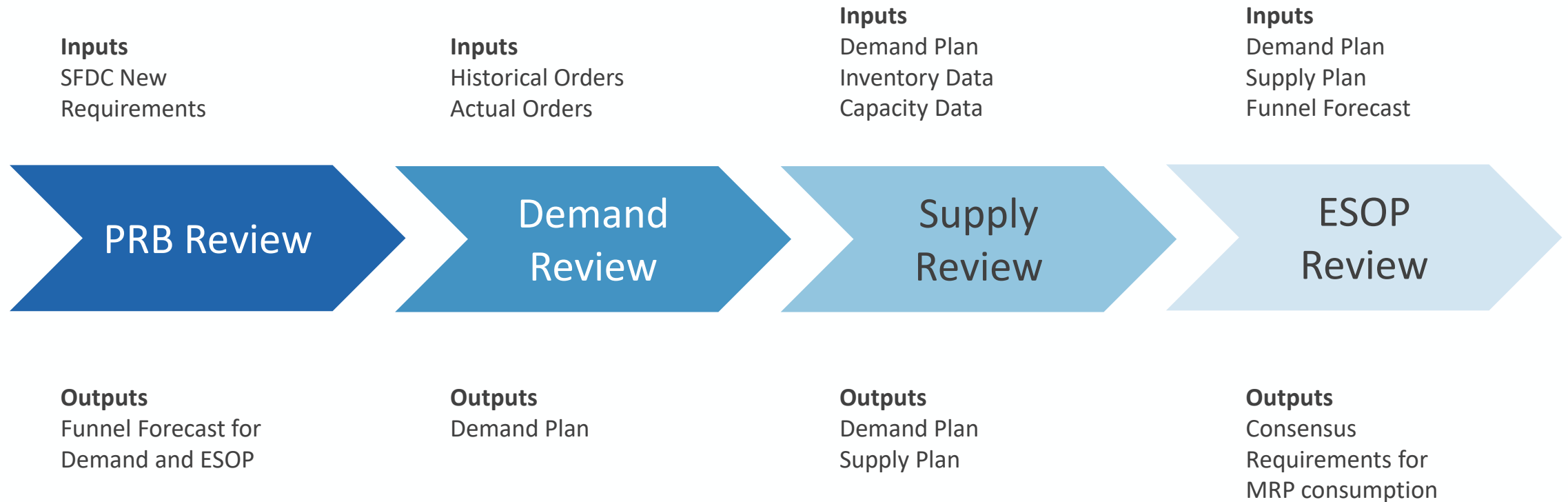
Purpose

- Roll-out best in class S&OP process and technology
- Leverage technology to shorten process cycle for productivity and collaboration
- Integrate ESOP and Financial Forecast activities – allowing for integrated leadership participation and decisions

IBP S&OP Module In Scope



SBD SEF S&OP Process



Data Imports From ERP To IBP

AD-HOC Master Data Imports From ERP to IBP

Job Description	HCI JOB NAME
Master Data for Customer	TASK_S4H_IBP_CUSTOMER
Master Data for Location	TASK_S4H_IBP_LOCATION
Master Data for Resource	TASK_S4H_IBP_RESOURCE
Master Data for Resource Location	TASK_S4H_IBP_RESOURCELOCATION



Daily Master Data Imports From ERP to IBP

Job Description	HCI JOB NAME
Master Data for Product	TASK_S4H_IBP_PRODUCT
Master Data for UOM Conversion	TASK_S4H_IBP_UOMCONVERSION
Master Data for Location Product	TASK_S4H_IBP_LOCATIONPRODUCT
Master Data for Source Location	TASK_S4H_IBP_LOCATIONSOURCE
Master Data for Production Source Header	TASK_S4H_IBP_PRODSOURCEHEADER
Master Data for Production Source Item	TASK_S4H_IBP_PRODSOURCEITEM
Master Data for Production Resource	TASK_S4H_IBP_PRODUCTIONRESOURCE
Master Data for Customer Source	TASK_S4H_IBP_CUSTOMERRESOURCE

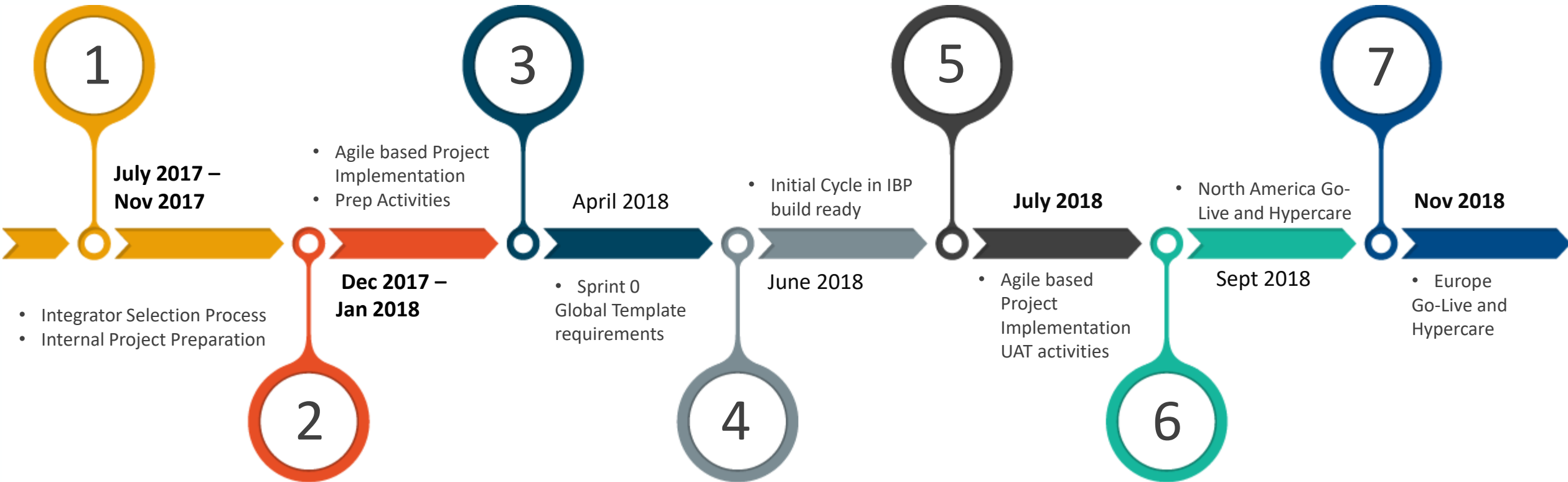


Daily Transactional Data Imports From ERP to IBP

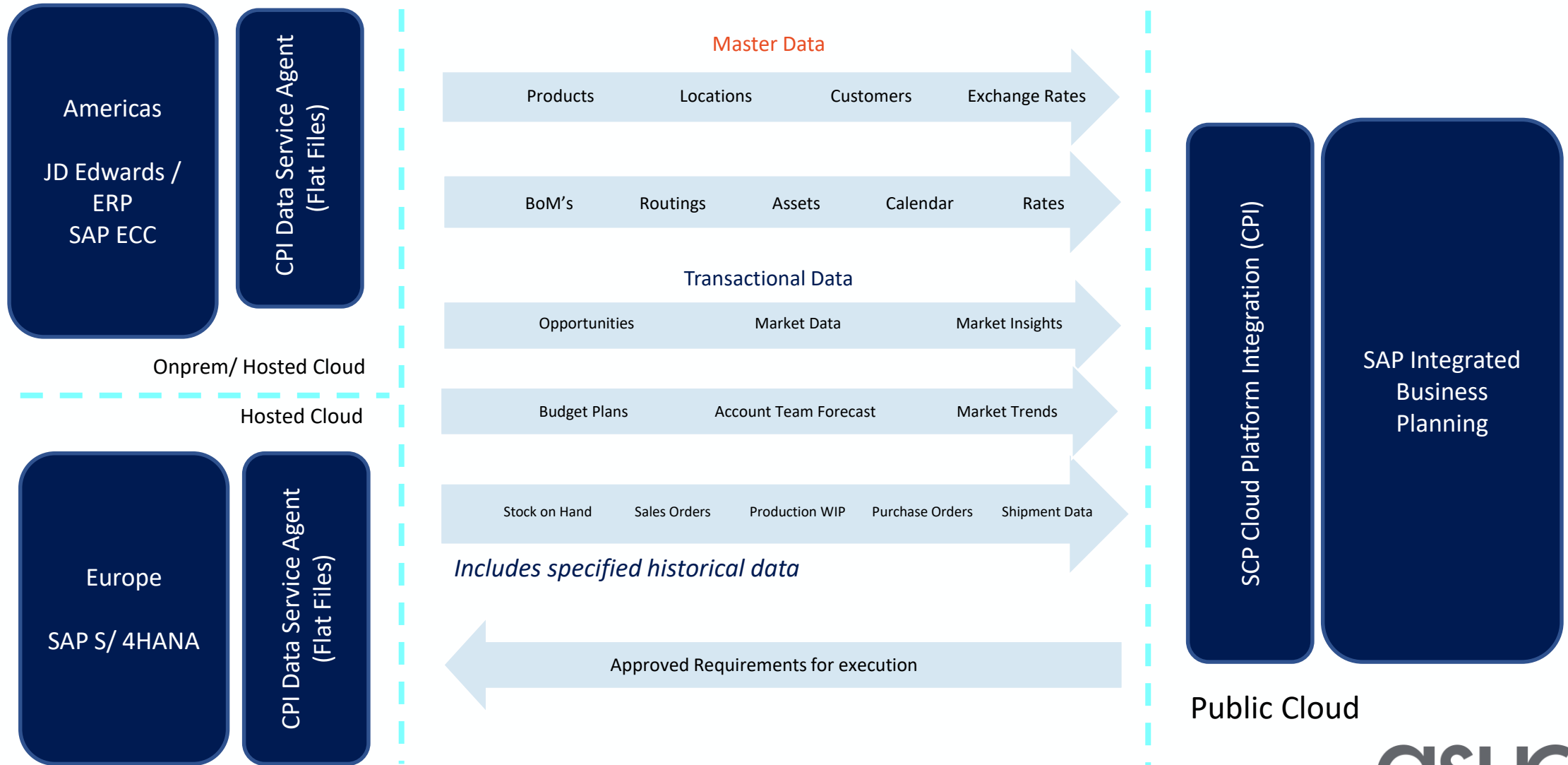
KEY FIGURE NAME	KEY FIGURE DESCRIPTION	PLANNING LEVEL
ACTUALINCOMINGQTY	Incoming Ord Qty	PERIOD PRODUCT CUSTOMER
ACTUALDELIVEREDQTY	Shipment Qty	PERIOD PRODUCT CUSTOMER
ACTUALCONSUMPTIONQTY	Consumption Qty	PERIOD PRODUCT CUSTOMER
ACTUALSREV	Invoiced Revenue	PERIOD PRODUCT CUSTOMER
OPENSALLESORDERQTY	Open Sales Orders Qty	PERIOD PRODUCT CUSTOMER
OPENSALLESORDERREV	Open Sales Orders Rev	PERIOD PRODUCT CUSTOMER
PASTDUEORDERQTY	Past Due Order Qty	PERIOD PRODUCT CUSTOMER
PASTDUEORDERREV	Past Due Order Rev	PERIOD PRODUCT CUSTOMER
CUSTOMERFORECASTQTY	Customer Forecast Qty	PERIOD PRODUCT CUSTOMER
CUSTOMERFORECASTREV	Customer Forecast Revenue	PERIOD PRODUCT CUSTOMER
COSTPERUNIT	Cost Per Unit	PERIOD PRODUCT LOCATION
TARGETSAFETYSTOCK	Target Safety Stock	PERIOD PRODUCT LOCATION
ERPPLANORDQTY	ERP Planned Orders	PERIOD PRODUCT LOCATION
ERPPRODORDQTY	ERP Production Orders	PERIOD PRODUCT LOCATION
ERPPURCHASEORDQTY	ERP Purchase Orders	PERIOD PRODUCT LOCATION
ERPPURCHASEREQQTY	ERP Purchase Requisitions	PERIOD PRODUCT LOCATION
ERP Distribution Demand	ERP Distribution Demand	PERIOD PRODUCT LOCATION LOCATION FROM
ERP Distribution Demand- Confirmed	ERP Distribution Demand- Confirmed	PERIOD PRODUCT LOCATION LOCATION FROM
ERP Distribution Supply	ERP Distribution Supply	PERPRODLOCTOLOC
ERP Distribution Supply- Confirmed	ERP Distribution Supply- Confirmed	PERPRODLOCTOLOC

Planned Independent Requirements Exported to ERP Systems Daily

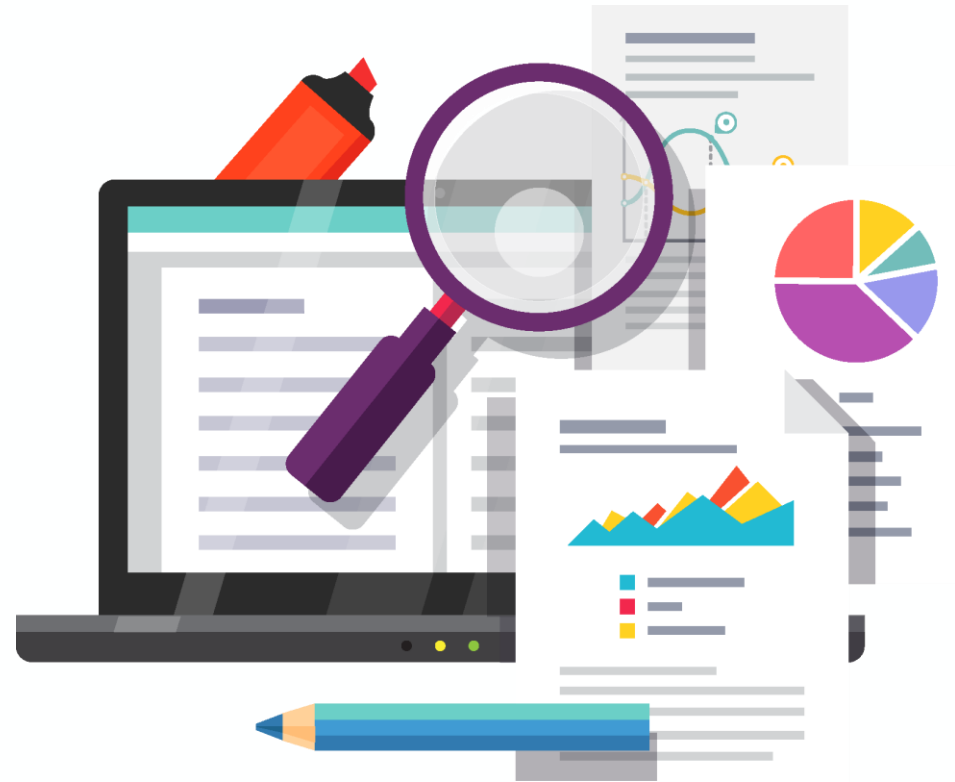
Scope and Timeline



SBD-SEF Integration Design



KEY LEARNINGS



Key Learnings from the Journey to date

- Implementation of Global Template design
 - ERP agnostic IBP attribute definitions
 - ERP agnostic IBP key figure definitions
 - Ensure standardized processes are basis for global template
 - Design for opt-in/opt-out capabilities within the global framework
- Internal Team Training
 - Made sounder choices from provided options
 - Asked better questions
 - Appreciated the capabilities of the application better and therefore the possibilities
 - Moved faster and more confidently
 - Mitigation plans were in place to manage risk
 - Ability to make significant changes was possible by leveraging the agile implementation approach

Key Learnings from the Journey to date

- Learnings – Agile Approach (Waterfall Project Culture Vs Agile Approach)
 - Increased business user availability is required
 - Block out time several weeks
 - Manage business user expectations
 - Have clearly defined outcomes
 - Be ready for business when they are available
 - Have realistic sprint lengths (avoid carry overs)
 - Use methodology that fits your culture or change your culture
- Soft go-live - Parallel Processing Of Old Planning Solution & New Solution
 - Provided business the opportunity to validate production data with zero impact on the business result
 - Reduced anxiety encouraged business acceptance of soft go-live readiness
 - Post soft go-live provided more time for users to build their confidence before official go-live

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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
[Raghu.Bhardvaj@accenture.com] and [Chendur.Anand@Accenture.com].

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