



ISC+ Blueprint Design Phase Blueprint Conceptual Design Part II

December 1, 2015

1 **ISC+ Blueprint Conceptual Design**

1-1 Recap

1-2 ISC+ Required Capabilities for End-To-End Value Chains

1-3 ISC+ Operating Model High-Level Design

1-4 ISC+ Proposed Project List

2 Appendix

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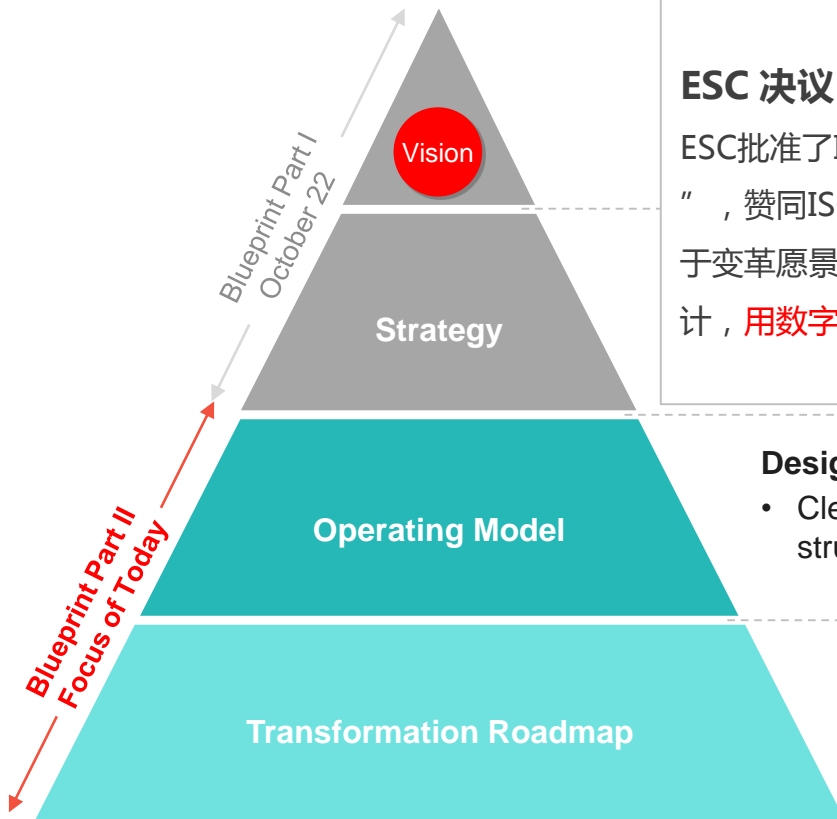
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ISC+ Vision Obtained ESC Approval on Oct 22nd

ESC approved ISC+ Blueprint Part I – Vision, Strategic Changes, and Objectives on Oct 22



ESC 决议 (2015.10.22)

ESC批准了ISC+变革蓝图的第一部分“愿景、战略变化点及目标”，赞同ISC+由**愿景驱动**变革的规划方法，鼓励和支持项目组基于变革愿景大胆尝试，兼顾已有业务模式并面向未来进行业务设计，**用数字化技术打造主动型供应链**

Design Supply Chain Operating Model of the future

- Clearly define capabilities, governance, organizational structure, process, and information technology

Develop Transformation Roadmap

- Assess maturity of current capabilities
- Define value-oriented priority projects
- Design transformation value model and roadmap

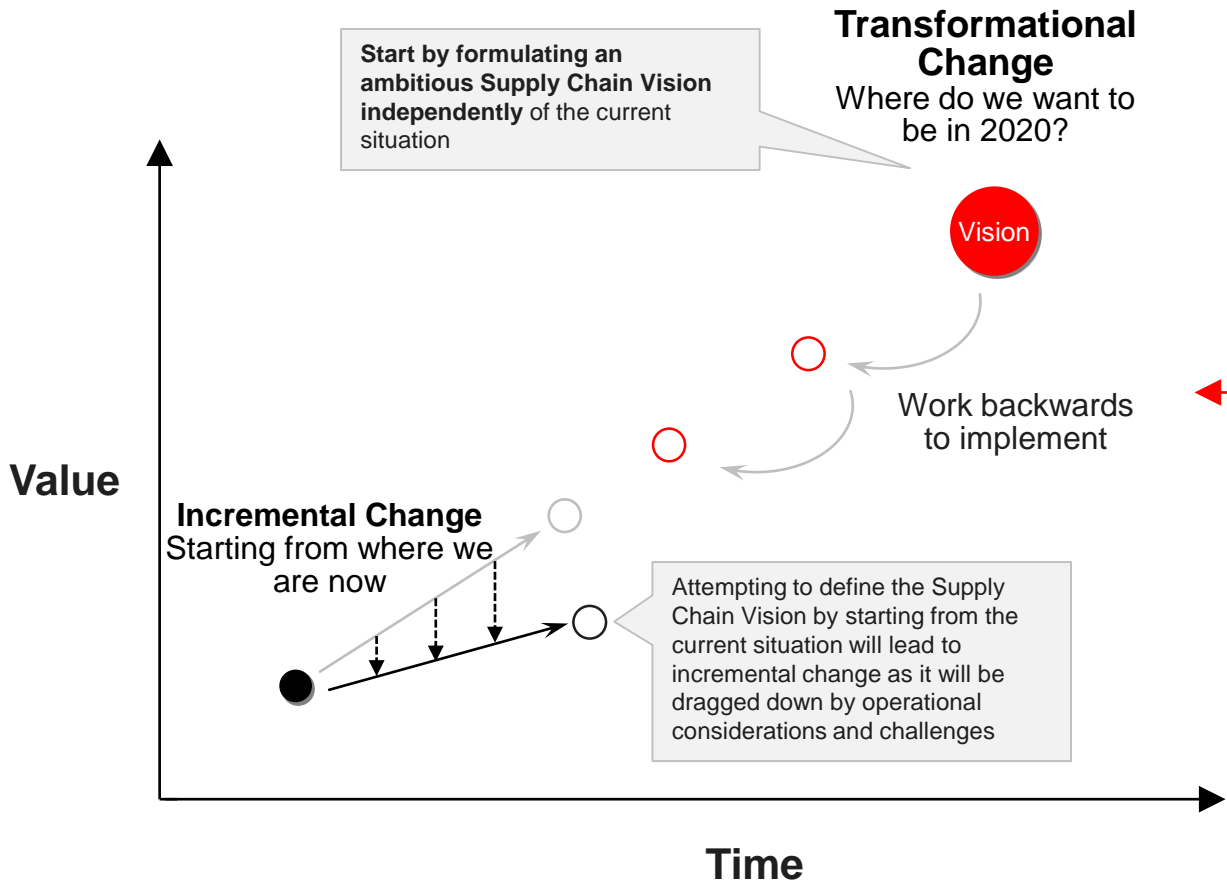


Recap

ISC+ Transformation Approach



To establish an ambitious and breakthrough Supply Chain, the Vision will be formulated independently of the current situation



Design Norms

Future Based

ISC+ Vision will be **anchored in the future**, i.e. the macro (market, customers and products) and micro environment (HW business model etc.) in 2020, instead of starting from today's pains

Outside In

ISC+ Vision will leverage global advanced supply chain thinking across industries and the team's diversified experiences to generate "**out of the box**" ideas

Digital

Technology, especially the application of digital technology, is one of the **key drivers** in ISC+ Transformation, instead of an enabler

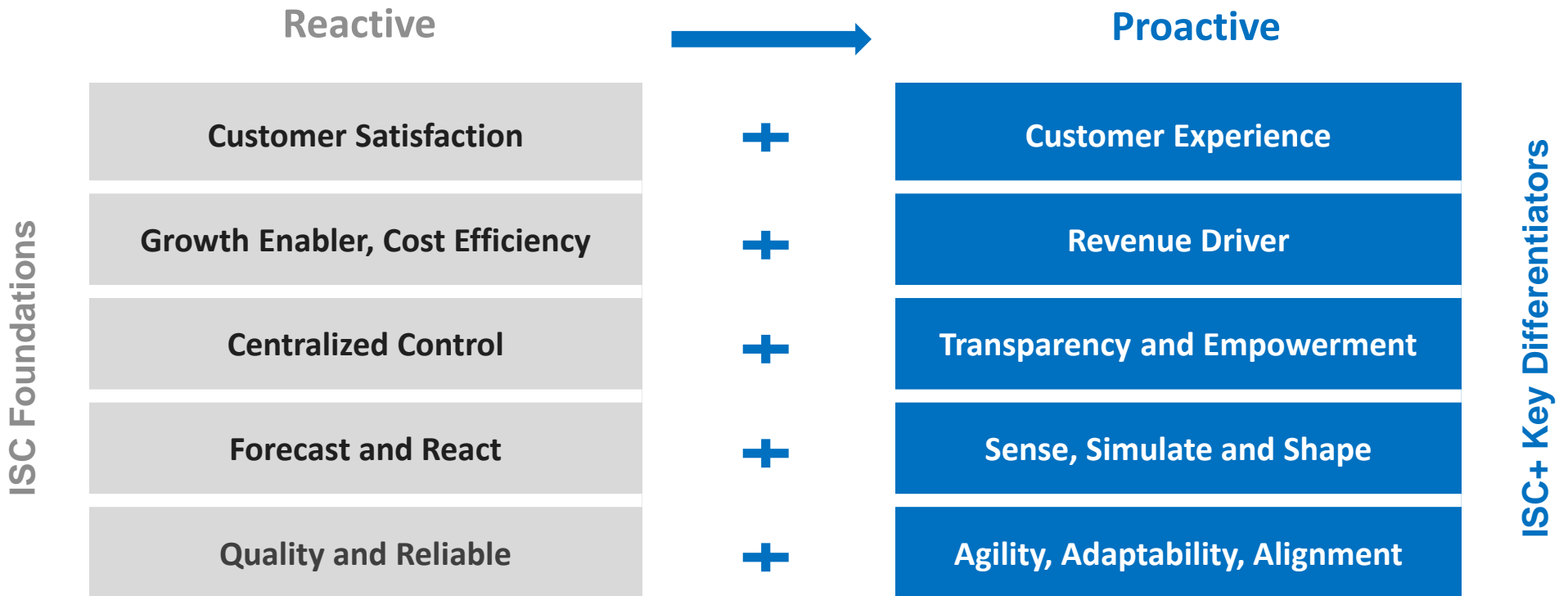
Recap

ISC+ Target Positioning

– Proactive Supply Chain Enabled by Digital Technology



Transform from growth enabler to revenue driver, as the foundation, and establish a HW core competence – a focus on customer experience

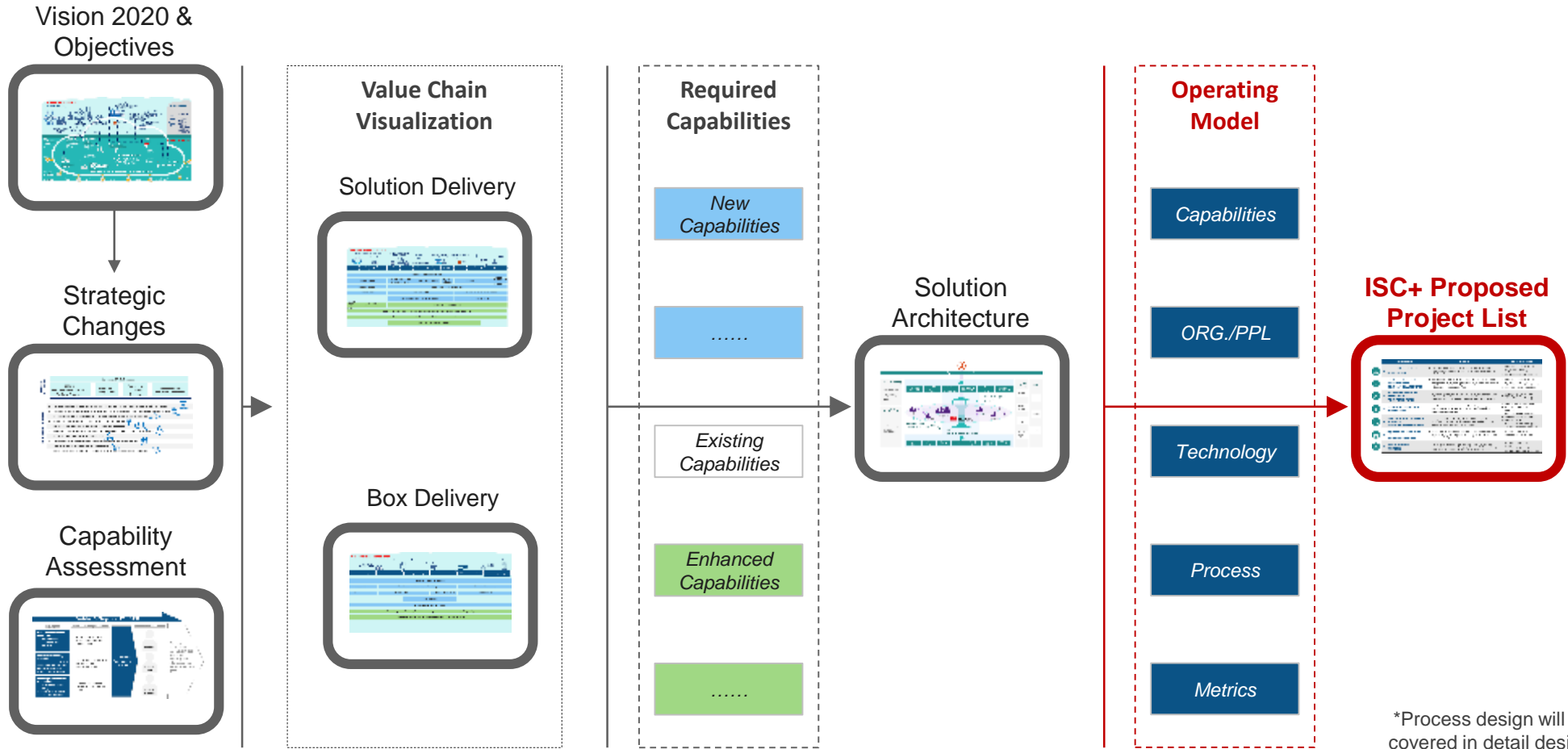


Recap

Dec. 1st ESC Meeting Objectives



1. Seek leadership's approval on **ISC+ high-level operating model design**
2. Seek leadership's agreement on **ISC+ proposed project list**



Agenda



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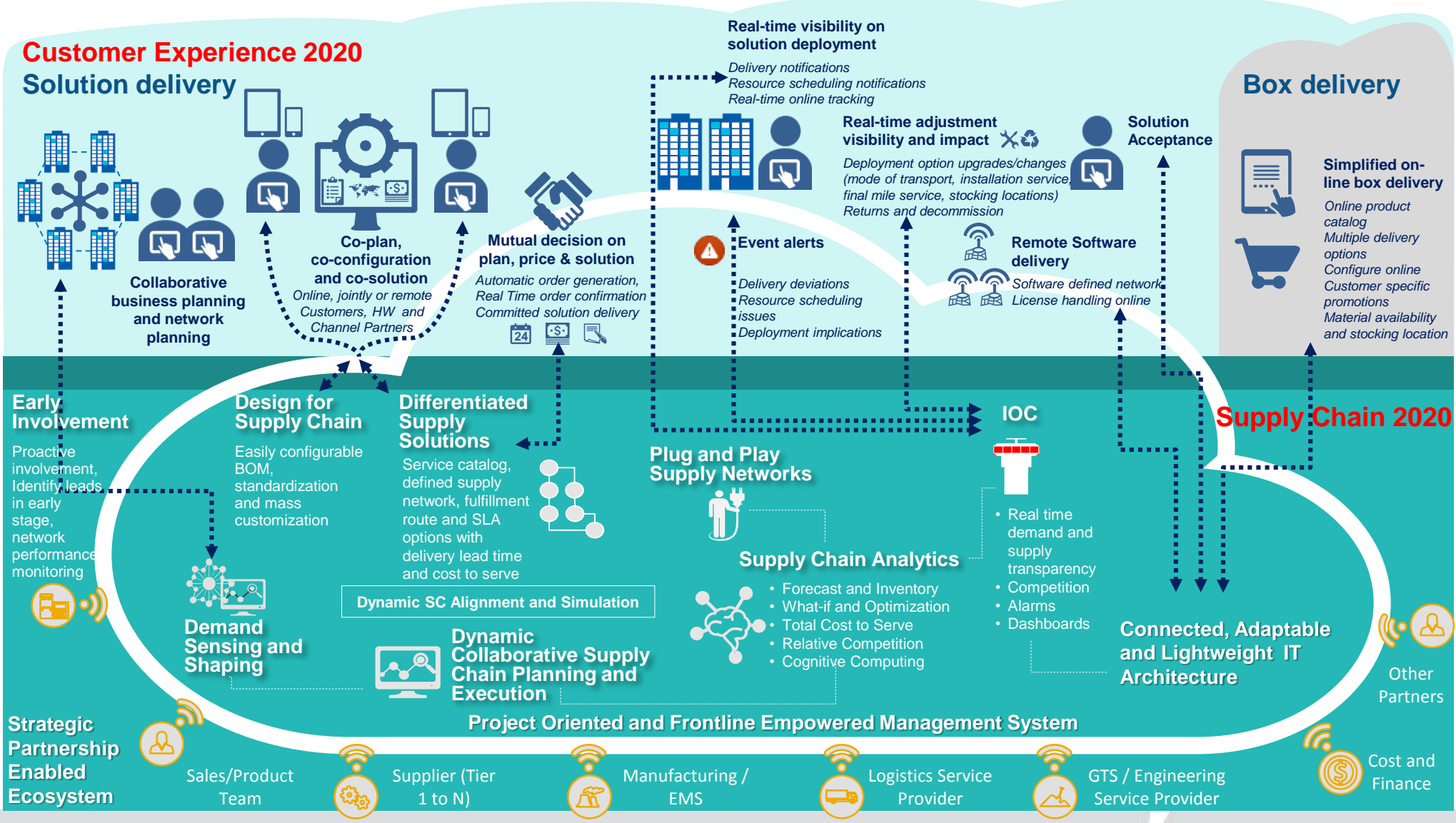
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ISC+ Required Capabilities in E2E Value Chains

ISC+ Vision 2020 – Delight Customer with DSN



ISC+ Required Capabilities in E2E Value Chains

End-to-End Value Chain: Solution Delivery



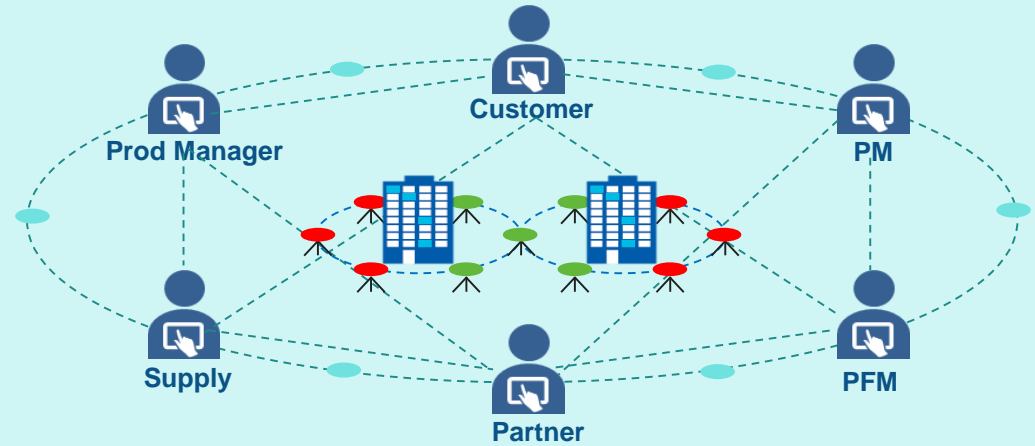
Realize effective internal and external collaboration to upgrade customer experiences and to improve business operational efficiency

Customer Experience 2020



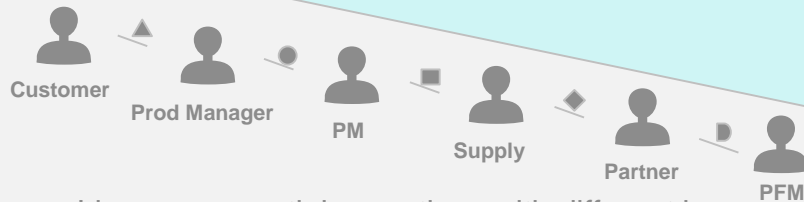
To: Digital-enabled network operations with a unified “language” based on network topology and customer order

- **Customer:** Easy collaboration and integration from network planning, site configuration, pricing, site / network status, with full visibility etc. -> **ETDBW**
- **Product Manager:** Pick typical configuration from customer site type pool and match price to site -> **Efficiency**
- **Project Manager:** Network-based project planning and delivery tightly coupled with Supply Chain and capability to proactively mitigate risks -> **Delivery on time with quality solution**
- **Supply:** Proactively drive supply base to correct network configuration and delivery status -> **On time delivery in full (OTIF)**
- **Partner:** On-time delivery of service due to access to authorized visibility -> **ETDBW**
- **PFM:** Seamless acceptance to invoicing process -> **Efficiency**



Key Dependency:

1. Product modularization and typical configuration, easy to configure
2. Contract and commercial standardization to support online ordering
3. Supply services standardization with predefined options for customer



From: Linear, sequential operations with different language throughout the process

ISC+ Required Capabilities in E2E Value Chains

End-to-End Value Chain: "Box Delivery"



Realize B2C-like eCommerce customer experience

Customer Experience 2020



To: Standardization-based, digital-enabled automated operation



ISC+ Required Capabilities in E2E Value Chains



Integrating Capabilities Across Both E2E Value Chains

The solution architecture below integrates required capabilities from both E2E Value chains



Customer

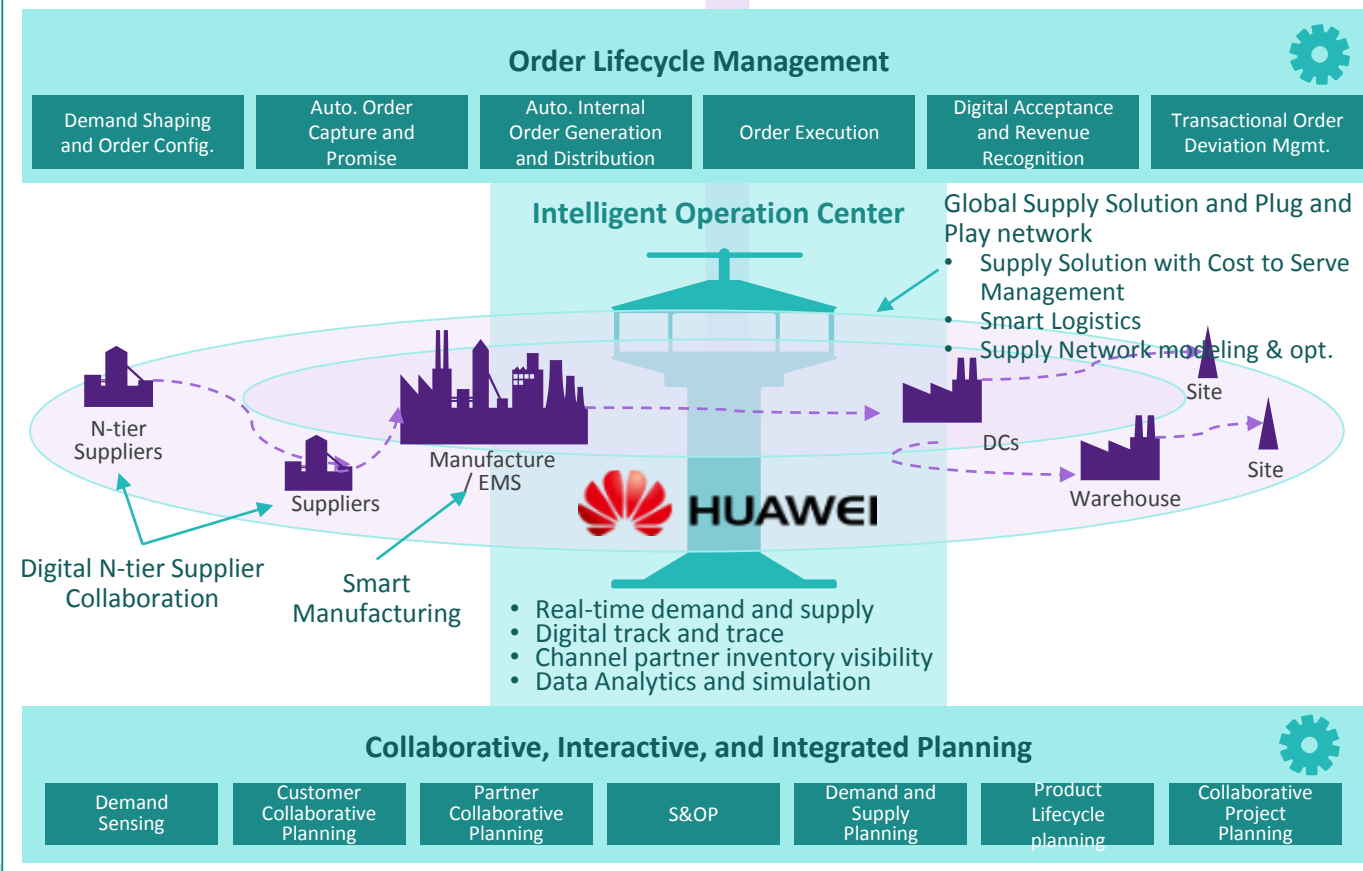


Sales & Marketing

- Market intelligence
- Customer insight
- Customer network monitoring and analysis
- Contract lifecycle management
- Integrated CPQ
-

Product Development

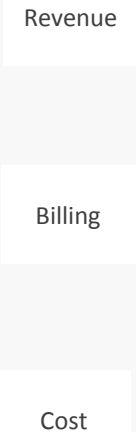
- Product modularization and BOM structure simplification
- Design for supply chain
- Digital enabled Smart manufacturing
-



Service Delivery



Finance



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Design Highlights

Design highlights demonstrate a customer experience driven, digitally-enabled proactive supply chain to achieve future targets; current issues are also addressed while moving along the journey

FROM

Fragmented touch points with customer and ineffective customer interactions and experiences	Offline
Linear, sequential operations with different “language” throughout the process	Linear
Numerous variants trigger high-touch operations with extensive manual intervention	Manual
Subjective decision making with limited data analysis	Gut Feel
Backend/HQ centered supply chain “Push” operation	1 Engine
HQ control and decision making for front-line	Control

TO

Online	Digitalized customer experience journey with seamless integration to drive ETDBW and internal efficiency
Network	Digital-enabled network operations with a unified “language” based on network topology
Automate	Standardization-based, digital-enabled automated operations for “certain” scenarios
Analytics	Data analytics and simulation based decision making leveraging digital technology
2 Engines	Customer/Project/Order “pull” and DSN planning “push” – dual engine driven operation
Empower	Empowered front-line decision making with HQ’s support and monitoring

ISC+ Operating Model High-Level Design

Operating Model Structure



Operating model defined to support end-to-end value chain, is required to achieve the ISC+ vision

ISC+ Vision and Strategic changes



End-to-end value chains

Solution delivery



Box delivery



Operating Model

Capability Map (what, who owns, where performed)

Customer Collaboration

Cross Ecosystem Collaboration

Digital Supply Network Capabilities
(SCOR as the foundation)

Organization / People

Process*

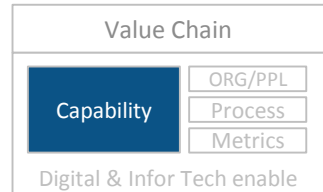
Metrics

Digital and Information Technology Enablement

*Process design is covered in detail design

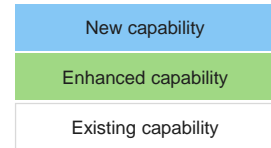
ISC+ Operating Model High-Level Design

Capability Framework (1/2)



Out of 92 capabilities, 24 capabilities are new, and 52 capabilities need to be enhanced

Customer collaboration		Cross organizational integration					
Customer insight	Contract Lifecycle Management	Strategy plan and Business plan	Design for supply chain	Collaborative project planning	S&OP	Demand sensing	
Supply Solution w cost to serve management	Customer network monitoring and analysis	Benchmarking / Target setting / Competition	Digital n-tier supplier collaboration	Engineering change order management	Product Lifecycle planning (NPI, EOL)	Product standardization & structure simplification	
Digital customer collaboration	Customer collaborative planning	Supply chain network strategy design	Trade compliance	Installed base management	Demand shaping	Integrated CPQ	



Intelligent Operation Center (IOC)							
Plan	Execution layer	Segmented Planning	Production planning	Inventory management	Logistics planning	Transactional order deviation mgmt.	Financial reporting / Cost-to-serve
	Intelligence layer	Root-cause analysis	What-if simulation	Scenario analysis	Supply Network modeling & opt.		
	Visibility layer	Performance mgmt. / KPIs	Exception mgmt. (alarms/ alerts)	Real-time demand and supply	Digital track and trace	N-tier supplier visibility	Channel partner inventory visibility

Source	Make	Deliver
Define & maintain procurement strategy	Capacity planning	Manage quality
Source and manage category	Production scheduling	Optimize production facility
Manage buying operations	Manage trial production	Manage asset performance
(Strategic) supplier management	Manage production flow	Smart manufacturing digitally enabled
Procurement analysis	Contract manufacture collaboration	
	Digitally integrated MES	
		Return
		Return offerings & strategy
		Return avoidance plan
		RMA management
		Triage/problem diagnose & repair
		Reuse, recycle, resell, scrap

Enable								
Quality Assurance	Sustainability	Risk & Compliance Management	Talent Mgmt	Knowledge mgmt	Licensing & entitlement	Master data mgmt	Process & IT dev and management	Asset tracking and traceability
Technology enablers:		SaaS	DaaS	PaaS	IaaS	Internet-of-Things	Mobility	Big Data

* The capability framework is continuously being updated

以上内容仅为本文档的试下载部分，为可阅读页数的一半内容。如要下载或阅读全文，请访问：<https://d.book118.com/928071132006006051>