

Supply Chain Fusion Services

Services

Oracle Supply Chain / Value Chain Suite

- Demantra - Demand Management, AFDM, S&OP, Predictive Trade Planning
- Advanced Supply Chain Planning (ASCP)
- Advanced Planning Command Center (APCC)
- Rapid Planning
- Global Order Promising (GOP, ATP)
- Collaborative Planning (VMI, CMI, Consignment, iSupplier)
- Inventory Optimization
- Warehouse Management (WHMS) & Transportation
- Supply Chain Intelligence (OBIEE)
- Demand Signal Repository (DSR)
- Including...Purchase-to-Pay / Order-to-Cash Manufacturing, Distribution related modules.

Supply Chain Process & Strategy

- Sales & Operations Planning
- Supply Chain Assessment and Road-map
- Process Re-engineering / Standardization
- Supply Chain Metrics / Benchmarking
- Procurement Strategies / Supplier Score Card
- Supplier / CM or Customer Collaboration (CPFR)
- Product Lifecycle Management / NPI
- Supplier Selection, Rationalization and Off-shoring
- Internal Manufacturing migration Outsourcing and vice-versa assessment, guidance, project management, road-map

• Technical Development

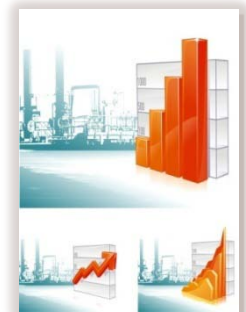
• Outsourcing Services

• Professional Project Management

Industry Focus



- Consumer Packaged Goods / CEG
- High Tech and Contract Manufacturing
- Semiconductor
- Media & Entertainment
- Distribution
- Healthcare



Supply Chain Fusion Customers Include.....



Our Team

Knowledge and Experience:

Along with our **deep industry and process experience**, Our consultants have been implementing Oracle supply chain products since the days of pre-Oracle 11i and advanced supply chain products since their inception. Our experiences include a wide range of companies, from startup to Fortune 500, from high tech. to consumer packaged products.

- Contract manufacturing
- Master / Production Scheduling
- Distribution Planning
- Demand Management and S&OP

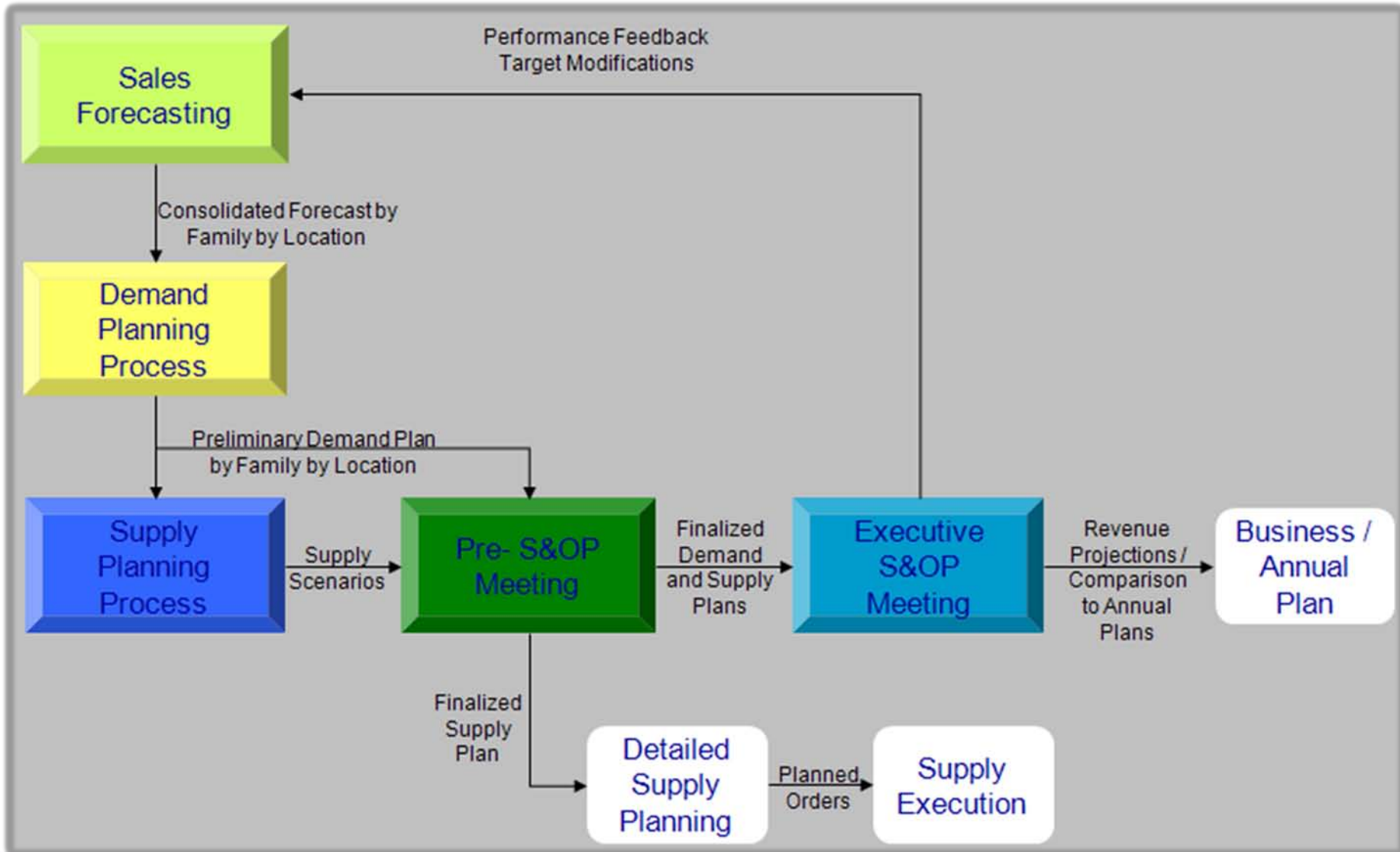
- Inventory Optimization
- Global Order Promising
- Collaborative Planning
- Supply Chain Intelligence

Already **known as one of the top Demantra integrators** due to our extensive implementation experience, We have developed global future state designs and have implemented those designs to drive effective transformation in those organizations. Our team consists of a combination of **deep functional and technical skills**, as well as **decades of consulting and industry experience**.

- Integration to legacy ERP or Oracle EBS using custom interfaces or adapted Oracle collections program
- Complex server and client expressions
- Demand and supply data analysis

- Workflow setups, customizations
- Worksheets for Sales, Demand and Consensus forecasting, forecast accuracy, rolling forecasts, archiving
- Statistical engine tuning, causal factor
- Hierarchy design and setup

High Level S&OP



High Level S&OP – Oracle VCP Solution Mapping



Performance Feedback
Target Modifications

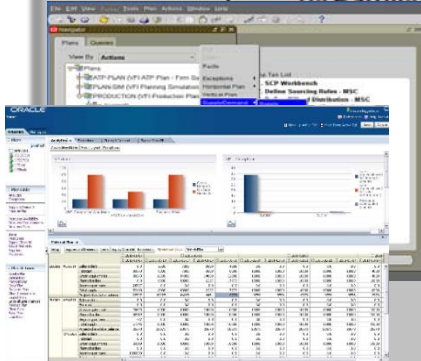
Forecast by Location

APCC



Hyperion

Preliminary Demand Plan
by Family by Location

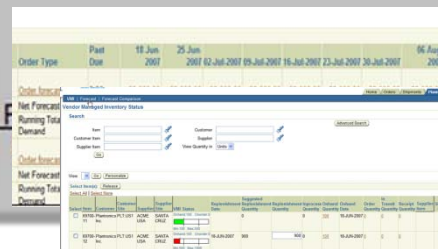
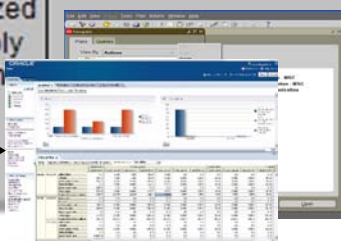


Supply scenarios

Review Project Completion to Analyze Plan

ASCP, Rapid Planning, Inv. Optimization

Finalized Supply Plan



iSupplier & Collaborative Planning

Forecast Entry

Demand Management

File Worksheet Edit View Options Data Help

✖ Demand fcst update for fcst customers (Monthly)

Page Items

Division: UNASSIGNED Customer: ABS COMPUTER TECHNOLOGIES INC:66339 Model: UNASSIGNED

Item	Time	Booked units by Req	Booked rev by Req	Shipped + backlog units by req	Shipped + backlog rev by req	Stat. units fcst	Stat. rev fcst	Sales units fcst	Sales rev fcst	% addition for demand units	Additional increase for demand units	Demand override units	Demand units fcst	ASP	ASP final	ASP Override	Demand rev fcst
71890-61:665.R DISCOVERY,HEADSET,US	04/01/07							0					0				
	04/29/07							0					0				
	06/03/07	60	\$3,645	0	\$0	63	\$0	0	\$0	0%	0		0	\$0.00	\$0.00	\$0.00	\$0
	07/01/07			96	\$5,832	0	\$0	96	\$5,832	0%	0		96	\$60.75	\$0.00	\$0.00	\$0
	07/29/07	108	\$6,561	72	\$4,374	33	\$382	33	\$382	10%	0		36	\$11.63	\$0.00	\$0.00	\$0
	09/02/07			0	\$0	25	\$0	25	\$0	0%	0		25	\$0.00	\$0.00	\$0.00	\$0
	09/30/07			0	\$0	24	\$0	24	\$0	0%	0		24	\$0.00	\$0.00	\$0.00	\$0
	10/28/07			0	\$0	25	\$0	25	\$0	0%	0		25	\$0.00	\$0.00	\$0.00	\$0
	11/25/07			0	\$0	27	\$0	27	\$0	0%	0		27	\$0.00	\$0.00	\$0.00	\$0
	12/23/07			0	\$0	32	\$0	32	\$0	0%	0		32	\$0.00	\$0.00	\$0.00	\$0
	01/27/08			0	\$0	30	\$0	30	\$0	0%	0		30	\$0.00	\$0.00	\$0.00	\$0
	03/02/08			0	\$0	24	\$0	24	\$0	0%	0		24	\$0.00	\$0.00	\$0.00	\$0
	03/30/08			0	\$0	25	\$0	25	\$0	0%	0		25	\$0.00	\$0.00	\$0.00	\$0
	04/27/08			0	\$0	33	\$0	33	\$0	0%	0		33	\$0.00	\$0.00	\$0.00	\$0

Empty Rows Hidden | Row: 1, Col: 2

Sales Analysis

Demand Management

File Worksheet Edit View Options Data Help

Page Items

Sales person:

Customer	Item	Time	Delta of current vs prior sales units fcst	Delta of current vs prior sales rev fcst	Sales override units	Sales units fcst	Sales rev fcst	Sales units fcst prior month	Sales rev fcst prior month	Con units fcst prior month	Con rev fcst prior month
ANYWARE COMPUTER ACCESSORIES:70659	73279-09:590E/R PULSAR,HEADSET,AUS	03/30/08	1	\$82	0	1	\$ 82	0	\$0	0	\$0
		04/27/08	1	\$76	3	4	\$ 224	3	\$148	3	\$148
		06/01/08	2	\$96	0	2	\$ 96	0	\$0	0	\$0
		06/29/08	1	\$82	0	1	\$ 82	0	\$0	0	\$0
		07/27/08	2	\$136	1	4	\$ 209	1	\$73	1	\$73
		Summary	9	\$473	4	13	\$ 695	4	\$222	4	\$222
		Summary	9	\$473	4	13	\$ 695	4	\$222	4	\$222
BRIGHTSTAR LOGISTICS PTY LTD:117097	73279-09:590E/R PULSAR,HEADSET,AUS	03/30/08	0	(\$22)	12	12	\$ 652	12	\$674	12	\$674
		04/27/08	0	(\$32)	18	18	\$ 955	18	\$987	18	\$987
		06/01/08	0	(\$29)	16	16	\$ 867	16	\$896	16	\$896
		06/29/08	0	(\$0)	28	28	\$ 1,501	28	\$1,501	28	\$1,501
		07/27/08	0	\$0	11	11	\$ 602	11	\$602	11	\$602

Empty Rows Hidden | Row: 1, Col: 3

Drill Down into Exceptions

✖ Dmnd Analysis - Delta of current con & approved con fcst by model

Page Items

Business Unit B2B

Model	Time	Con units fcst	Approved con units fcst	Delta of current vs approved con units fcst	Con rev fcst	Approved con rev fcst	Delta of current vs approved con rev fcst	
A100	08/31/08	4,022	2,488	1,535	\$121,799	\$80,672	\$41,126	
		3,098	3,489	(391)	\$96,362	\$109,967	(\$13,604)	
					\$117,614	\$107,596	\$10,017	
					\$81,529	\$102,313	(\$20,784)	
					\$85,751	\$94,991	(\$9,240)	
			3,837	3,763	73	\$119,473	\$117,829	\$1,644
			20,476	19,960	517	\$622,528	\$613,368	\$9,160
			10,773	8,746	2,027	\$244,287	\$197,329	\$46,958
AMP A10		9,595	11,322	(1,726)	\$229,270	\$266,704	(\$37,434)	
	10/26/08	15,343	11,247	4,096	\$359,179	\$264,981	\$94,198	
	11/30/08	12,279	9,093	3,186	\$278,050	\$207,850	\$70,201	
	12/28/08	9,280	9,072	208	\$208,260	\$204,515	\$3,745	
	01/25/09	11,910	9,693	2,216	\$272,869	\$221,266	\$51,603	
	Summary	69,180	59,173	10,007	\$1,591,915	\$1,362,644	\$229,272	
	AMP BWAY	08/31/08	1,681	1,681	0	\$38,678	\$38,838	(\$159)
		09/28/08	1,257	1,257	0	\$29,841	\$29,973	(\$132)
10/26/08		1,534	1,534	0	\$36,170	\$36,170	\$0	
11/30/08		1,063	1,063	0	\$25,254	\$25,254	\$0	
12/28/08		1,187	1,187	0	\$28,400	\$28,400	\$0	
01/25/09		1,434	1,434	0	\$33,181	\$33,181	\$0	
Summary		8,155	8,155	0	\$191,524	\$191,815	(\$291)	
AMP DA40		08/31/08	9,941	4,327	5,614	\$231,663	\$109,209	\$122,455
	09/28/08	5,690	6,792	(1,102)	\$137,090	\$164,161	(\$27,071)	
	10/26/08	8,491	7,137	1,354	\$206,397	\$175,508	\$30,889	
	11/30/08	4,356	6,596	(2,240)	\$110,043	\$162,951	(\$52,908)	
	12/28/08	5,971	6,564	(593)	\$142,785	\$157,476	(\$14,691)	
	01/25/09	7,223	7,029	194	\$173,137	\$168,528	\$4,609	
	Summary	41,672	38,445	3,226	\$1,001,116	\$937,833	\$63,283	

Demantra 7.3 Key New Features

- **Configure-to-Order (CTO)**

- Dependant Demand
- Attach Rates
- Indented Bom Views

- **NPI**

- Create New Product
- EOL
- Pooled Time Series Modeling

- **Security**

- **Usability / GUI Enhancements**

- Worksheets: Series as Columns
- Show / Hide
- Summary Flexibility (top, bottom, left, right)
 - Mixed Horizontal / Vertical Summaries,
- Freeze Summary Row

Time	Series	Baseline Forecast	Base Override	Final Png Pct	Forecast Dependent Demand	Forecast Dependent Demand Override	Final Forecast Dependent Demand	Consensus Forecast	Consensus Total Demand
08/03/09	Item								
	MX960							0	0
	MX960 ATO MODEL							0	0
	BASE-UNIT-MX960-OC							0	0
	MX960-PREMIUM-AC-ECM							0	0
	MX960-PREMIUM-AC							0	0
	MX960-PREMIUM-DC-ECM							0	0
	MX960-PREMIUM-DC							0	0
	MX960BASE-AC-ECM							0	0
	MX960BASE-AC							0	0
	MX960BASE-DC-ECM							0	0
	MX960BASE-DC							0	0
	OS-JUNOS MX960-OC							0	0
	JUNOS-WW							0	0
	JUNOS							0	0
	SYS-OPTIONS-MX960-OC							0	0
	RE-S-1300-2048-BB							0	0
	RE-S-2000-4096-UPG-BB							0	0
	SCB-MX960-BB							0	0
	Summary							0	0

The screenshot shows the 'Demand Analysis Detail for SKU & Org' window. On the left, a tree view shows the organizational structure: '21" MONITOR' (SLC:M1:Seattle Manufacturing), 'Monitor - 19" Flat' (SLC:M1:Seattle Manufacturing), 'Television 102"', and 'Television 96"' (SLC:M1:Seattle Manufacturing). A context menu is open over the 'Television 96"' item, listing options: 'New item', 'View item', 'Edit item', 'Delete item', 'Add note', and 'Methods'. The 'Methods' menu is expanded, showing 'Create similar product', 'Remove combinations', and 'Update lifecycle definitions'. On the right, a data table shows demand over time for 'Television 96" - SLC:M1:Seattle Man'.

Time	Series	History	History Ov
02/20/06		87	
02/27/06		130	
03/06/06		105	
03/13/06		73	
03/20/06		0	
03/27/06		161	
04/03/06		128	

Rapid Planning

ORACLE® Home You are logged in as MFG Preferences Help Logout

PLAN1 Plan Inputs Move Up Active Tab Move Down Active Tab Save Changes Cancel

Plans

- BASEEC-Cp
- BASERD
- DNRDCopy
- HDMP18
- PLAN1
- XXPlan1
- XYEC

Plan Links

- Analytics
- Exceptions
- Supplies and Demands
- Material Plan
- Resource Availability
- Resource Requirements
- Resource Plan
- Items
- Resources
- Supply Chain Bill
- Bill of Materials
- Suppliers
- Processes

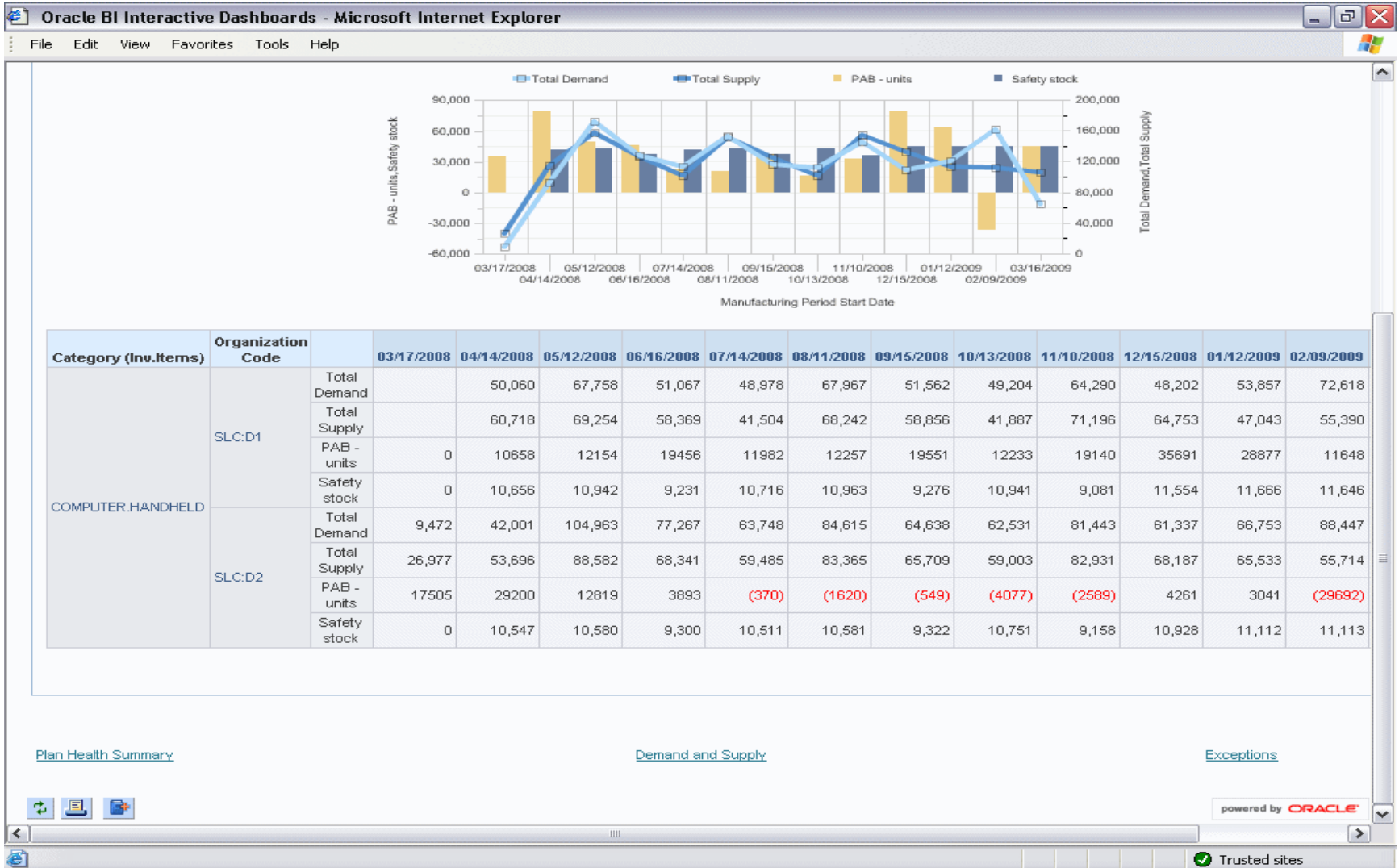
Plan Actions

Analytics Material Plan x Items

Setup Predefined Views TST_01 Supplies and Demands Items Supply Chain Bill Exceptions

			2009-12-01			2009-12-14				
			2009-12-01	2009-12-07	2009-12-14	2009-12-21	2009-12-28	2010-01-04	2010-01-11	2
TST:D1	A566312	Sales orders	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Forecast	0.0	0.0	0.0	3616	3850	3851	3853	
		Manual Demand	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Production forecast	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Gross requirements	0.0	0.0	0.0	3616	3850	3851	3853	
		Beginning on hand	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Projected on hand	0.0	0.0	0.0	-3616	-7466	-11317	-15170	
		Projected available balance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Planned orders	0.0	0.0	0.0	3616	3850	3851	3853	
		Purchase orders	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Requisitions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Work orders	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Total supply	0.0	0.0	0.0	3616	3850	3851	3853	
	A566313	Sales orders	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Forecast	0.0	0.0	0.0	3508	3697	3698	3699	
		Manual Demand	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Production forecast	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Gross requirements	0.0	0.0	0.0	3508	3697	3698	3699	
		Beginning on hand	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Projected on hand	0.0	0.0	0.0	-3508	-7205	-10903	-14602	
		Projected available balance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Planned orders	0.0	0.0	0.0	3508	3697	3698	3699	
		Purchase orders	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Requisitions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Work orders	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Total supply	0.0	0.0	0.0	3508	3697	3698	3699	
	WM101	Sales orders	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Forecast	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Manual Demand	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Production forecast	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Gross requirements	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Beginning on hand	55	0.0	0.0	0.0	0.0	0.0	0.0	
		Projected on hand	55	55	55	55	55	55	55	
		Projected available balance	55	55	55	55	55	55	55	
		Planned orders	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

Advance Planning Command Center



Collaborative Planning

Order Forecast

Supplier can view the published order forecast details in the Vertical or Horizontal View

The screenshot shows the Oracle Collaborative Planning interface in Vertical View. The search criteria are: Item (M251-553-06-AP5), Order Type (Order forecast), Customer item, Supplier item, and Order Number. The table below displays the order forecast details.

Select Item	Base Model	Item Description	Customer	Customer Site	Supplier	Supplier Site	Order Type	Order Number	Receipt Date	Ship Date	Actual Date	Quantity	Serial Number	UOM	Bucket	Order Placement Date
<input type="checkbox"/> M251-553-06-AP5		VX510/O5150, AP5 4MF/2M 14.4K 10BT SC 3SM	My Company	PRD-IH2	JABIL CIRCUIT INC	SHANGHAI	Order forecast		17-Sep-2007	17-Sep-2007		3000		EA	Day	
<input type="checkbox"/> P040-08-242		CUSTOMER DISPLAY, 2X20, SHLD, GEM II	My Company	PRD-IHQ	SANMINA-SCI SYSTEMS (KUNSHAN) CO., LTD.	KUNSHAN	Order forecast		18-Sep-2007	18-Sep-2007		50		EA	Day	
<input type="checkbox"/> P040-08-242		CUSTOMER DISPLAY, 2X20, SHLD, GEM II	My Company	PRD-LCN	SANMINA-SCI SYSTEMS (KUNSHAN) CO., LTD.	KUNSHAN	Order forecast		18-Sep-2007	18-Sep-2007		10		EA	Day	

Order forecast

VMI Replenishment

The screenshot shows the Oracle Collaborative Planning interface in VMI Replenishment Status. The search criteria are: Item (69196-Platronics PLT US1), Customer (ACME USA), and Supplier (SANTA CRUZ). The table below displays the VMI replenishment status.

Select Item	Customer Site	Supplier Site	VMI Status	Eng/Revised Date	Registered Supply/Revised Quantity	Registered Supply/Revised Quantity	Ingress/Defaulted Quantity	Defaulted Quantity	Order In Progress	Order In Transit	Order In Receipt	Supplier Stockout	Create Client	Create ASM	View Replenishment Forecast
<input type="checkbox"/> 69196-Platronics PLT US1	ACME USA	SANTA CRUZ		18-JUN-2007	0	0	0	0	0	0	0				
<input type="checkbox"/> 69196-Platronics PLT US1	ACME USA	SANTA CRUZ		18-JUN-2007	900	900	0	0	0	0	0				

Collaborative Planning

Supply Commit

Is the response given by the CM against the order forecast

The screenshot shows the Oracle Collaborative Planning interface in Vertical View. The 'Order Type' is set to 'Supply commit'. The table below lists several supply commitments with columns for Select Item, Base Model, Item Description, Customer, Customer Site, Supplier, Supplier Site, Order Type, Order Number, Receipt Date, Ship Date, Actual Date, Quantity, Serial Number, UOM, Bucket, Order Placement Date, and Request Date.

Select Item	Base Model	Item Description	Customer	Customer Site	Supplier	Supplier Site	Order Type	Order Number	Receipt Date	Ship Date	Actual Date	Quantity	Serial Number	UOM	Bucket	Order Placement Date	Request Date
<input type="checkbox"/> M257-050-02-NA1		VX570/O5700, NA1 4MF/2MS 10BT/HS	My Company	PRD:LCN	SANMINA-SCI SYSTEMS (KUNSHAN) CO., LTD.	KUNSHAN	Supply commit		01-Sep-2007	01-Sep-2007		1,000.00		EA	Day		
<input type="checkbox"/> M197-504-13-MY2		OMNI 3750, MY2 2MF/1M 4SAM 2400 PTID	My Company	PRD:IH2	SANMINA-SCI SYSTEMS (KUNSHAN) CO., LTD.	KUNSHAN	Supply commit		11-Sep-2007	11-Sep-2007		1,500.00		EA	Day		
<input type="checkbox"/> M257-553-04-AUA		VX570/O5750,AUA 8MF/4MS 10BT/HS SC 3SAM PTID	My Company	PRD:MEL	SANMINA-SCI SYSTEMS (KUNSHAN) CO., LTD.	KUNSHAN	Supply commit		11-Sep-2007	11-Sep-2007		3,440.00		EA	Day		
<input type="checkbox"/> P002-121-00		PRINTER 900, UL/CSA PWR SPI V	My Company	PRD:LCN	SANMINA-SCI SYSTEMS (KUNSHAN)	KUNSHAN	Supply commit		11-Sep-2007	11-Sep-2007		562.00		EA	Day		

Supply Commit

A year after the storm - Post go-live during the down economy
Kai Hypko – Sr Director of Supply Chain Systems

Jan 19, 2010



PLANTRONICS®
SOUND INNOVATION™



FAMILY OF BRANDS



- Leading worldwide designer, manufacturer, marketer and seller of lightweight communications headsets, telephone headset systems, and accessories for the business and consumer markets under the Plantronics brand.
- Leading manufacturer and seller of high quality computer and home entertainment sound systems, docking audio products, and a line of headsets and headphones for personal digital media under our Altec Lansing brand.
- Manufacture and sell, under our Clarity brand, specialty telephone products, such as telephones for the hearing impaired, and other related products for people with special communication needs.
- Provide audio enhancement products to consumers, audio professionals and businesses under our Volume Logic brand.

Plantronics Profile

- **Founded by two pilots in 1961**
- **Over 40 years experience in voice**
 - Mission Critical Applications
- **A Worldwide Corporation**
 - 6,500 employees
 - Offices in 20 countries
 - FY 2009 Revenue of \$766M
- **Publicly traded on NYSE**
 - PLT
- **Family of brands**
 - Plantronics®
 - Altec Lansing®
 - Clarity®
 - Volume Logic®



Plantronics Business Environment

Our Customers are demanding:

- Accurate and timely commitments
- Shorter lead times
- Flexibility
- Product differentiation
- Dedicated inventory
- Visibility into the supply chain
- High quality
- Automation
- Lowest costs

Increasing our business risks of :

- Too much inventory
- Inventory in the wrong place
- Ordering the wrong inventory
- Missing delivery dates
- Losing orders
- Shipping the wrong products
- Increased expediting costs
- Losing customers
- Increased obsolescence

Forcing us to better manage:

Inventories

Ability to promise

Global suppliers

Supply/Demand

Forecasts

Cycle time

Stocking policies

VMI/SMI processes

Replenishment

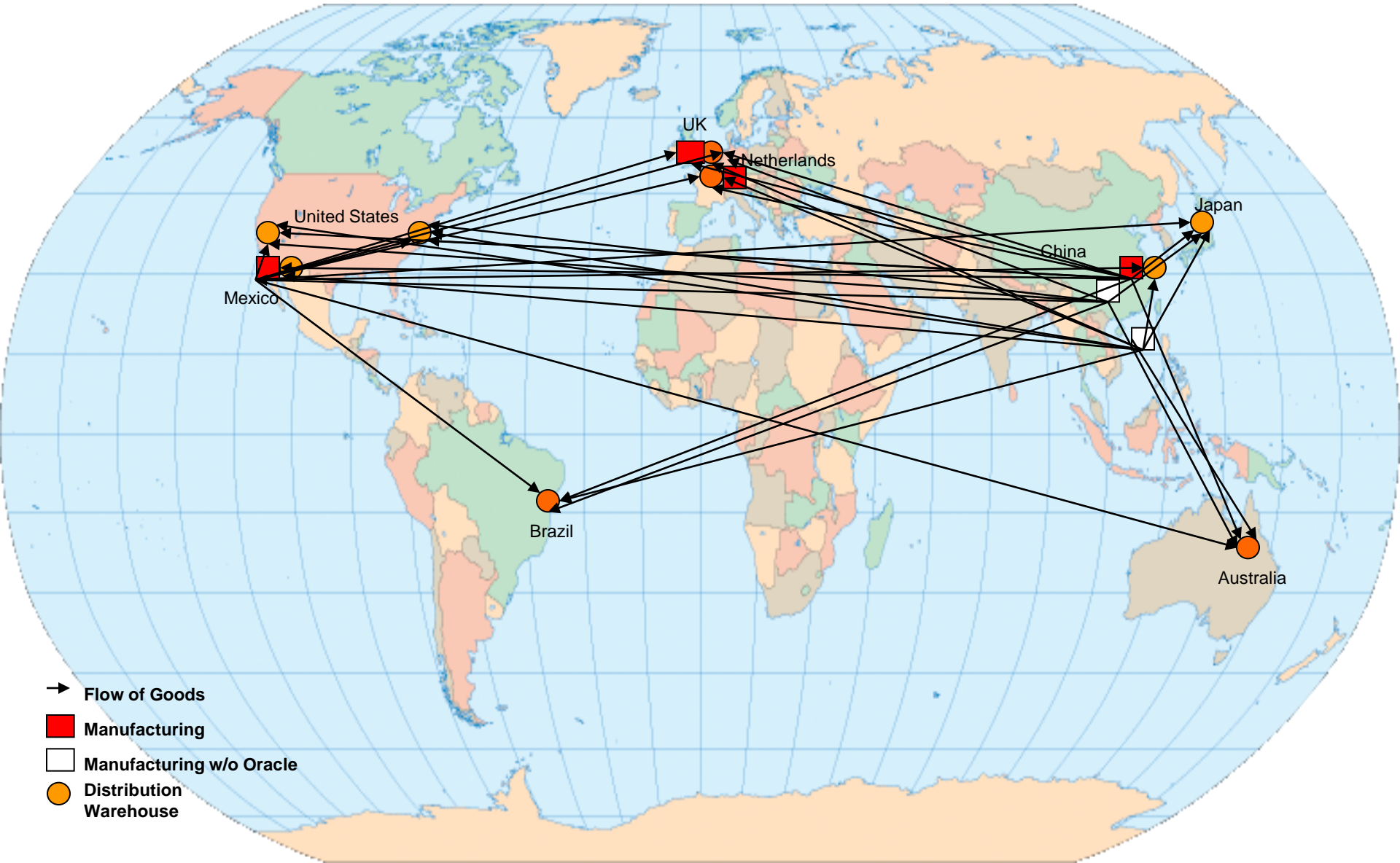
PLT Supply Chain

- **We manufacture 75% of our own products**
- **2 factories (Mexico, China)**
- **8 global distribution centers**
- **Buy raw material to forecast**
- **Pack to order**
- **Assemble to min-max settings**
- **Fulfill orders through our DC's**
- **Decentralized purchasing & planning**
- **~3000 Finished Goods items**

Recent Key Changes at PLT

- **Acquisition of Altec Lansing**
- **Entering of Consumer Retail Market**
- **New factory in China**
- **4 additional Distribution Centers**

PLT Supply Chain



- **Different demand plan processes across divisions & regions**
- **Multiple MRP's across globe**
- **“Hidden” inventory not visible in system**
- **Long internal planning cycles**
- **Buyers not utilizing the latest prices**
- **Too many manual steps**

Global Supply Chain Observations

- **Despite potential economies from global supply chain efforts, most companies optimize locally**
- **In spite of the rhetoric around the importance of customers, few firms are collaborating closely with key customers**
- **Companies continue to install software before rethinking their underlying processes, organizations and metrics and expect root cause problems to be eliminated**
- Source: Computer Sciences Corporation (CSC) and Supply Chain Management Review (SCMR) 2006 Survey

SCORE Project

- **Launched the business driven SCORE Project –**
- **Supply Chain Optimization and Re-Engineering**

- **Establish a world-class Supply Chain by:**
- **Creating a global, integrated, collaborative system and processes which are scalable, without legacy knowledge and added manpower**

- **Single Source of Truth**

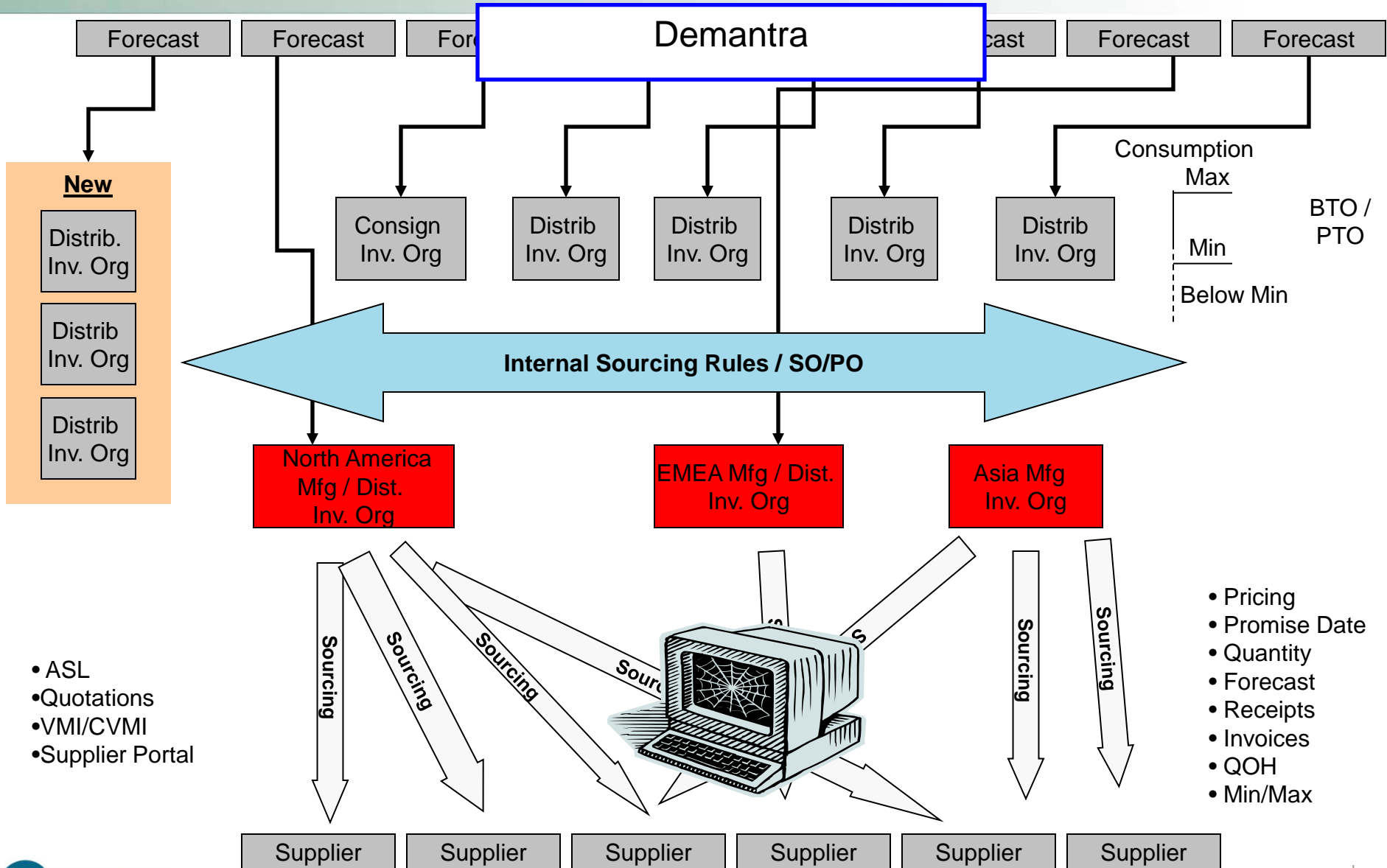
- **Implementation partner SCF**



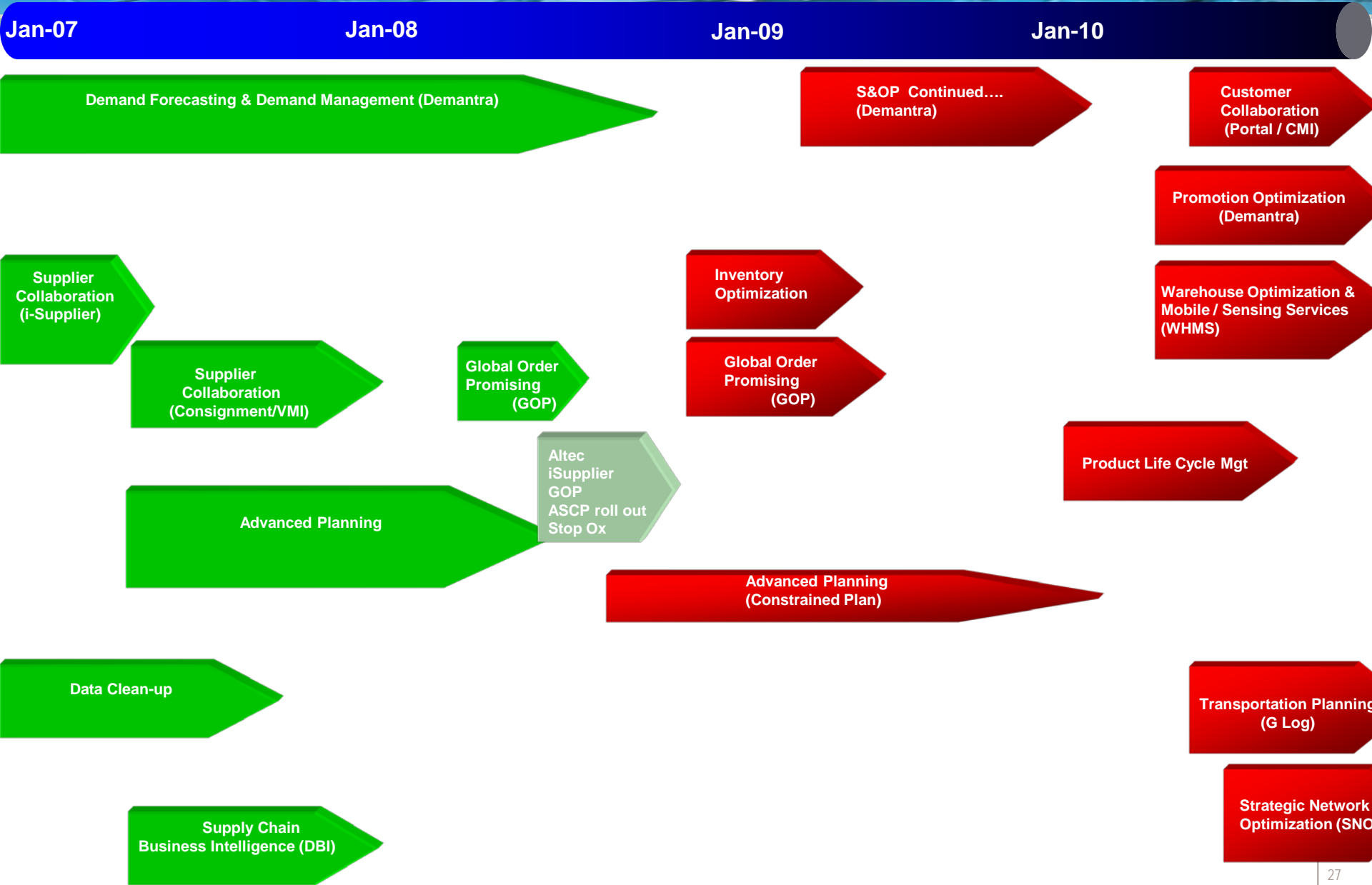
SCORE Project Improvements

- **Improved accuracy of ship dates to customers at point of order entry**
- **Improved forecast accuracy through collaboration**
- **Increases in inventory turns and reduce E&O**
- **Accurate, global visibility of inventory at all times**
- **Issue correct PO prices and receive acknowledgements and commits from suppliers**
- **Automation of manual transactions**

APS Systems Architecture



SCORE Project Plan



Key Methodologies & Assumptions

- **Design Globally, Holistically – Implement Locally, in Phases**
- **80/20 rule; Implement quickly, evolve quickly**
- **No Customizations – Work within the software**
- **Software based re-engineering and process design**
- **Get to decisions quickly; avoid decision paralysis**
- **PLT Resources available per required allocation to drive and participate in project**
- **Project participants have real ownership to make decisions**
- **Team environment – Win as a team, Lose as a team**

“ Supply Chain Superiority is not achieved with a single project, but is an evolution of relentless focus and continuous improvement ” Author Unknown

Significant Implementation Progress

- **By late 2008 / early 2009 we had fully deployed**
 - Multi Org ASCP
 - Demantra Demand Planning
 - GOP
 - iSupplier
 - Collaborative Planning
 - Inventory Optimization
 - DBI
- **Began to see promising supply chain changes**
 - OTD improvements
 - Less excess & obsolete
 - Fewer air freight
 - Inventory stabilized

And Then ...

- **Global economic downturn**
- **Worldwide recession**

- **Goal is to maintain profitability**
- **Plantronics' actions taken**
 - **18% layoff worldwide**
 - **Executive pay cuts**
 - **Suspension of travel**
 - **Hiring freeze**
 - **Factory Closure**
 - **Project cut backs**

Supply Chain Actions

- **Recession impacted the positive results we were expecting at this time of the project**
- **The installed Oracle applications allowed us to react to the changes quicker and better**
- **Better information – better decisions – better results**
- **What did we do?**

Utilizing Oracle to Forge Actions

- **Orders dropped 40%**
- **Orders got cancelled**
- **Some suppliers went bankrupt**
- **Inventories of certain items increased**
- **Some regions more troubled than others**
- **Fewer people to do the work**

Demand Planning (Demantra)

- **Ability to review globally forecast vs. actual**
- **Ability to drill down into problem products**
- **Ability to drill down into problem regions**

- **Quickly re-forecast and push back into Oracle**
- **Single global view for all to see and understand**
- **Single source of Truth**

Global Supply Planning (ASCP)

- **Ability to understand global supply/demand picture**
- **Ability to predict potential quarter ending inventory**
- **Ability to monitor inventory daily**
- **Ability to quickly shift from make vs. buy**

- **Take action on oversupply situations**
- **Identify future shortages and prepare**
- **Understand factory utilization make vs. buy**

Portals (iSupplier/Collaborative Planning)

- **Ability to communicate with suppliers in near real time**
- **Ability to re-forecast new requirements**
- **Ability to make changes quickly on existing PO's**

- **Pushed VMI to reduce buyer work load**
- **Expanded CVMI to reduce our inventory**

Order Management (GOP)

- **Ability to quote actual deliveries based on near real time planned supply information**
- **Ability to view global finished goods supply for maximum utilization at time of order**
- **More efficiency in our commit process**

Results

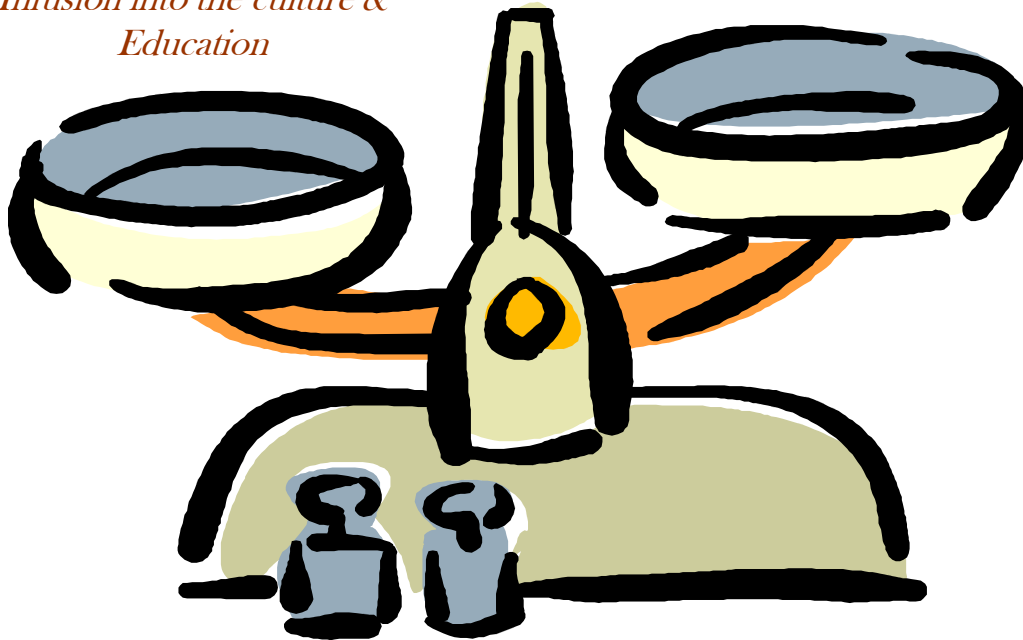
- **In spite of revenues dropping 40%, we are on track to remain profitable by reducing our cost structure 30%**
- **In spite of an 18% lay off we are able to maintain customer service levels AND reduce inventories because we have the right tools**
- **In spite of supplier turmoil we are able to ensure supply by quickly identifying trouble spots in our system**

Implementation Lessons Learned

- **Selection of the right “Project Owner”**
- **Pick the right Partner**
- **Eight quarters are less than 2!**
- **Change Management**
 - Communicate, Educate, Communicate
- **Go-live IS the beginning....resolve, stabilize, EVOLVE.**
 - Set expectations appropriately
- **Give yourself some buffer for the unexpected**

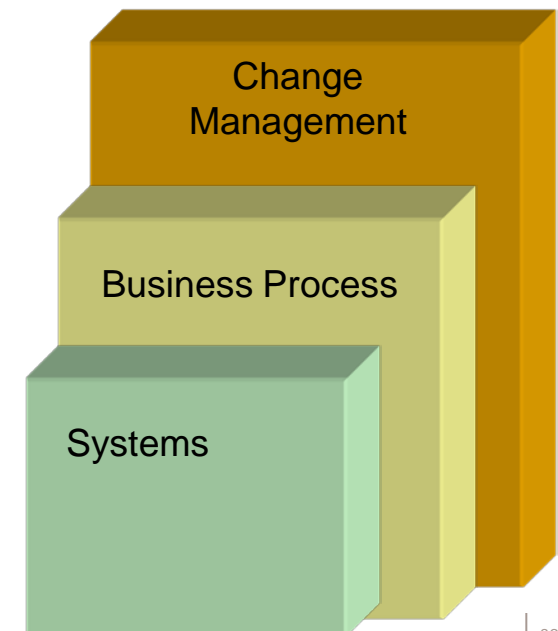
Know Your Corporate Culture

*“Solution Buy In”
Infusion into the culture &
Education*



*“Analysis Paralysis”
Complete Consensus driven
without trust & leadership*

*“When it comes to change management...if you get
to the finish line first but you’re alone, you lose.”*



John P. Kotter
Harvard Business School Professor

What to Do In Tough Economic Times?

- **Focus on what you can influence**
 - Demand sensing
 - Inventory levels
 - Material cost
- **Build speed & flexibility into your Supply Chain**
 - Near real time planning; scenario planning
 - Sourcing adjustments Make vs Buy
 - Send the right signals quickly
- **Utilize the information and make decisions.... Quickly**
 - Plan, execute, measure, adapt
 - Prepare NOW for the future
 - You get what you tolerate