



Supply Chain Assessment

Process Excellence in Action Using ARIS EasySCOR and ARIS Simulation

Our client integrates imaging systems and services that help businesses manage document workflow and increase efficiency. As the world's largest independent distribution channel for copier and printer technologies, the client offers best-in-class systems from leading manufacturers, such as Canon, Ricoh and HP, and service support through its team of 7,000 service professionals worldwide. The client also represents the industry's broadest portfolio of document management services: outsourcing and professional services, on-site copy and mailroom management, fleet management, digital printing solutions, and customized workflow and imaging application development.

Organization

The world's largest independent distribution channel for copier and printer technologies

Challenge

Improve process and cycle time efficiency and effectiveness, especially within the order fulfillment process.

The Solution

Implement a supply chain solution in the near and medium term. To prepare for and manage that change, employ a short-term solution that improves present operations in different regional warehouse locations.

Solutions Deployed

- ▶ ARIS Platform
- ▶ ARIS EasySCOR
- ▶ ARIS Simulation

Benefits

- ▶ Improved customer satisfaction by over 45%
- ▶ Increased resource utilization by 25%
- ▶ Improved communication and document flow within regional warehouses
- ▶ Reduced square-footage requirements and improved product flow

The Business Challenge

To improve process and cycle time efficiency and effectiveness, especially within the order fulfillment process, our client needed to implement a supply chain solution. To best prepare for and manage that change, the company would employ a short-term solution to advance existing operations in different regional warehouse locations.

The goals of the short and long term solutions included: reduce cycle time and improve throughput of the order fulfillment process, increase process efficiency, improve product flow within regional warehouses, align current processes with future ERP-supported supply chain processes and procedures, and establish standard warehouse layout.

The Business Solution

During a six-week period, the project team conducted two site visits to analyze current processes and the proposed future supply chain processes. In addition, the team developed and evaluated recommendations for a streamlined interim solution.

As-Is Process Design

In order to facilitate the initial phase of the project, the project team decided to leverage ARIS EasySCOR, with its standard process descriptions and best practices. The project team captured all relevant details to describe process-related information in different regional warehouses:

- ▶ Process models (Function trees, Event-driven Process Chains – eEPCs with material flow) to document and understand process interrelations
- ▶ Organizational Charts
- ▶ Product Trees
- ▶ Application System Diagrams

Furthermore, information such as processing times, shift calendars and resource availability were maintained in preparation for the process analysis phase.

Process Analysis

After documenting the current order fulfillment processes and the corresponding product flow (including warehouse layout) in two different locations, the project team focused on the qualitative and quantitative analysis of the current state.

The consulting and industry expertise of IDS Scheer, in conjunction with the market-leading product functionality of the ARIS Product Suite, led to quick results during the process design and analysis phase:

- ▶ Identification of process inefficiencies and unnecessary steps
- ▶ Identification of resource bottlenecks (utilization of equipment and personnel resources)
- ▶ Identification of excessive wait time in processing orders
- ▶ Identification of organizational and system-oriented weak points (frequent hand-offs or interfaces)

To-Be Design

As part of the To-Be Design phase, the project team developed a process improvement vision and identified improvement opportunities:

- ▶ Established and standardized performance levels for selected SCOR metrics
- ▶ Aligned future business processes with the customer's business strategies, objectives and requirements
- ▶ Simplified, error-proved and documented assemble-to-order (Order Fulfillment) business processes

The Results

The alignment of the customer's objectives, business processes and IT systems with industry-leading best practices led to:

- ▶ Improved customer satisfaction by over 45% (through cycle time reduction)
- ▶ Increased resource utilization by 25%
- ▶ Improved communication and document flow within regional warehouses
- ▶ Reduced square-footage requirements and improved product flow
- ▶ Aligned corporate objectives with pre-defined SCOR metrics

The use of the ARIS Product Suite, including ARIS EasySCOR and ARIS Simulation, allowed the consulting team to quickly document and identify opportunities for improvement. As a result, the customer has better appreciation and understanding of their business processes and their impact on the company's performance. The ROI for the project was realized in less than 90 days.