knowledge17

WORK at LIGHTSPEED™

PPM as VALUE CHAIN INTEGRATOR

ALEXANDER COMPERNOL
INDUSTRIALIZATION PLANNING MANAGER, EMEA
Bridgestone EMEA

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servicenow

Agenda

- Introduction
- Context : what & how big was our problem?
- Solution & implementation
- Project outcome
- Lessons learned & next steps
- Q&A

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Speaker Introduction



NAME: Alexander Compernol

TITLE: Industrialization Planning manager, EMEA

FUNCTION: Product Lifecycle management, Supply Chain planning

COMPANY: Bridgestone EMEA

EXPERIENCE: 5 years in PLM, 15 years in Supply Chain

EXPERTISE: Product lifecycle management, project & process management, supply chain planning

ACHIEVEMENTS: Implemented Servicenow “eSGK” integrated planning tool in 2016/2017

CURRENT PROJECTS: Stabilization & expansion of integrated planning tool, European product master data project, global integrated planning simulation, …

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My Company



NAME: Bridgestone, EMEA

INDUSTRY: Tyre manufacturing

MARKET FOCUS: Our mission is to serve society with superior quality

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: OEM partnerships, Tyres for general public : replacement market, Fleet solutions, Diversified products

COMPANY-WIDE INITIATIVES: Focus on safety, quality, health, environment, Be the challenger in the market, Be innovative, Ensures regulatory compliance

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Bridgestone EMEA

Mission

Serving Society with Superior Quality

Foundation

Seijitsu-Kyocho
Integrity and Teamwork

Shinshu-Dokuso
Creative Pioneering

Genbutsu-Genba
Decision-Making Based on Verified, On-Site Observations

Jukuryo-Danko
Decisive Action after Thorough Planning

- Multiple brands : Bridgestone, Firestone, Bandag, …
- 18,200 employees
- 4 billion € net sales
- 14 manufacturing locations
- R&D centre
- Worlds largest tyre & rubber manufacturing company








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Session Overview



Objectives

- To share Bridgestone's journey in making our industrialization planning
  - Faster
  - Cheaper
  - Integrated end to end



What You Will Learn

- Issues we faced and how they impacted our business
- How we set up our "esgk" project
- How project portfolio management helped us improve our product industrialization process
- The quantitative and qualitative benefits

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Context

Regulation

- OEM emission norms
- label grades
- homologation

Product power

- Safety
- Fuel/battery efficient
- Performance

New Technology

- New compounds, components, construction
- Production technologies

Cost & profit

- Efficient & lean
- Sustainable & profitable growth

Time to market

- Shortened lead times, be there first
- Meeting external market requirements



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Project Background

- Bridgestone's SGK = Sougou Keikaku = masterplan
- Brings together our product portfolio with development and industrialization capacities and constraints to define the optimum possible plan
- The aim is to be on-time and within budget while trying to resolve the following equation



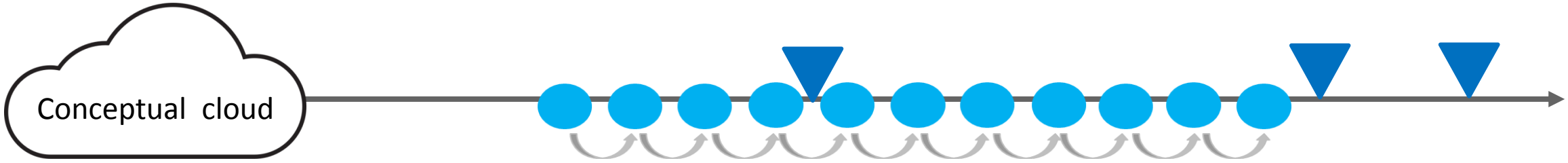
Product segments	Manufacturing plants	Different departments	Year rolling plan	PROJECTS!!

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What's the Problem?

End to End governance model





Projects & Tasks

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What's the Problem?

- Unreliable launch plan
- Non value added complexity
- Lack of visibility and ownership
- Decentralized information
- Excel & access driven



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How Big is the Problem?



IT WAS CLEAR WE WERE ON A BURNING PLATFORM!

TWO MAIN OBSERVATIONS:

- Reached the limitations of the tools
- sub optimization doesn't work

CONCLUSION:

- needed to act, and fast
- needed to break down silos and reconnect the dots

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What Did We Need?

Product portfolio

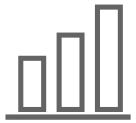
Sourcing strategy

Industrialization & development capacities

PROJECT PORTFOLIO MANAGEMENT (PPM)



- Portfolio management
- New product introduction
- Stage-Gate governance
- …



- Demand vs capacity
- Product sourcing
- KPI dashboard
- …



- Task mgt
- Document mgt
- Workflows
- Approval flows
- …

Interfaces (SAP, OMP,…)

Reporting

Inputs → Integrated Solution → Outputs

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Solution Approach

Reliability & Customer focus	• Reduce variability • Manage complexity • Commit on project timing & cost
Resource management	• Align demand vs. capacity • Spot issues before the happen
Common objectives	• Cross functional team working collaboratively • KPI dashboard
Speed of execution	• Improve time to market • Eliminate ‘waste’ in the process
Integration	• Support an end-2-end plan • Interface with ERP systems
Strategic fit	• Economies of scale • flexibility needed in a changing organization



Project Ideation

Project Planning

Project Implementation

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Project Ideation



PROOF OF CONCEPT



VOICE OF THE BUSINESS

PREPARED BY : ALEXANDER COMPERNOL – INDUSTRIALIZATION PLANNING MANAGER
BRIDGESTONE EUROPE NV/SA

Request for Proposal

"SGK automation project"

BRIDGESTONE

CLEAR BUSINESS REQUIREMENTS

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Project Planning

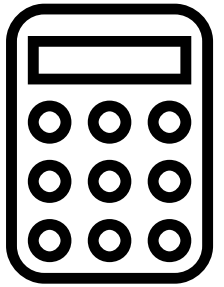
1. SUPPLIER SELECTION

- 4 initial scenario's
- 2 shortlist candidates
  - 2 POC's
  - 2 RFQ/P evaluations



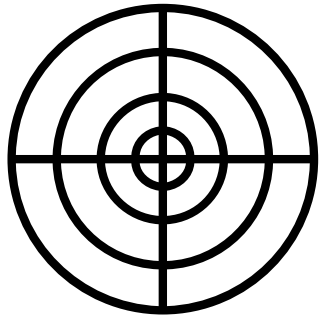
2. BUSINESS CASE

- Business case calculation & validation
- Payback <2 years



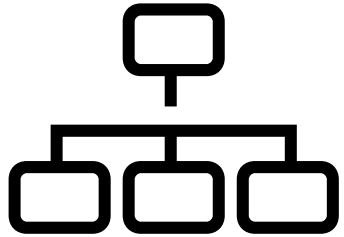
3. PROJECT BRIEF

- Detailed business requirements
- Process mapping
- Define scope, budget and timing



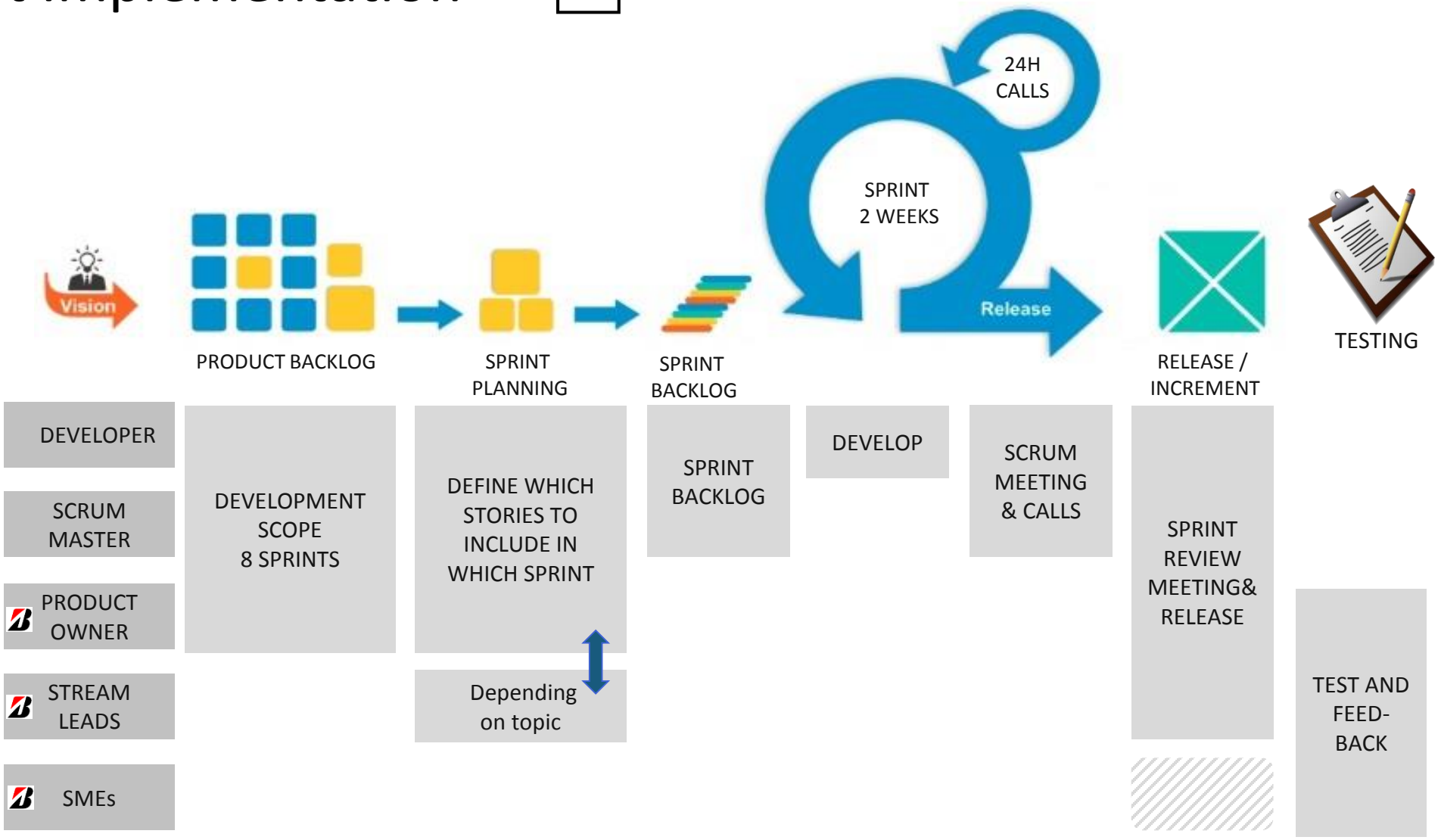
4. PROJECT STAFFING, IMPLEMENTATION PLAN

- Setup project governance
- Secure human resources
- Create project implementation plan
- Communication & change management



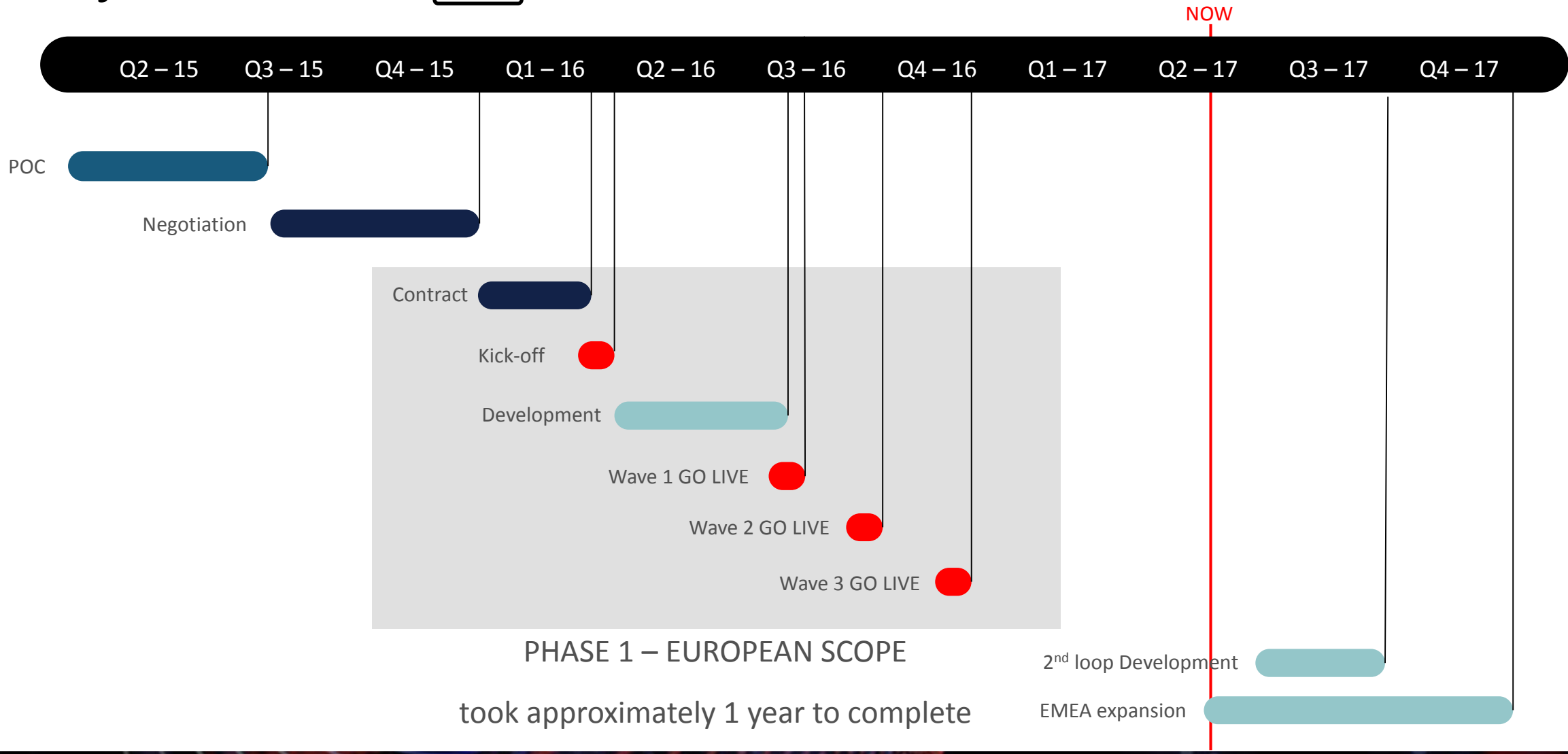
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Project Implementation



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Project Timeline



PHASE 1 – EUROPEAN SCOPE

took approximately 1 year to complete

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Solution

We needed to understand how to :

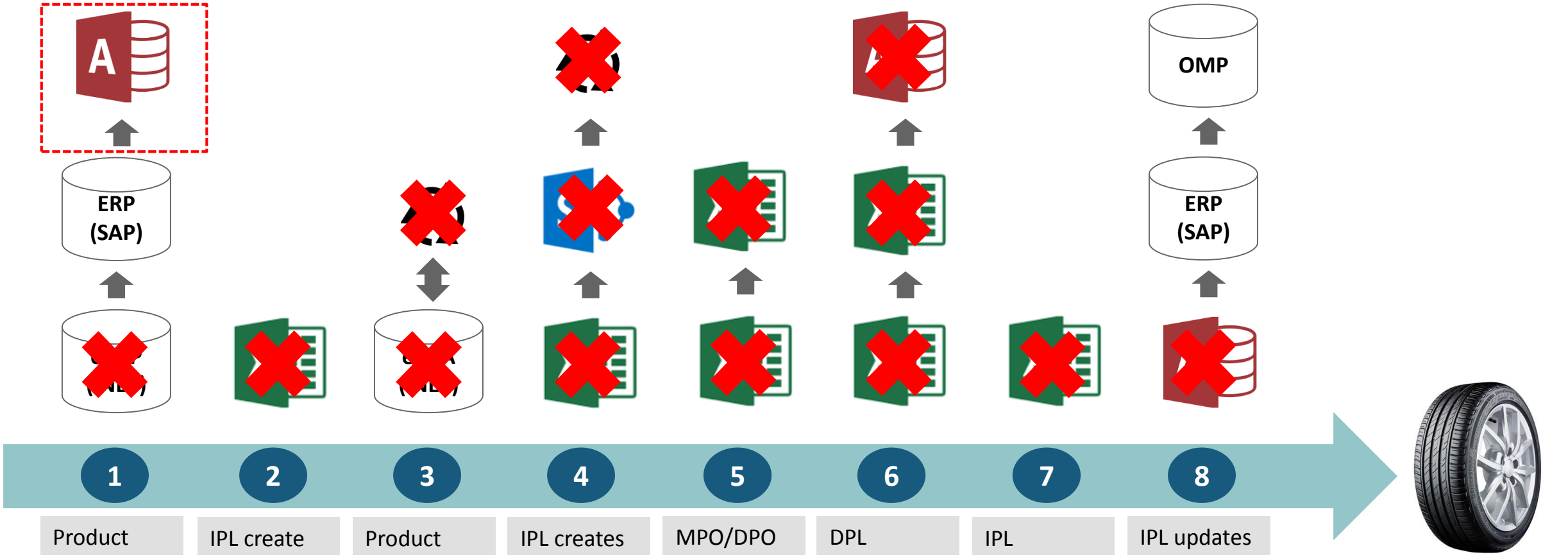
- Integrate product planning, PLM, development, procurement, manufacturing and several other stakeholders
- Reduce our time to market
- Cut back on complexity and make our processes more lean

But first, one example of how it worked in the past…



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How It Worked in the Past…



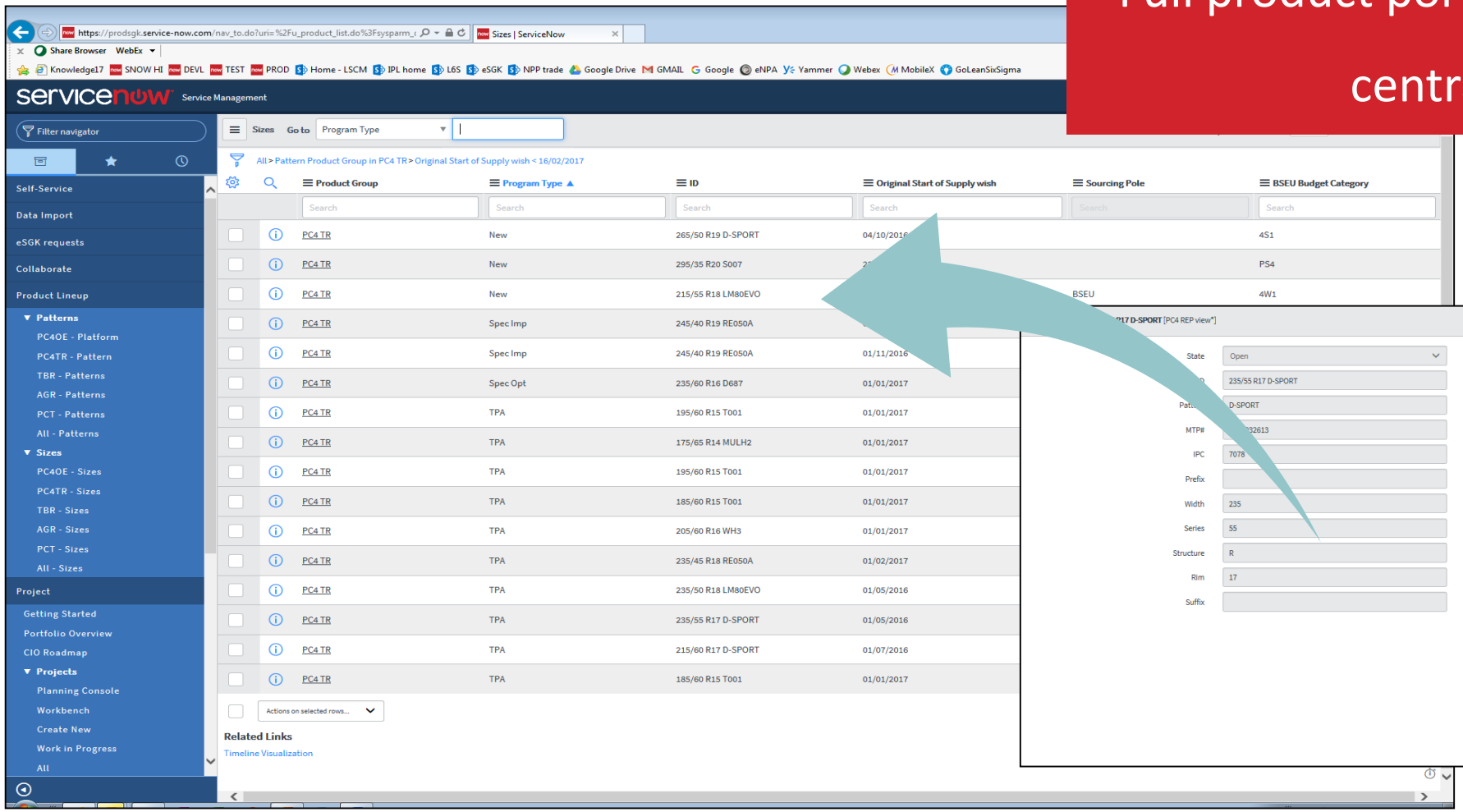
1	2	3	4	5	6	7	8
Product Planning create new portfolio record	IPL create projects and tasks	Product Planning gives project approval	IPL creates Fund Request for mold purchasing	MPO/DPO plans mold drawing and mold production	DPL manage projects with TCE and plant	IPL coordinates and monitors	IPL updates SRC DB with mass production dates

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Solution : Portfolio

"ONE VERSION OF THE TRUTH"

Full product portfolio managed in one central location.

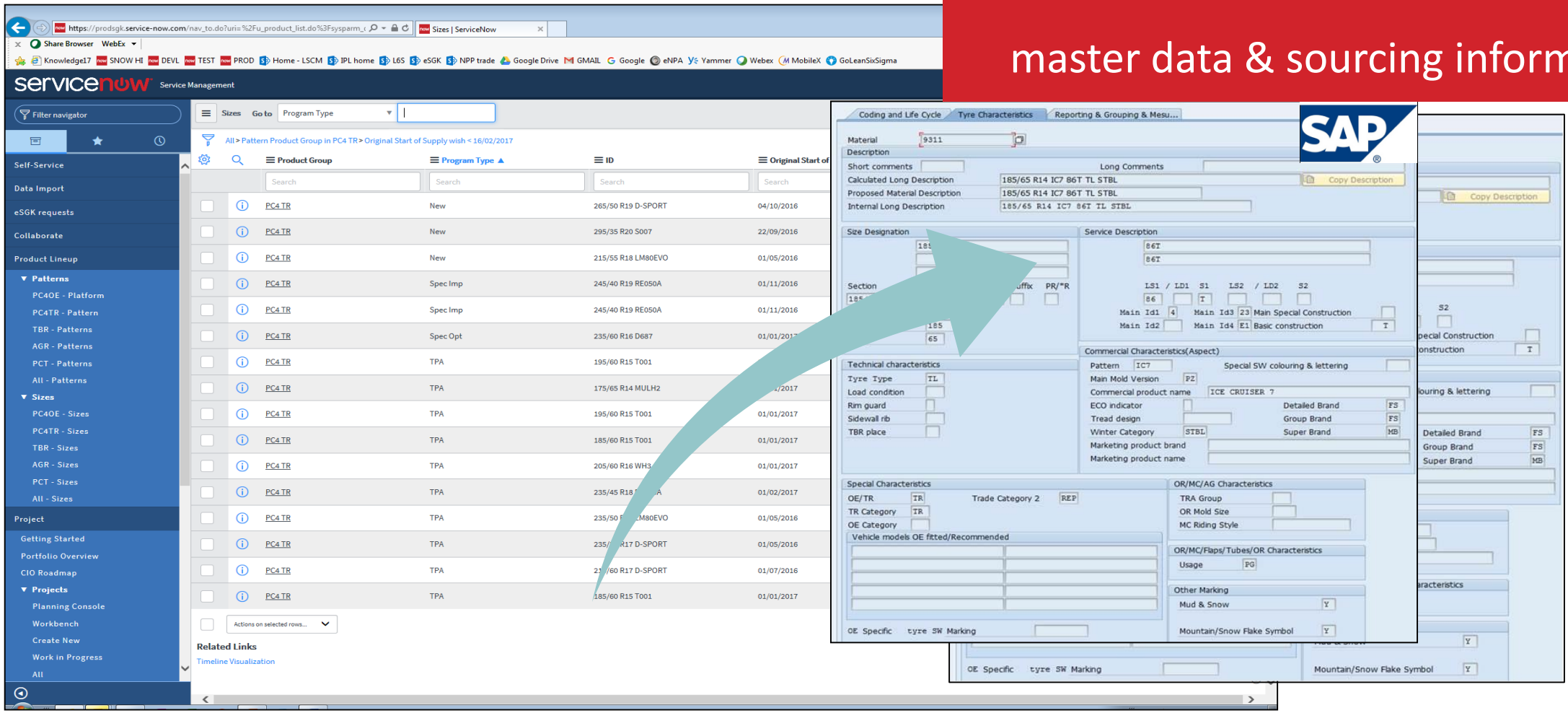


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Solution : SKU Creation and MM

“AUTOMATED, NO MISTAKES”

Daily interfaces to SAP for material master data & sourcing information

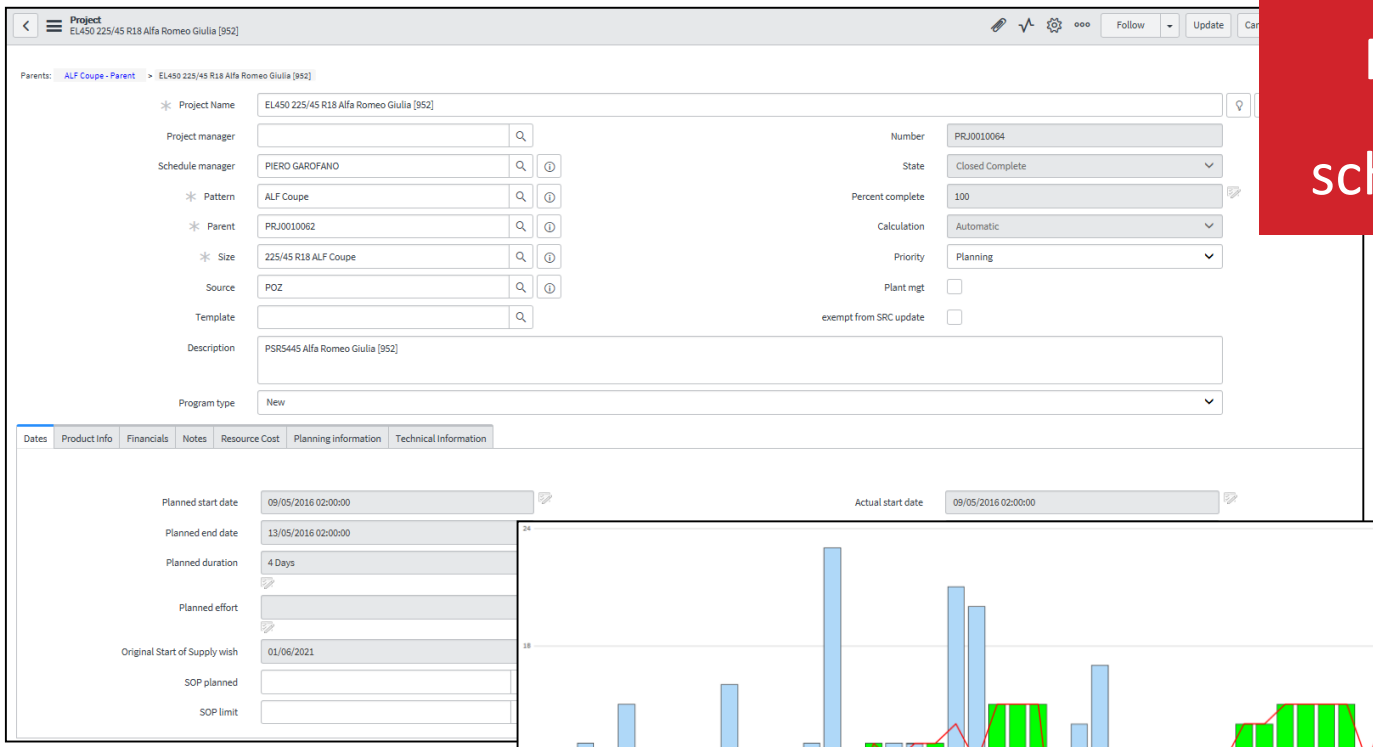


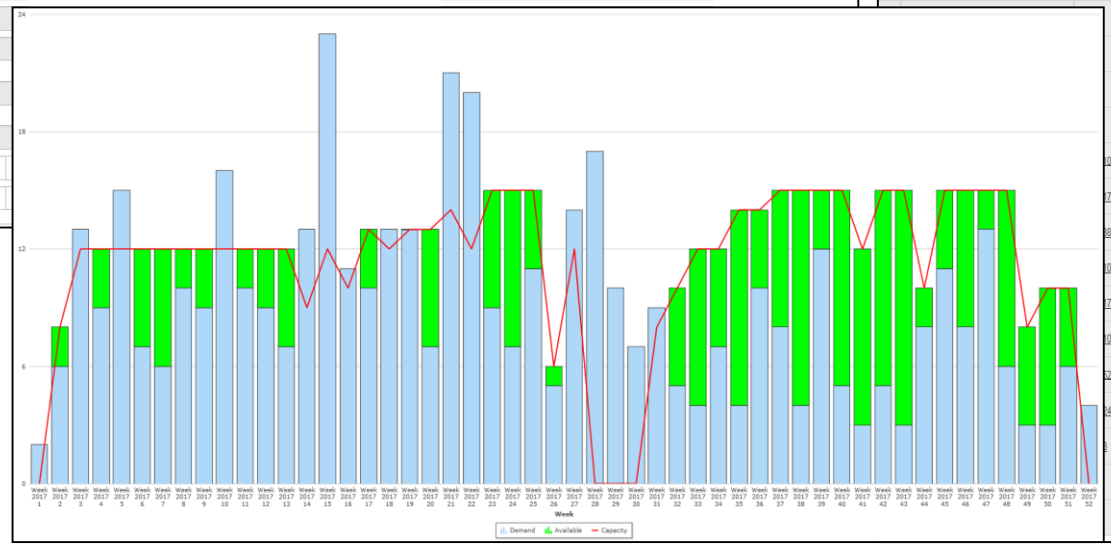
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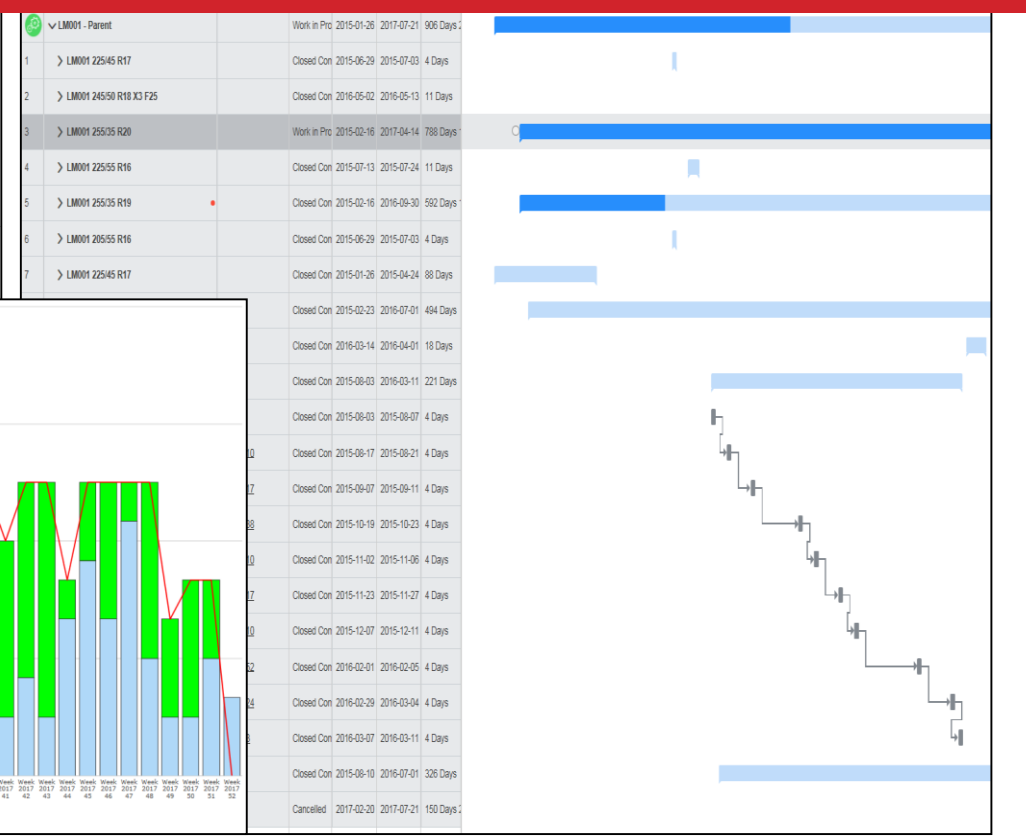
Solution : Project Creation

"FAST and EFFICIENT"

Projects created based on template schedules, demand shown immediately





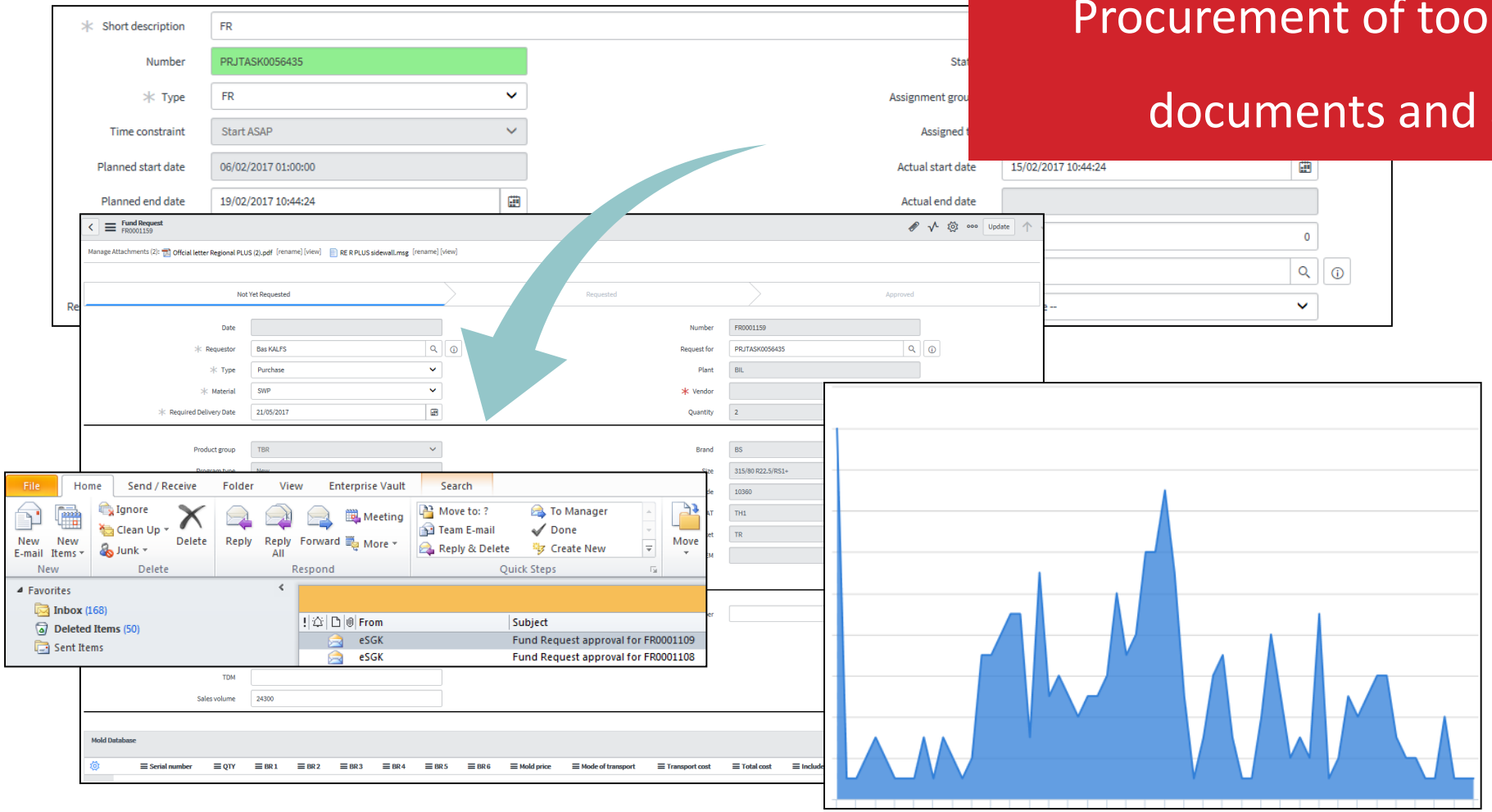


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Solution : Mold Purchasing

“TRACEABILITY & BUDGET CONTROL”

Procurement of tooling with template documents and approval flows



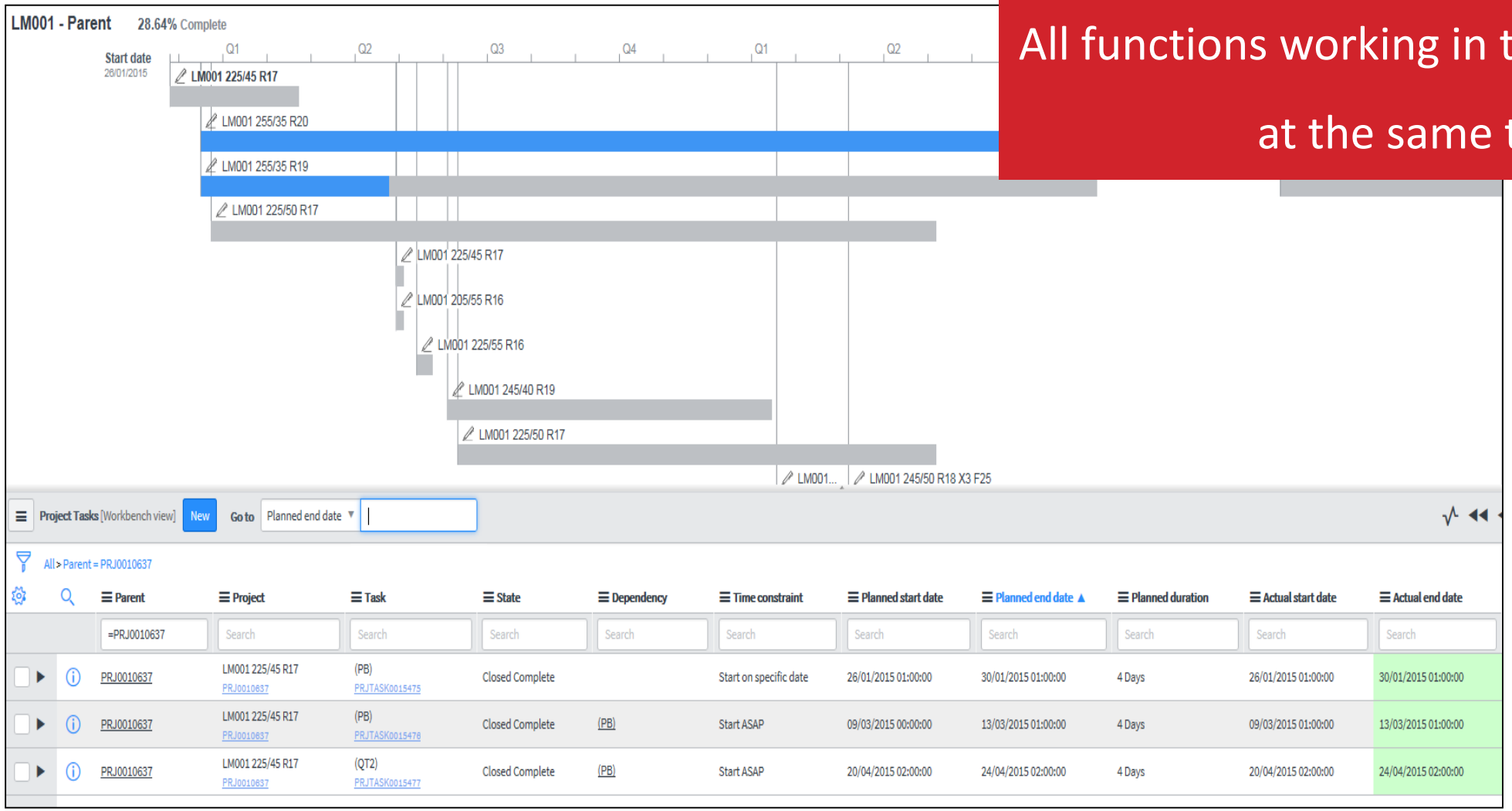
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Solution : Task Management

"LIVE DATA, ALWAYS"

All functions working in the same system

at the same time



Parent	Project	Task	State	Dependency	Time constraint	Planned start date	Planned end date ▲	Planned duration	Actual start date	Actual end date
=PRJ0010637	Search	Search	Search	Search	Search	Search	Search	Search	Search	Search
PRJ0010637	LM001 225/45 R17 PRJ0010637	(PB) PRJTASK0015475	Closed Complete		Start on specific date	26/01/2015 01:00:00	30/01/2015 01:00:00	4 Days	26/01/2015 01:00:00	30/01/2015 01:00:00
PRJ0010637	LM001 225/45 R17 PRJ0010637	(PB) PRJTASK0015478	Closed Complete	(PB)	Start ASAP	09/03/2015 00:00:00	13/03/2015 01:00:00	4 Days	09/03/2015 01:00:00	13/03/2015 01:00:00
PRJ0010637	LM001 225/45 R17 PRJ0010637	(QT2) PRJTASK0015477	Closed Complete	(PB)	Start ASAP	20/04/2015 02:00:00	24/04/2015 02:00:00	4 Days	20/04/2015 02:00:00	24/04/2015 02:00:00

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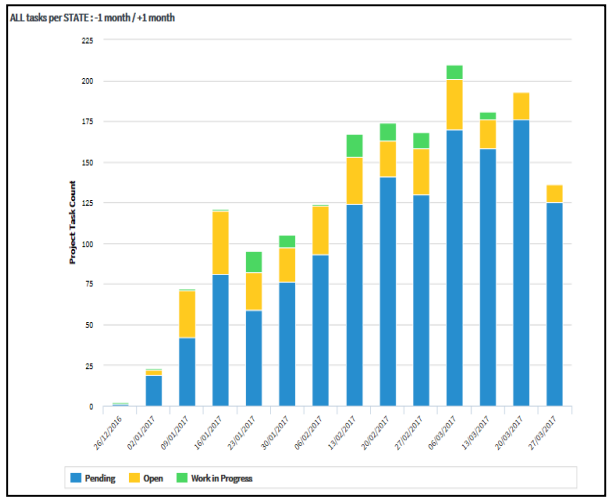
Solution : Monitoring and Analysis

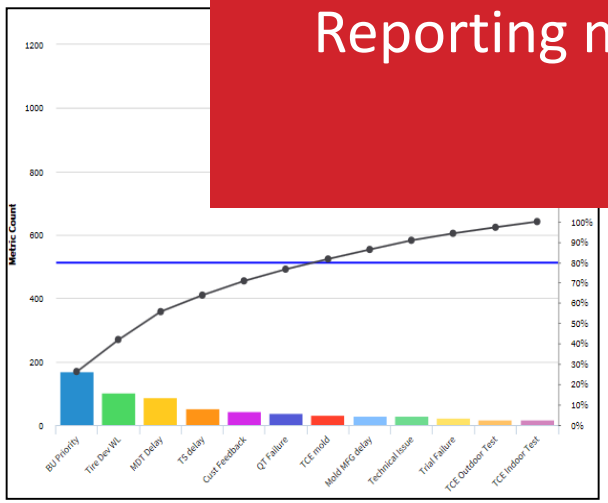
"END TO END VISIBILITY"

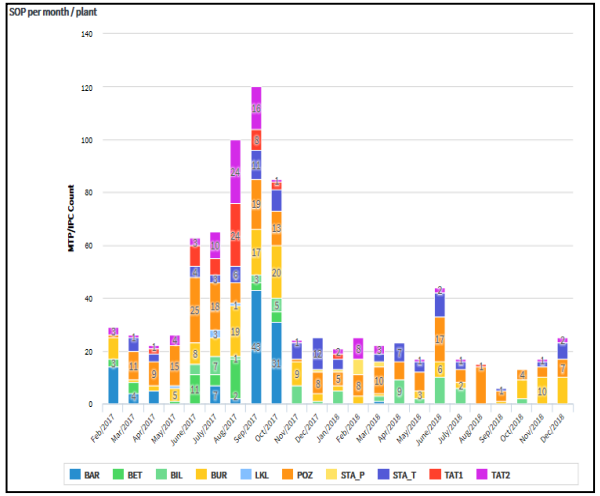
Reporting made easy and intuitive,

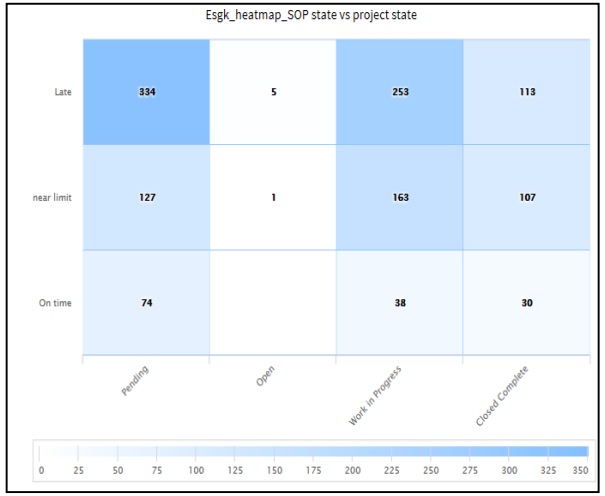
KPI cockpit

Type	Title
	Esgk Pattern #Projects
	Esgk Project Task Replan Root Cause - YTD
	Esgk Root Cause last month
	Esgk Root Cause per month
	Esgk Root Cause per month
	Esgk Sourcing Database extract
	Esgk_bubble
	Esgk_Predecessor Lag bigger then 100 days
	Esgk_ProjectTask_Planned End date modified last week_ACO test
	Google Map Usage By Month
	Mold Arrival report MIT1
	Mold Arrival report MPL1
	Mold Arrival report MPL2
	TASK list of projects
	Usage of Custom Applications







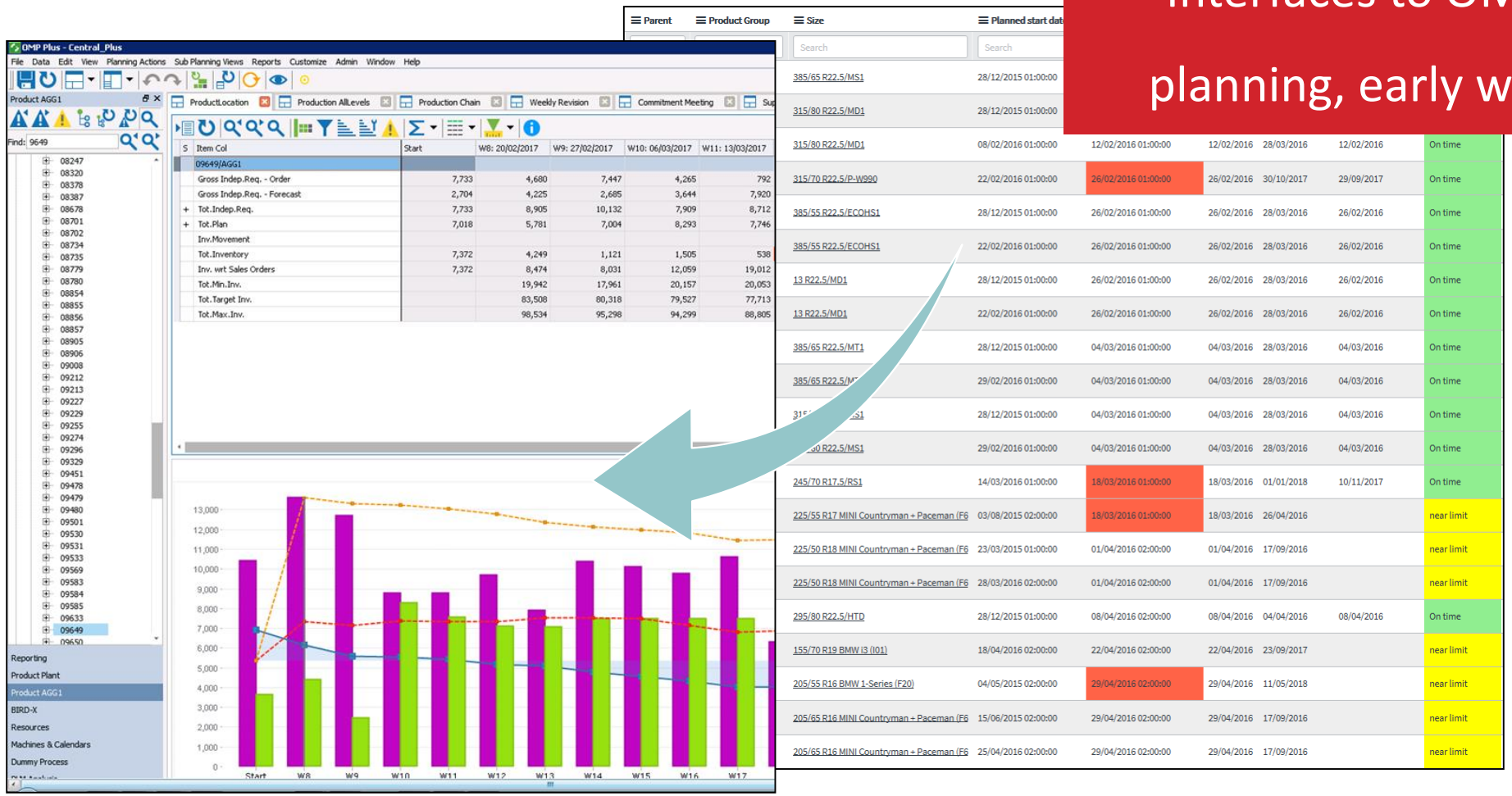


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Solution : Link with Production Planni

"ZERO MANUAL INPUT"

Interfaces to OMP for production planning, early warning of changes



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Value Outcomes

An increase of

20%

ON-TIME project delivery



-50%

Av/delay

our on-time delivery is expected* to increase from 70% to 90% OTOS

Average project lead time reduced by 2 months

Average delay reduced by 50%

*projections as not sufficient quantifiable data available

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Lessons Learned

1. A burning platform can be trigger for change → **Jukuryo-Danko**
   Decisive Action after Thorough Planning
2. Listen to the voice of the customer/business → **Genbutsu-Genba**
   Decision-Making Based on Verified, On-Site Observations
3. Design what you need tomorrow, not simply improving what you have today → **Shinshu-Dokuso**
   Creative Pioneering
4. Deliver results by increment if you want to go fast → **Seijitsu-Kyocho**
   Integrity and Teamwork

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Our Next Steps

1. EMEA expansion, global process
2. 2nd development loop, stage-gate process
3. Further automation/integration



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Top Takeaways

1

Be ambitious and bold in your vision but pragmatic and realistic in the execution

2

Change management is about people, people, people,…

3

Top down approach alone will not work so get buy-in early

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Thank You

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Q & A

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Thank You

Alexander Compernol

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