



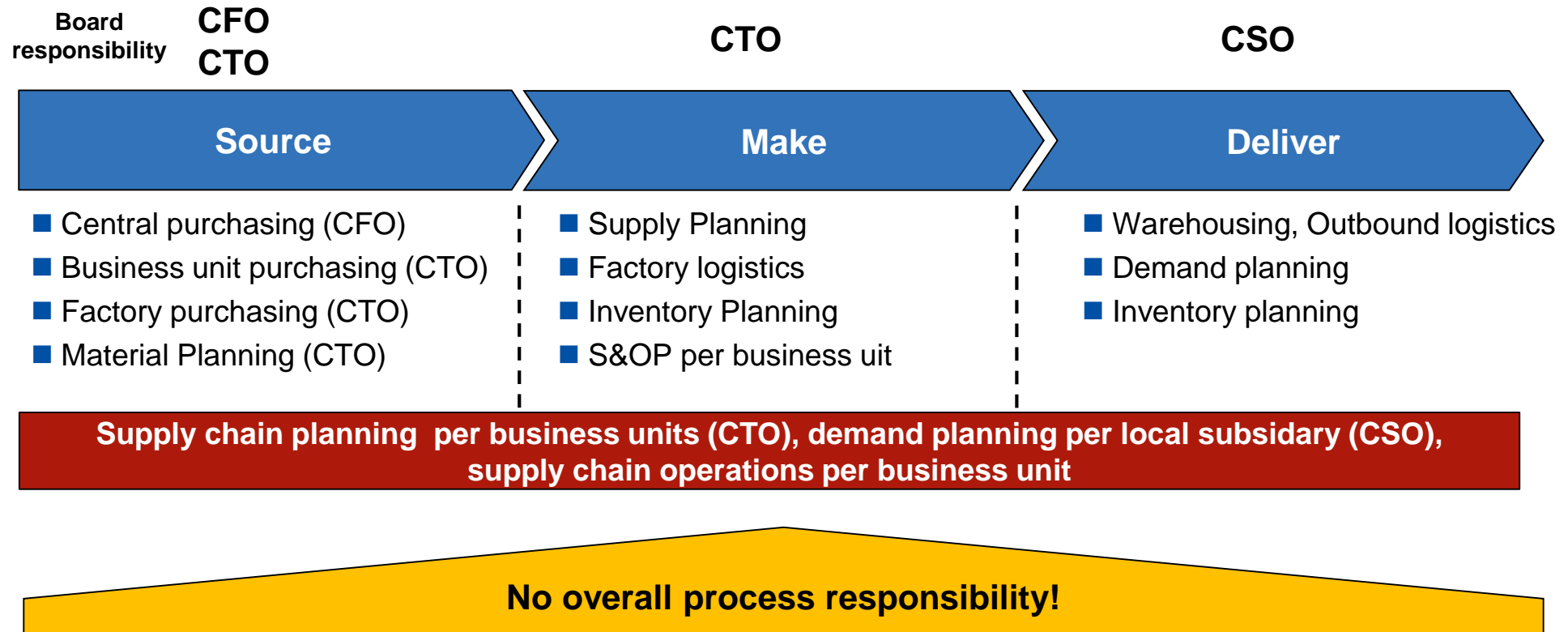
BSH Home Appliances Group

B/S/H/

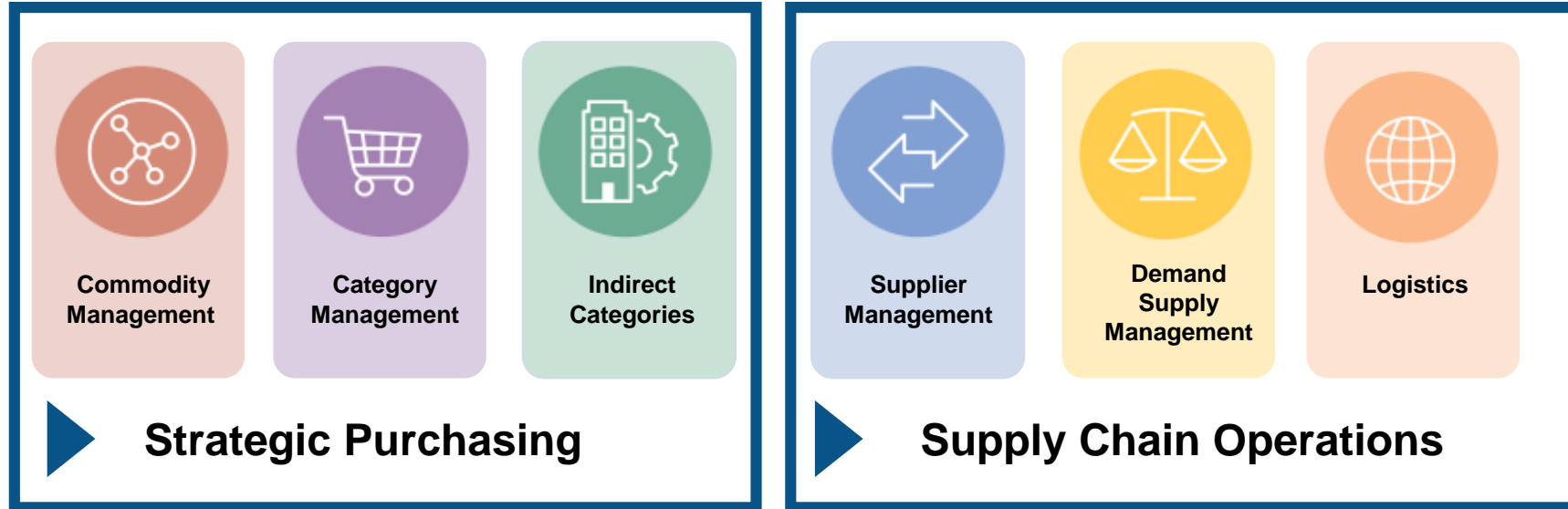
Demand Driven World

Sebastian Peters
VP Global Supply Chain
11.10.2018

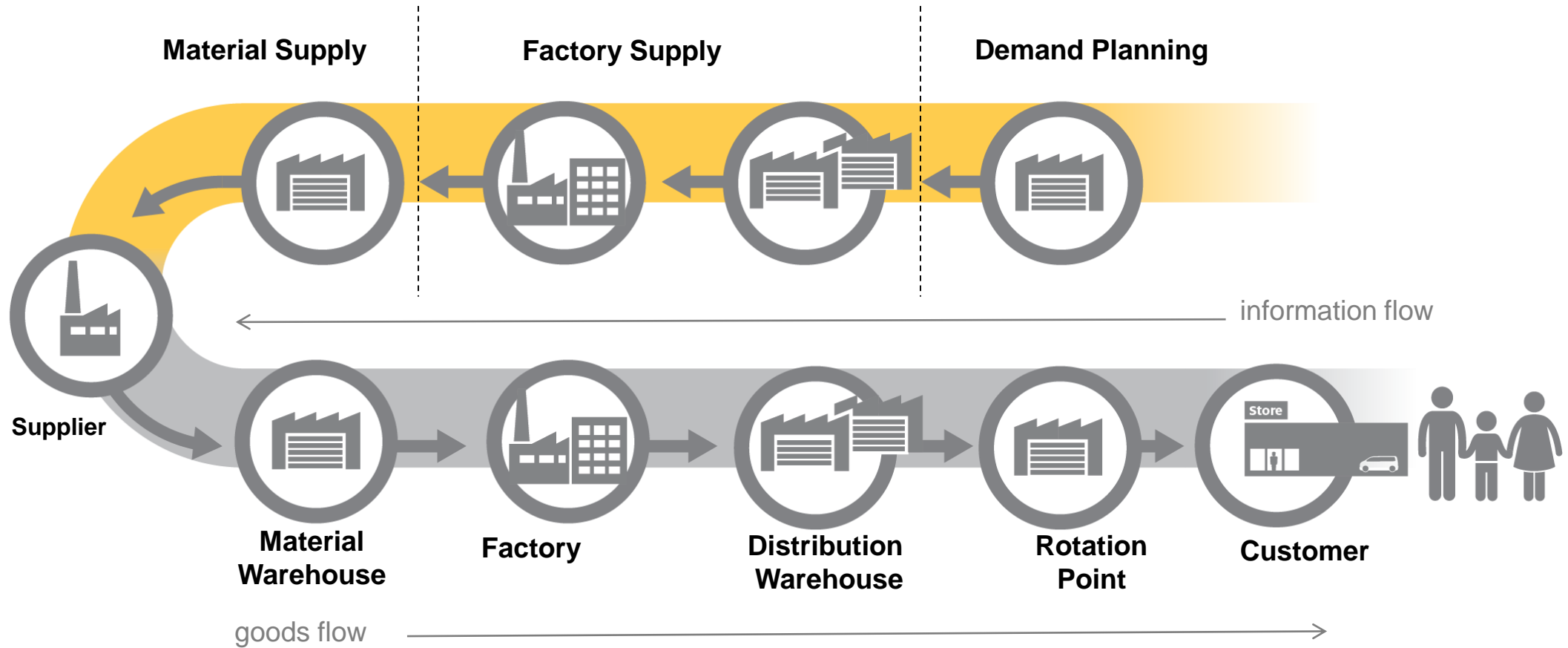
2013: BSH had no overall SCM-responsibility



2015: New BSH Global Supply Chain Organization



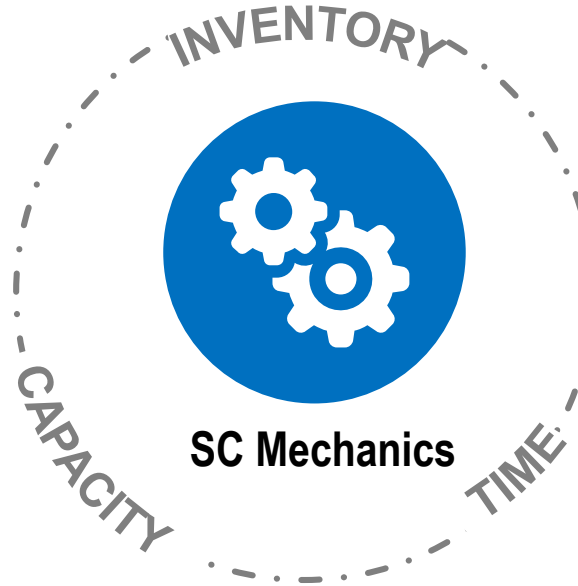
We steer the BSH supply chain with an end-to-end value stream perspective



IMPulse – e2e Supply Chain Project | Motivation

SUPPLY

- Supplier problems, disruptions & force majeure
- Capacity restrictions & bottlenecks
- Longer lead times
- Quality issues



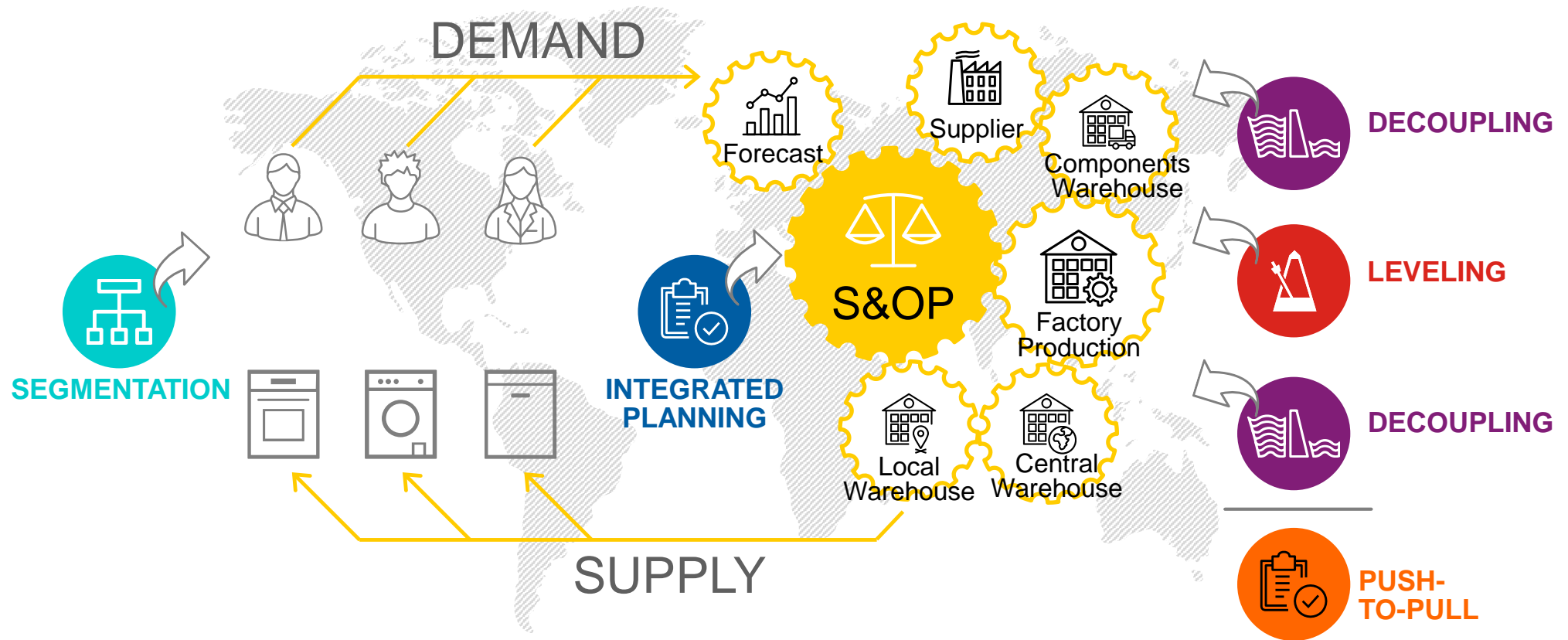
DEMAND

- Demand fluctuation & seasonality's
- Short term demand
- Forecast bias and accuracy
- New distribution channels (D2C) & customer needs

Supply Chain Mgmt.

- ▶ Necessary e2e process improvements to balance availability & stock (service & costs)
- ▶ Increased opportunities for digital solutions

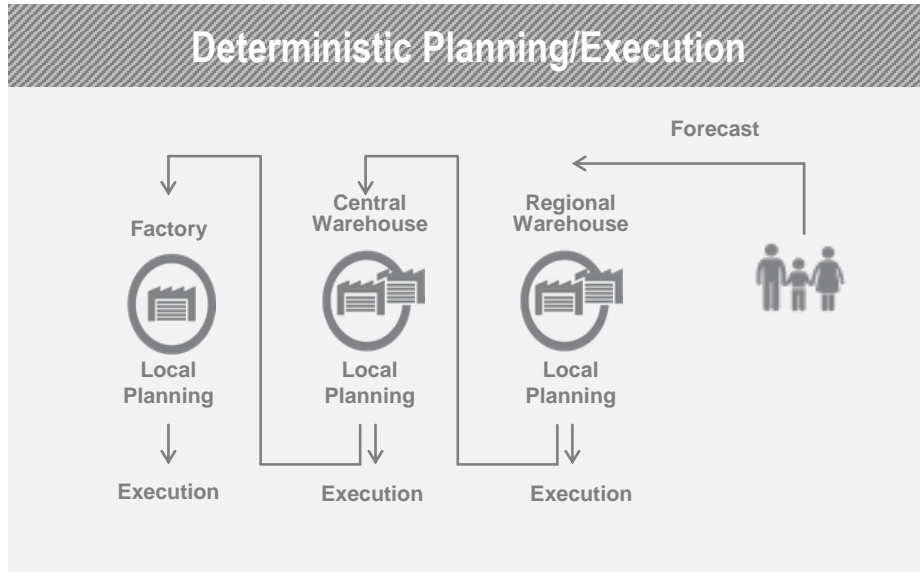
IMPulse e2e Supply Chain | Strategic Key Elements



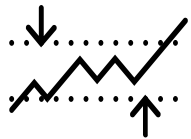


Transformation to a pull driven Supply Chain

MRP World/Push

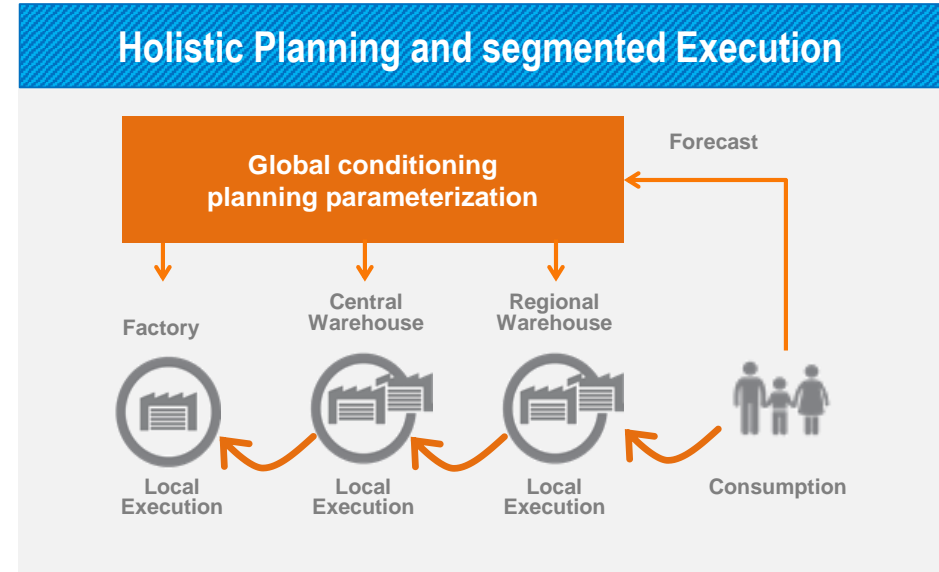


Suboptimal mixing of planning and execution



Volatilities and bullwhip

Pull



Separation of planning and execution as basis for segmentation

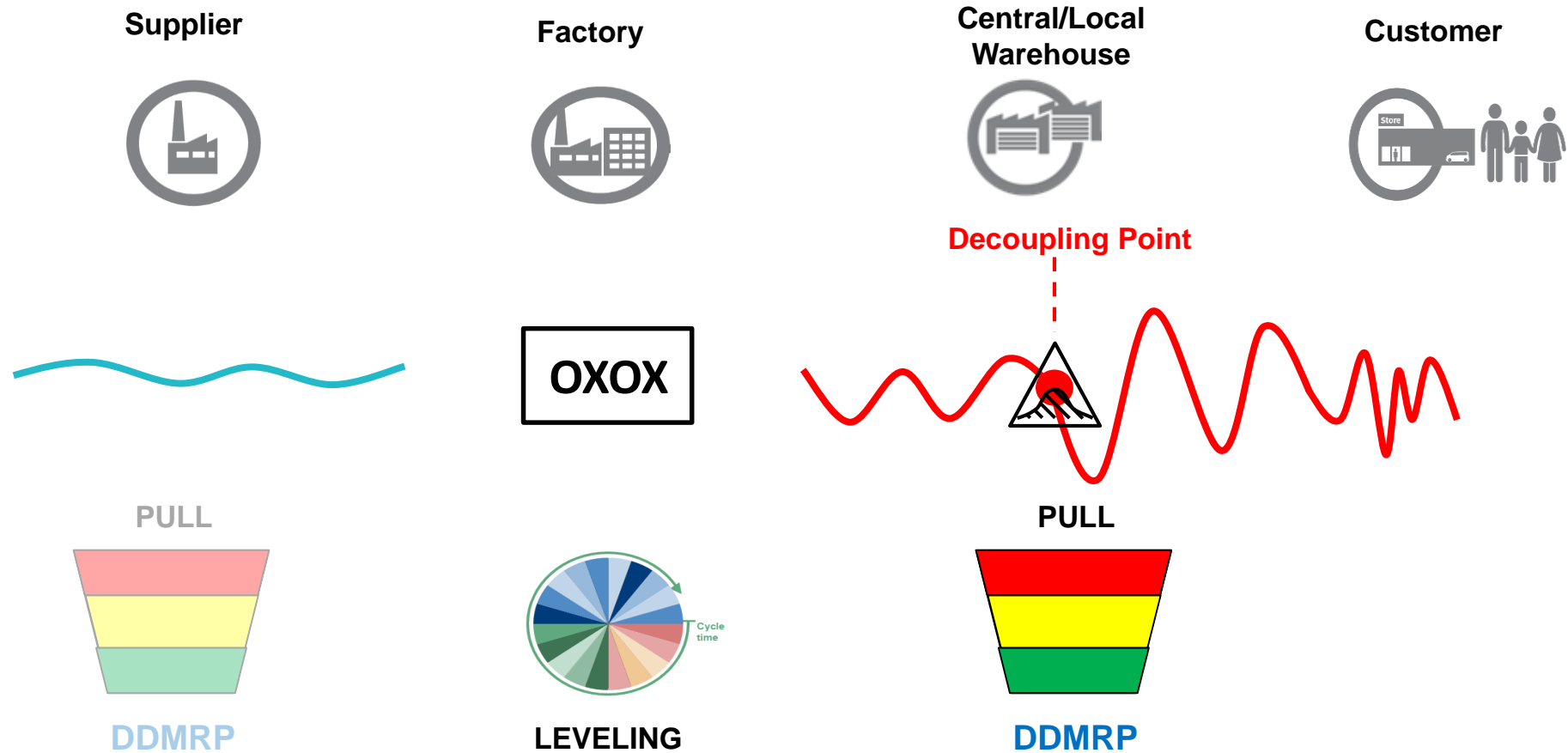


Tact, flow and stability



End-to-End Supply Chain Planning

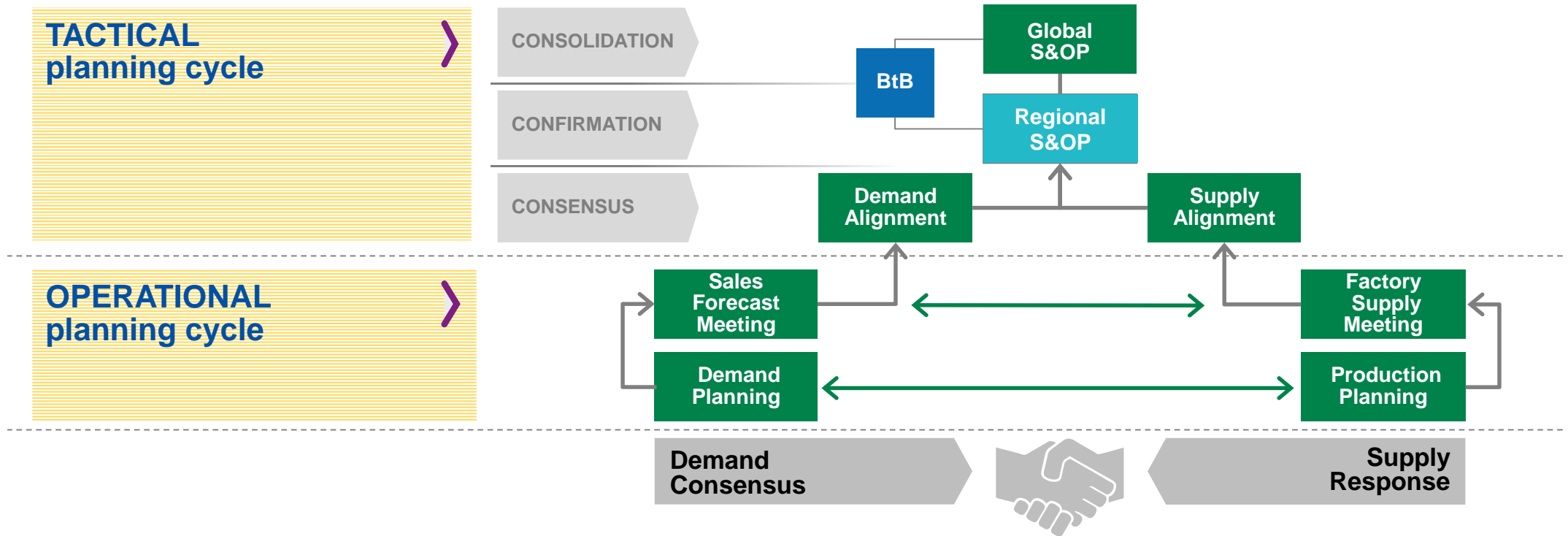
-> DDMRP meets production leveling



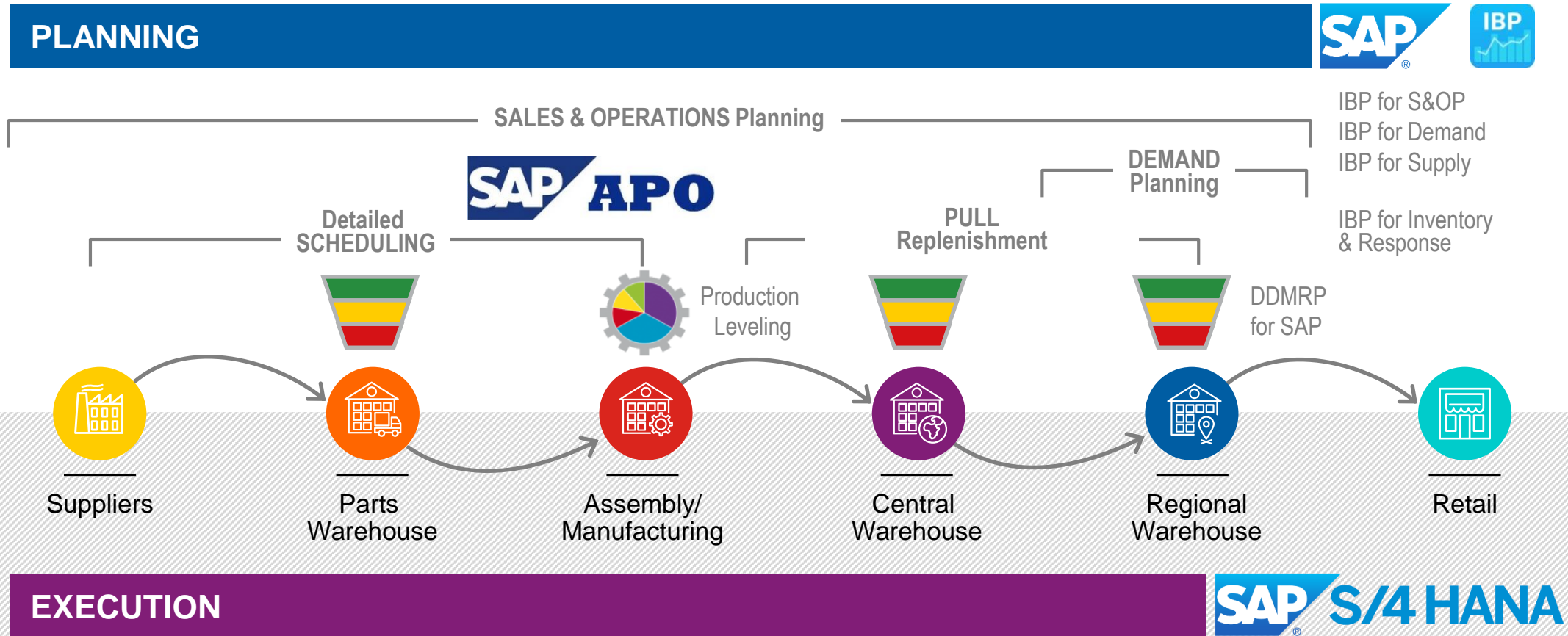


IMPulse | S&OP Capabilities

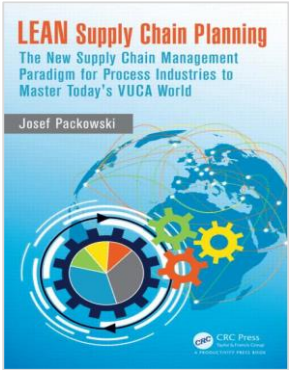
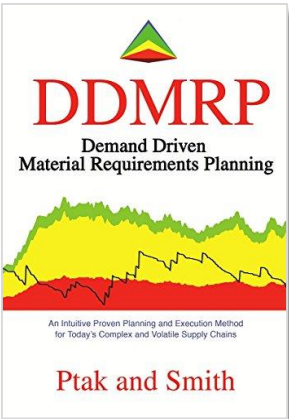
Sales & Operations Planning: Success Factor vertical & horizontal Integration



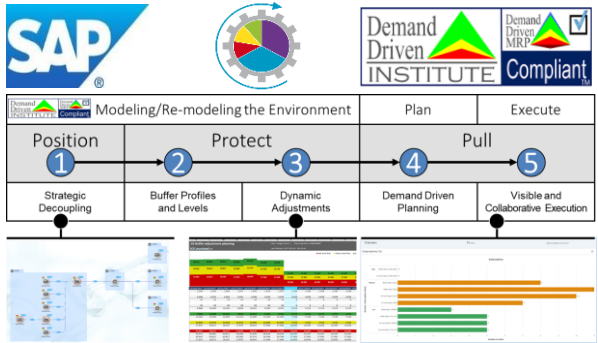
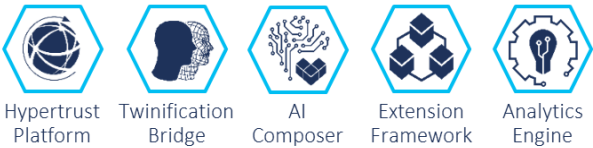
IMPulse e2e SC design | Big picture IT architecture!



BSH has chosen CAMELOT Group, the leading organization for Demand-Driven Adaptive Enterprise transformations, as consulting and implementation partner



Camelot with the by far largest number of DDMRP Certified Instructors and Planners



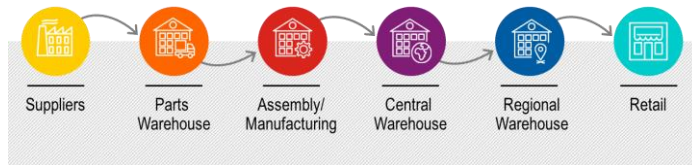
The BSH IMPulse project is a complex global Demand Driven transformation program on a global scale ...



... implementing Demand Driven concepts in more than **40 factories**, **70 markets** and 120 warehouses globally



... addressing the planning behavior and day-to-day work of the BSH organization affecting more than **2.000 employees**

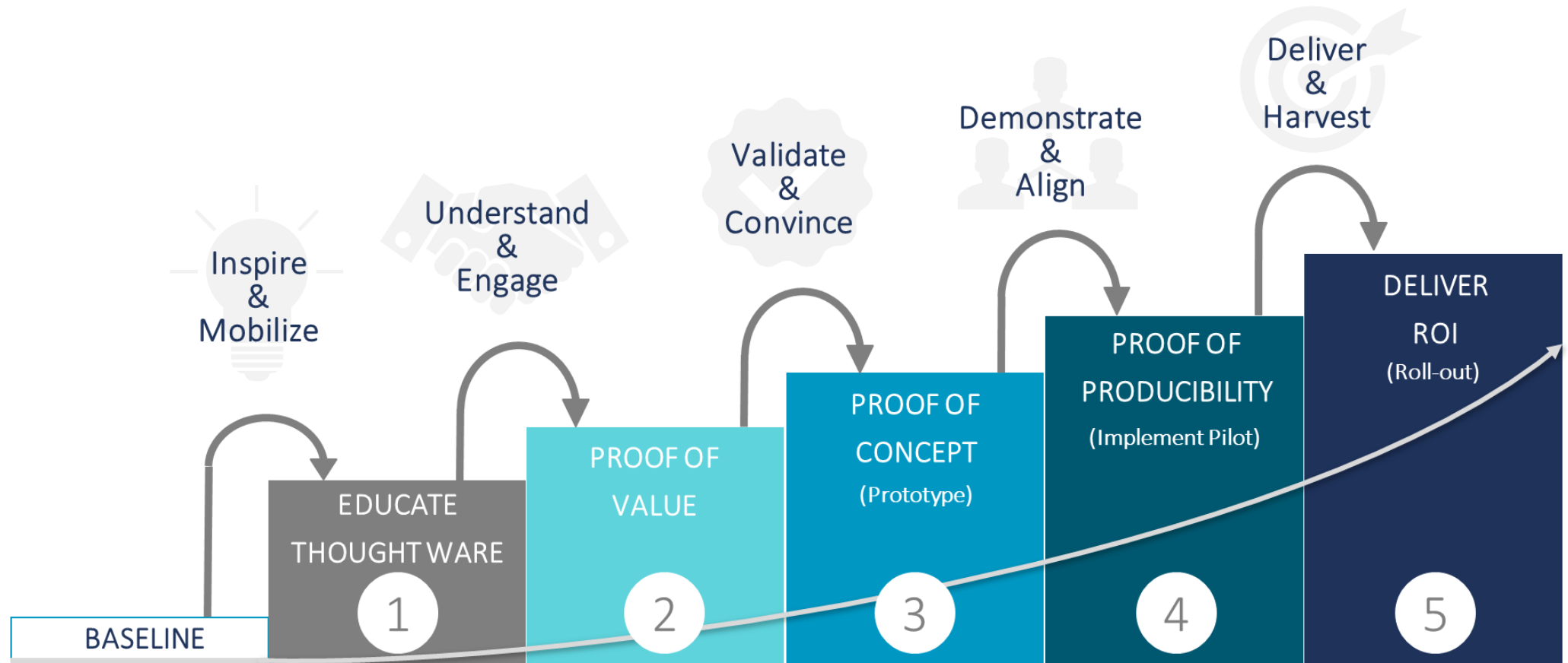


... applying an **end-to-end TCO approach** to achieve substantial benefits and competitive advantages for BSH



... focusing in a **holistic approach** on Integrated Planning, Pull Replenishment and Leveling concepts

Transforming into a demand driven adaptive supply chain will follow our 5 step maturity generation model – From **inspire & mobilize** to **deliver & harvest**



ROI: Return on investment

BSH expects significant benefits in service level improvement, lead time reduction and inventory turns **by improved management of variability and volatility**

The Demand-Driven Operating Model delivers impressive performance improvements



**NO NEED
FOR
ACCURATE
FORECASTS**



**ACHIEVE
PLANNED
SERVICE
LEVELS**



**REDUCTION
OF LONG
LEAD-TIMES**



**SIGNIFICANT
INVENTORY
REDUCTION**



**NO
MORE
FIREFIGHTING**