BOBST S&OP Implementation

Anaplan - DACH Community Q3

Connectivity

Digitalization

Automation

Proximity

Sustainability

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AGENDA

- Bobst at a glance

- The Project (Anaplan Implementation)
    - Scope: S&OP Process at Bobst
    - Reason for Change (new tool)
    - Features, Architecture, Timeline
    - Lessons Learned

- Q&A

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BOBST
at a glance

BOBST

BOBST
at a glance

> Corrugated board

> Flexible materials

> Folding

> Labels

1622
machines sold in 2021

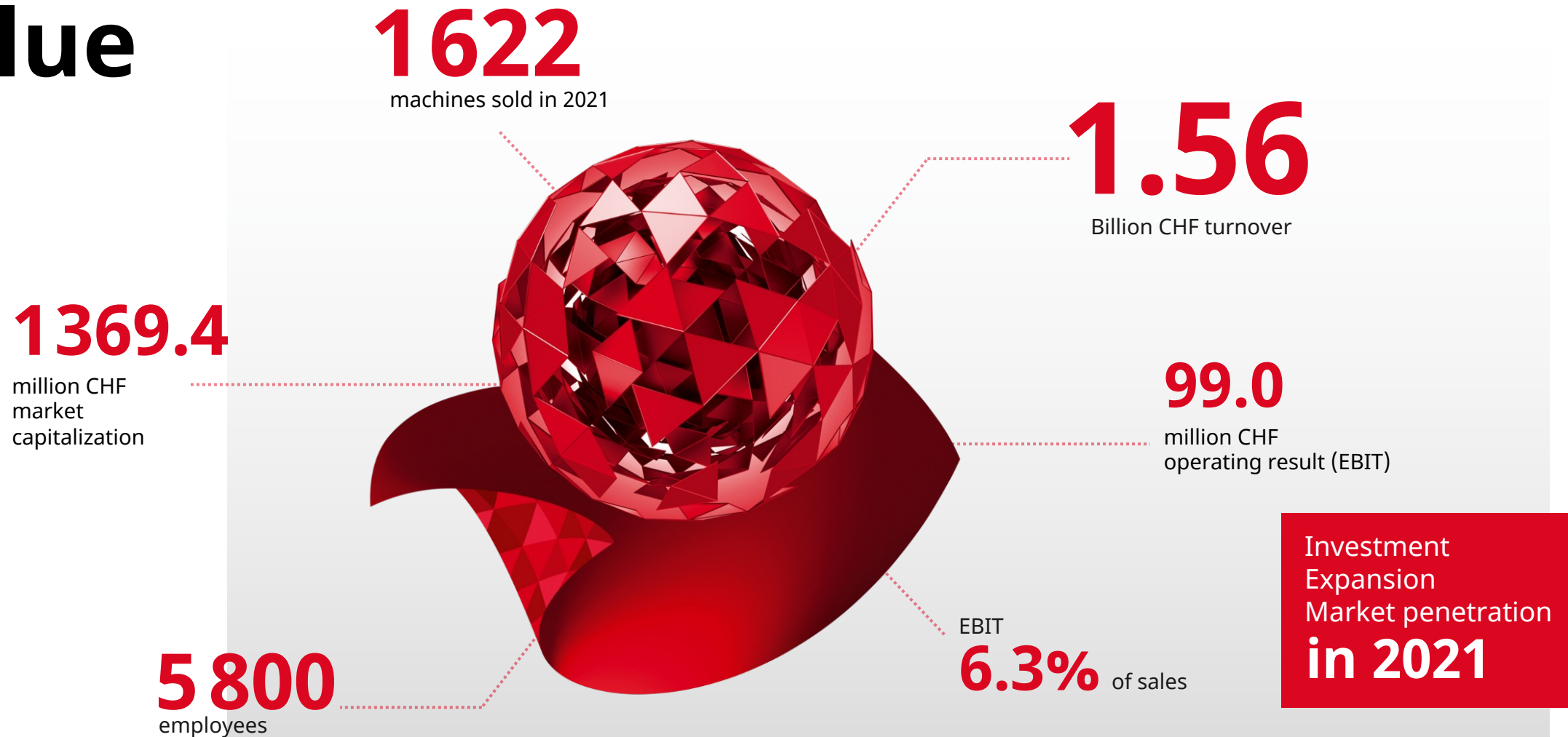Installed base
26 000
machines

130
years experience

5 800
employees

Services people
1 100

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Creating
value

1622
machines sold in 2021

1.56
Billion CHF turnover

1369.4
million CHF market capitalization

99.0
million CHF operating result (EBIT)

5 800
employees

EBIT
6.3% of sales

Investment
Expansion
Market penetration
in 2021

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The master digital label press

BOBST MASTER DM5

One single press, one operator, one supplier

Total multi-process **job flexibility**

Widest **digital color gamut**

AWARDS 2020
Best label printer of 2020

BOBST

Versatility
and control

EXPERTFOLD 165

Your advantages

– **Unique** folding

– **Easy handling** for more uptime

– Highly **configurable**

BOBST

Ultimate productivity
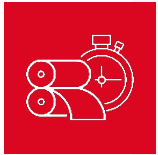## and unmatched quality

MASTERLINE DRO

Your advantages

- Agility and **quality**

- **Ultimate productivity**

- **Unmatched quality** with **inside-outside printing**

- **Safe** and **easy operations**

- **Optimized resources** usage

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Unbeatable price-performance gravure press

EXPERT RS 6003

- **Flexibility & efficiency**
- Small footprint & **fast installation**
- **Exceptional & consistent** print quality

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The Project

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S&OP at Bobst
Collaboration / Visibility / Decision-making

5 – Management Review

- Changes vs budget/forecast (volume, mix, Revenue, factory workload)
- Authorise changes/Arbitrate
- Set corrective actions

1 – Product Review

- NPI Roadmaps
- Phase in/out
- Gate reviews

2 – Demand Review

- Sales Pipeline
- Sales Forecasts
- Available to sell
- Order entry requirements
- Take rates level 1 (Version, Size, Format)

- Weekly Monitoring
- Demand/Supply adjustments
- Shorter Cycle

3 – Supply Capacity Review

- Capacity review: assembly & manufacturing (BUPC), installation (BUSP)
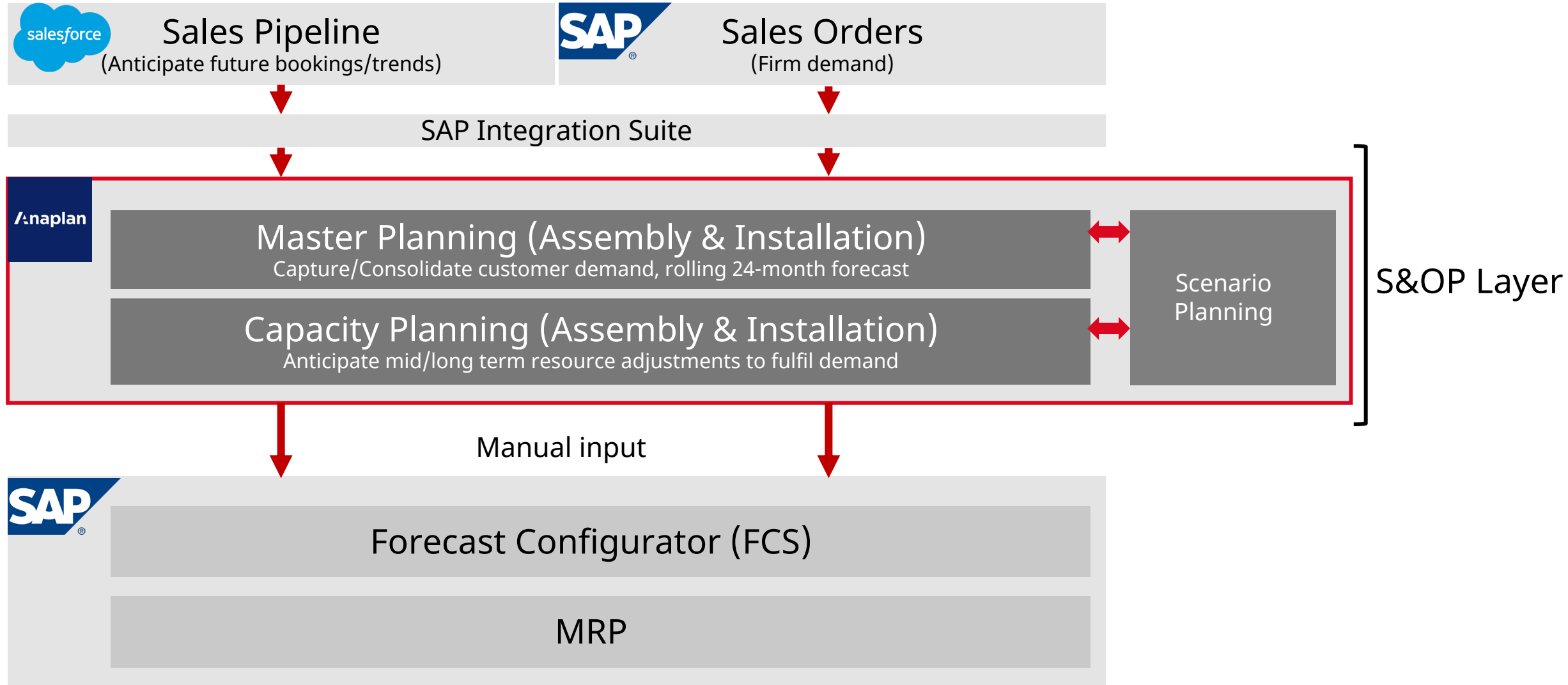- Master Production Schedule validation

4 – Financial Reconciliation

- Capacity Balancing
- Scenario planning
- Projection of financial impacts (Revenue, o/u-absorption, inventory)
- All required analysis for management review decisions

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Case For Change
Pros & Cons of various Scenarios

	Keep Current Solution	New Solution	No S&OP solution
	• No longer developed • Not scalable • Deteriorating performance over past few years • Low satisfaction level • High annual running costs	• Cloud native planning platform • Highly flexible, scaleable. Future proof • Allow new future use cases across all business functions • Robust partner	• All sites/PLs to keep or develop own standalone Excel planning sheets • Time consuming / Error prone • Low trust in data / lack of alignment • Would deteriorate process, collaboration
Support Business Process development	🟧	🟩	🟥
Improve User Experience	🟥	🟩	🟥
Cost	🟥	🟧	🟩

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Functional Architecture S&OP

Sales Pipeline
(Anticipate future bookings/trends)

Sales Orders
(Firm demand)

SAP Integration Suite

Master Planning (Assembly & Installation)
Capture/Consolidate customer demand, rolling 24-month forecast

Capacity Planning (Assembly & Installation)
Anticipate mid/long term resource adjustments to fulfil demand

Scenario Planning

S&OP Layer

Manual input

Forecast Configurator (FCS)

MRP

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Project Overview

Why Change?

Contract expiry May 22
High running costs
Not scalable
Poor user experience

Objectives

Enhance collaboration
Reduce running costs
Enlarge scope + Scale
Improve user experience

SW² Steelwedge ————————→ Anaplan

Feb 22

June 22

Main Features

BUSF

20   Key users

2   PL

5   Sites

Machine Master Scheduling

Capacity Planning

Scenario Planning

Sales Revenue Forecasting

BUPC & BUSP

25 => 75   Key users

2 => 5   PL
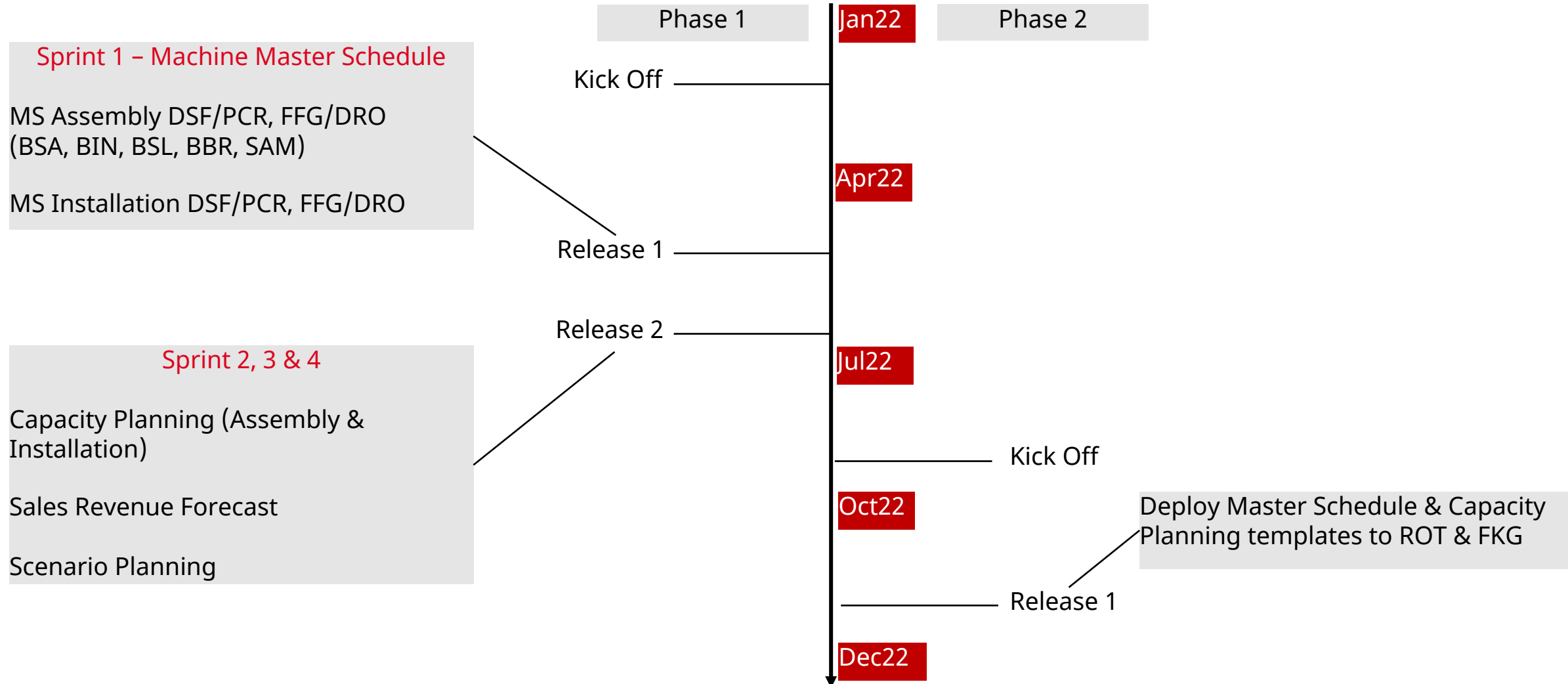
5 => 9   Sites

3-year plan

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Implementation Timeline
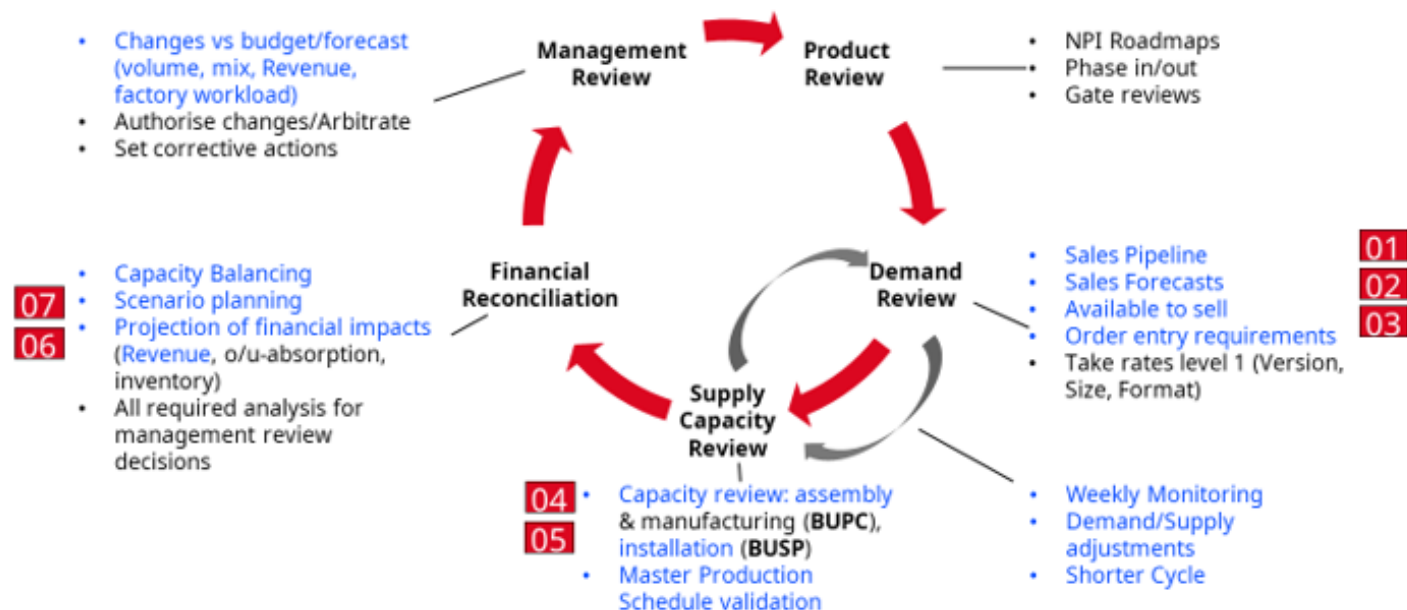## 4 Features / 4 Sprints / 2 Go-live – 4 Months

Phase 1	Jan22	Phase 2

Sprint 1 – Machine Master Schedule

MS Assembly DSF/PCR, FFG/DRO
(BSA, BIN, BSL, BBR, SAM)

MS Installation DSF/PCR, FFG/DRO

Kick Off

Apr22

Release 1

Release 2

Jul22

Sprint 2, 3 & 4

Capacity Planning (Assembly & Installation)

Sales Revenue Forecast

Scenario Planning

Kick Off

Oct22

Deploy Master Schedule & Capacity Planning templates to ROT & FKG

Release 1

Dec22

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Anaplan Integrated Planning Model comprises 7 main features covering the S&OP process:

01 Pipeline Management

02 Master Schedule Assembly

03 Master Schedule Installation

04 Capacity Planning Assembly (RCCP MSA)

05 Capacity Planning Installation (RCCP MSI)

06 Sales Forecast (Revenue Projections)

07 Scenario Planning

S&OP Monthly Cycle
Collaboration / Visibility / Decision-making

Management Review
- Changes vs budget/forecast (volume, mix, Revenue, factory workload)
- Authorise changes/Arbitrate
- Set corrective actions

Product Review
- NPI Roadmaps
- Phase in/out
- Gate reviews

Financial Reconciliation
07 06
- Capacity Balancing
- Scenario planning
- Projection of financial impacts (Revenue, o/u-absorption, inventory)
- All required analysis for management review decisions

Demand Review
01 02 03
- Sales Pipeline
- Sales Forecasts
- Available to sell
- Order entry requirements
- Take rates level 1 (Version, Size, Format)

Supply Capacity Review
04 05
- Capacity review: assembly & manufacturing (BUPC), installation (BUSP)
- Master Production Schedule validation

- Weekly Monitoring
- Demand/Supply adjustments
- Shorter Cycle

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Lessons learned

What did we do well ?	What could we improve ?

What did we do well ?

- ✓ Clear idea of business / functional requirements (process maturity)

- ✓ Team collaboration (Accenture / Anaplan / Bobst)

- ✓ Interactive / Iterative approach (project methodology + Anaplan platform flexibility)

- ✓ Phased deployment of features (2 main go-live)

What could we improve ?

- ✓ Data readiness

- ✓ UAT time

- ✓ Overall documentation (functional specs, calculation rules, End user training material)

- ✓ Model Building: learning requires a lot of time and special skills

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Global
impact

Present in more than **50 countries**, with **19 production facilities** and over 5 800 people worldwide

Finland

Sweden

Latvia

UK

Netherlands
Denmark
Poland

Germany

Belgium
Czech Republic

Switzerland

Portugal
France
Austria
Serbia
Russia

Spain
Croatia
Roumania
Ukraine
China

Italy
Turkey

Canada
Cyprus

United States
Greece
Israel

Mexico
Tunisia
Egypt
Japan

Morocco
Pakistan

El Salvador
UAE
India
Thailand
Korea

Peru
Saudi Arabia
Vietnam
Philippines

Chile
Brazil
Nigeria
Malaysia

Paraguay
Indonesia

Argentina
Australia

South Africa
New Zealand

● Group companies' offices for sale and services

◉ Group production sites with sales and services

— Number of production sites in the country

● Agencies and representatives for sales and services

⊘ Certified die-makers

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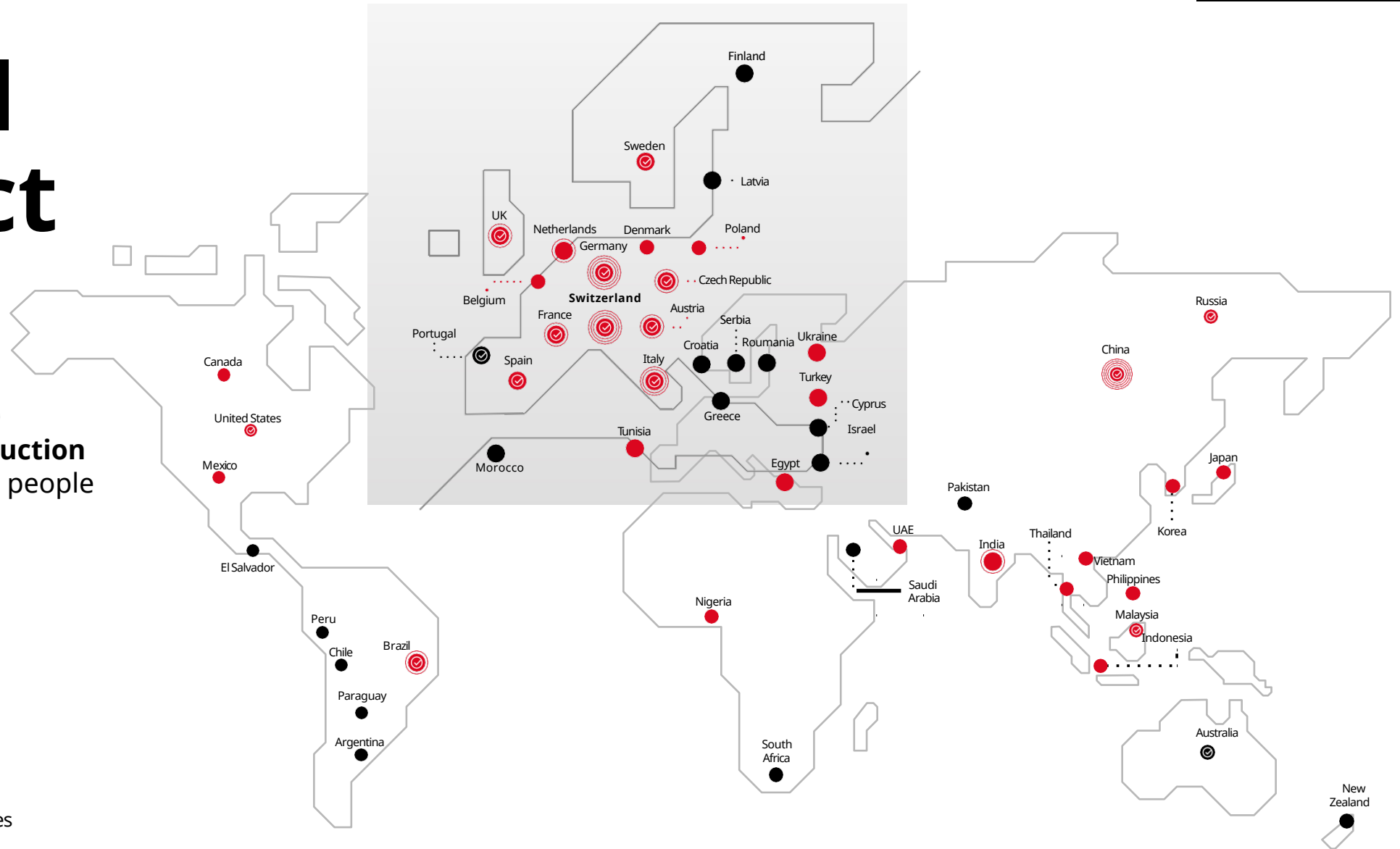
Main Functional Requirements
Collaborative Demand Management

- Sales orders imported from SAP

- Sales pipeline imported from SF

- Automatic order allocation

- Edit sales pipeline / Commit hot projects

- Compare machine availability vs demand forecast (pipeline/hot projects) = system calculate gaps, alerts, make reco

- Allocate projects to available machines

- Workflows (notifications, process steps)

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Main Functional Requirements
Machine Master Schedule

- 2 views: table + gantt chart type (production/Installation slots)

- Weekly view. 36 months horizon

- Add/remove machines from MS: initiate request, request under analysis, request validated/rejected, reasons why)

- Make reservation (=allocate a project in pipeline to an available machine in MS)

- Keep records of all user changes

- Link between dependent products (machine sections made in separate plants)

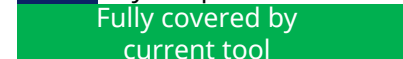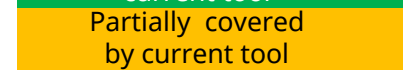- Bring main milestones from SAP order/project (SD & PS modules)

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Main Functional Requirements
RCCP

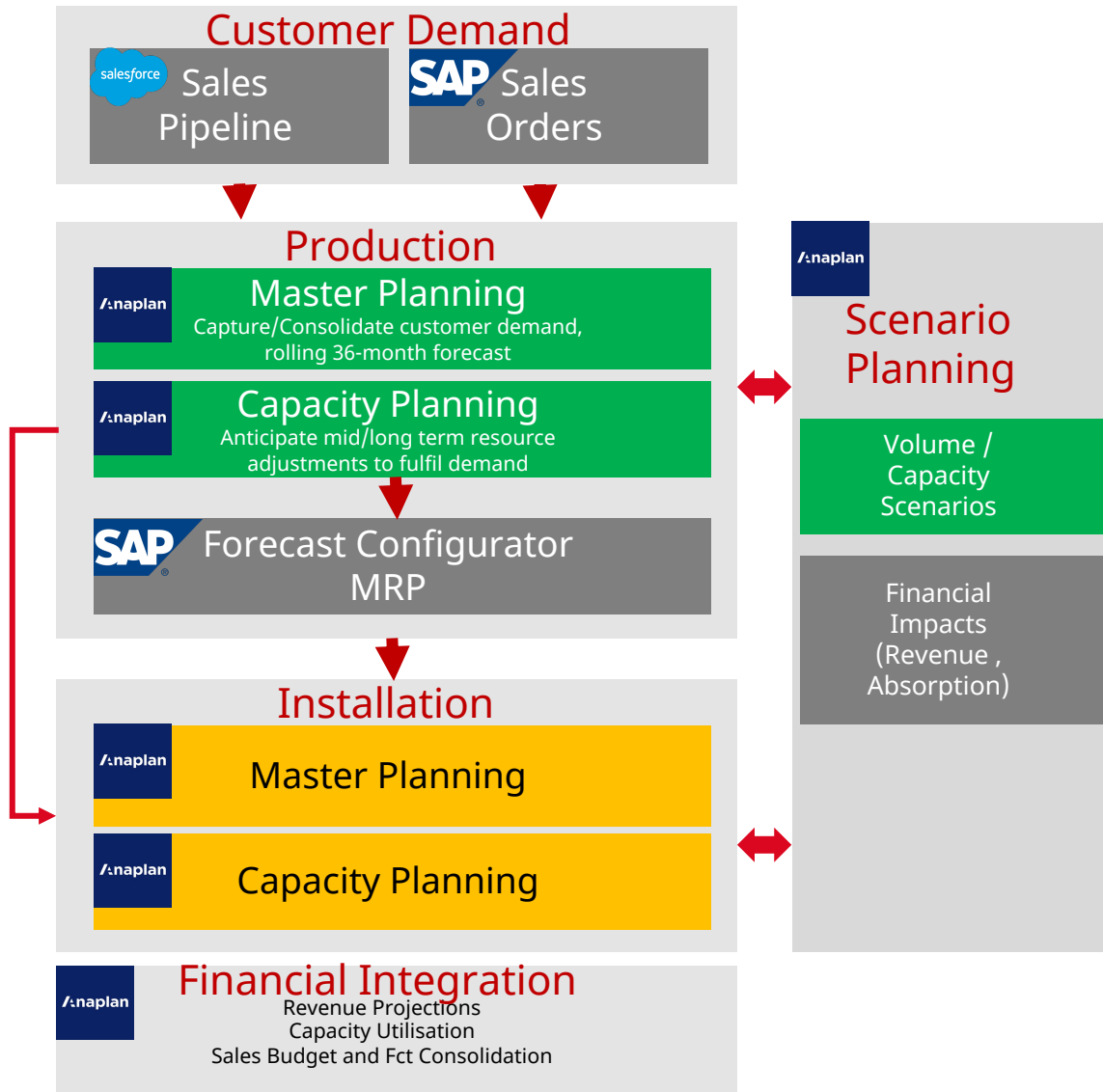- Automatic translation of machine MS into assembly & installation workload (hours) based on machine standard routing

- Visualise factory capacity vs demand, weekly & monthly view

- 36-month horizon

- Highlight bottlenecks

- Ability to adjust resources (headcount, overtime, etc...)

- Ability to manually change machine routing for a specific order/project

- Scenario simulation: adjust volume and/or capacity

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S&OP – E2E Business Planning
Solution Architecture / Current vs Future Scope

	Fully covered by Anaplan
	Fully covered by current tool
	Partially covered by current tool

Customer Demand

salesforce Sales Pipeline

SAP Sales Orders

Production

Anaplan Master Planning
Capture/Consolidate customer demand, rolling 36-month forecast

Anaplan Capacity Planning
Anticipate mid/long term resource adjustments to fulfil demand

SAP Forecast Configurator MRP

Installation

Anaplan Master Planning

Anaplan Capacity Planning

Financial Integration
Revenue Projections
Capacity Utilisation
Sales Budget and Fct Consolidation

Anaplan Scenario Planning

Volume / Capacity Scenarios

Financial Impacts (Revenue, Absorption)

	Current Solution	New Solution
	Ex BUSF	BUPC & BUSP (installation)
PL	**2** DSF/PCR FFG/DRO	**5 total** 2022 focus on **2** + GRV/COA/VAC
Sites	**5** BSA, BIN, BSL, BBR, SAM	**9 total** 2022 focus on **5** + BSG, BCL
Key Users	**25**	**25 => 75** over first 3 years