



**Cambashi**

*Industry Knowledge for Business Advantage*

# **Creating a Highly Responsive Multi-tier Business Network**

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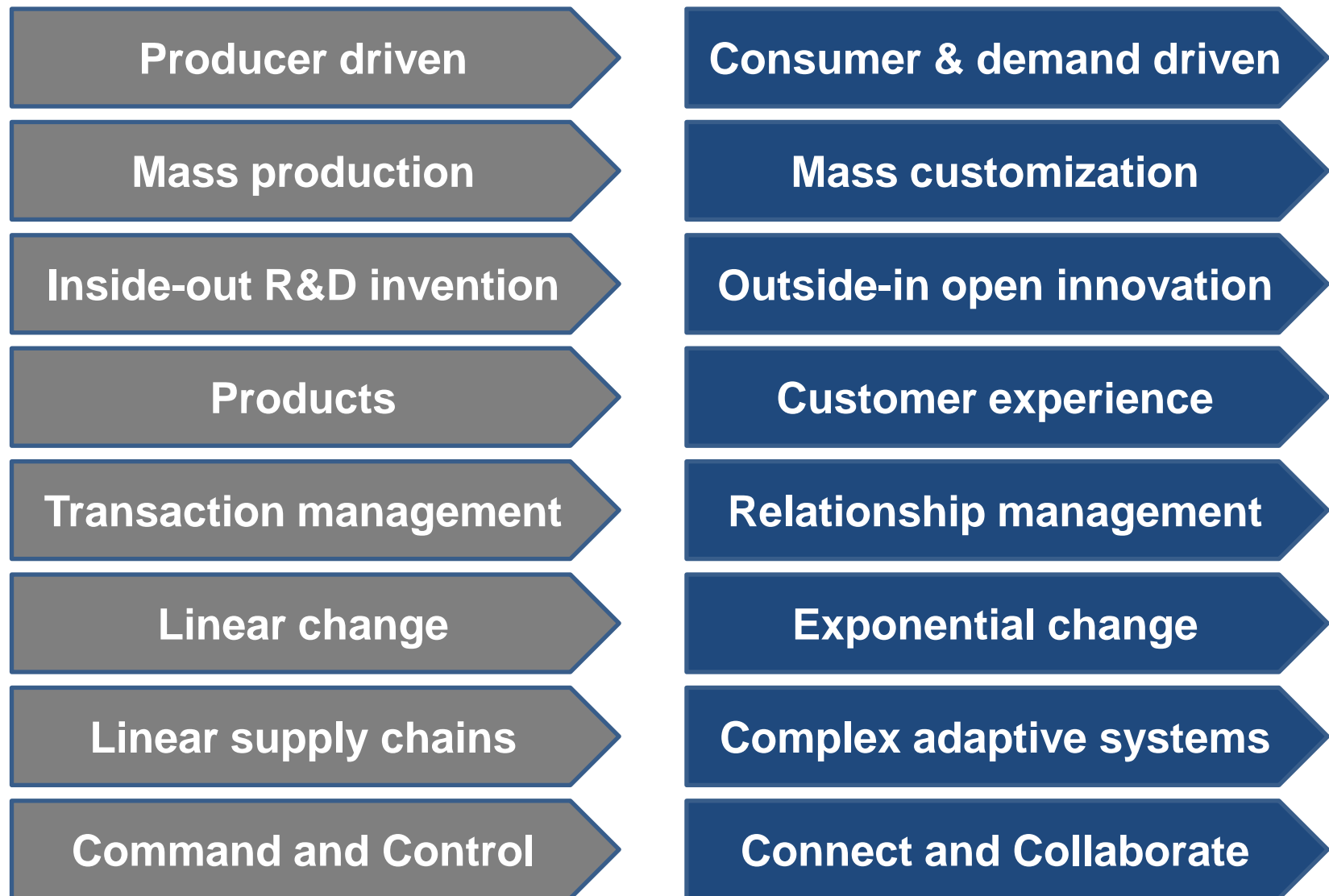
# Cambashi overview

- 25 years of passion for bringing together buyers and sellers of IT
- Industry analysts, market researchers and consultants
- Focused on mission-critical aspects of discrete, batch, process, construction, energy, distribution, and utilities
- Wide range of services from strategy to action
- Headquarters in Cambridge, UK; US office in MA
- Work worldwide



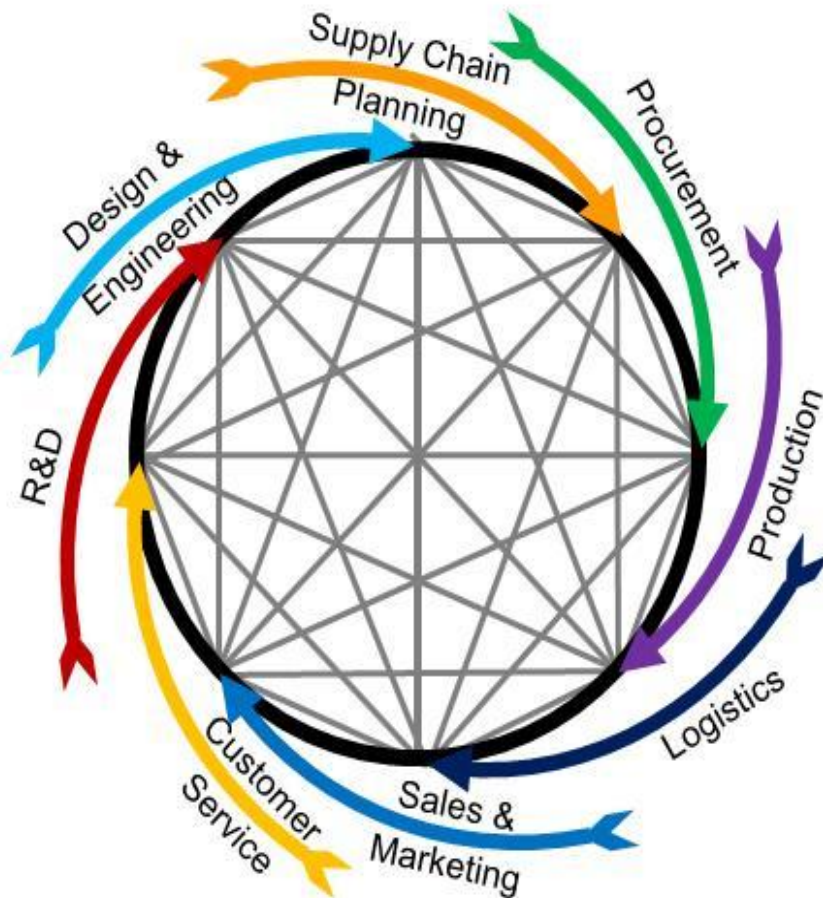
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# Business strategy shifts focus



Source: Peter Fingar Sept 2007 presentation, Mr. Plant Manager, Tear Down that Wall!

# Idea to Delivery Framework

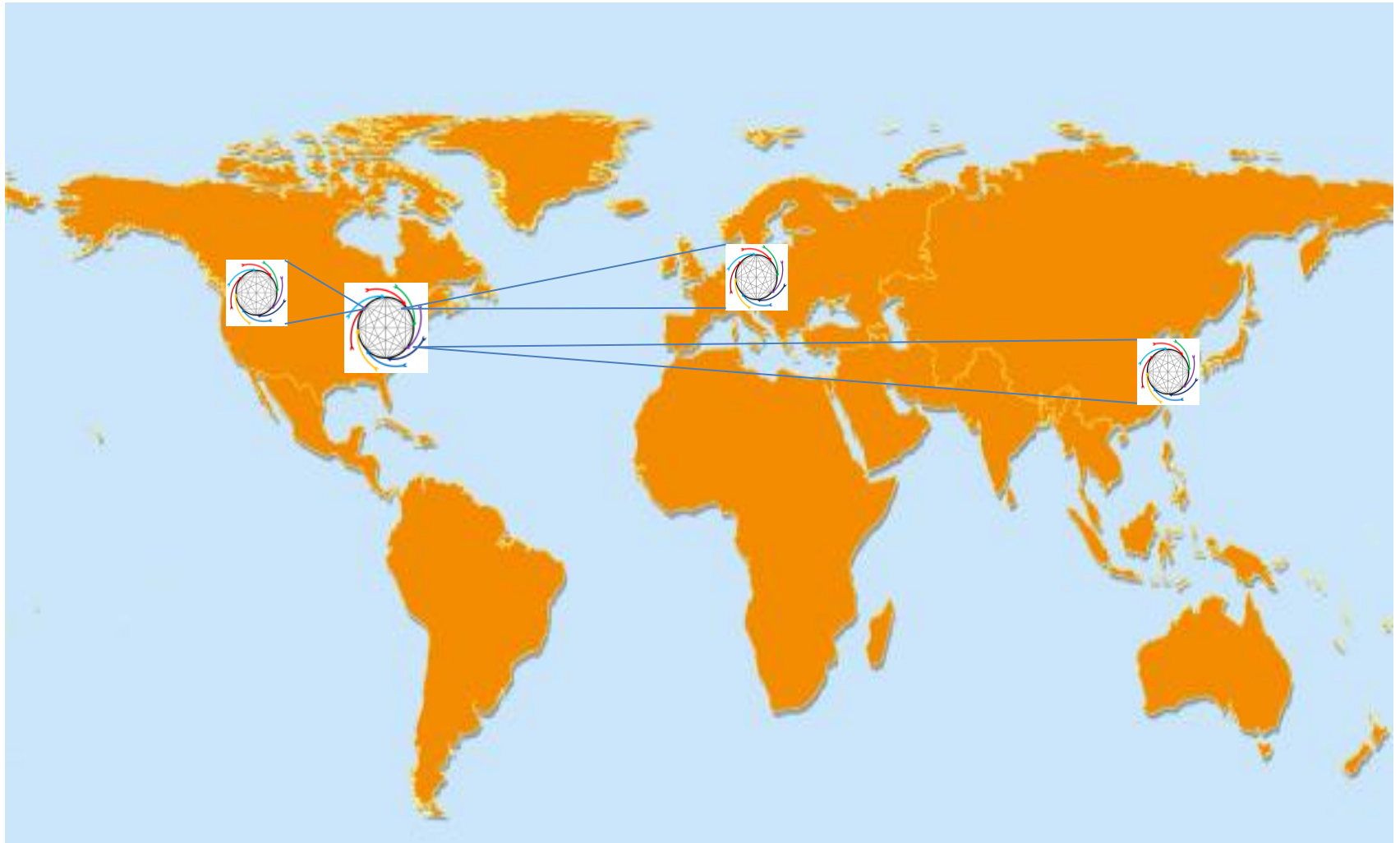


## Redefines both:

- **Idea:** not only physical products, but all aspects customers value
- **Delivery:** not only ship product but deliver all aspects of value throughout the product and customer relationship lifecycles

**Disciplines reside in many partners and tiers, not one enterprise**

# Compete as a business network



**Coordination and response to change is critical**

# Supply chain “camps”

**SC Planning:**  
Demand, S&OP,  
Production, Inventory

**SC Execution:**  
Warehousing,  
Distribution,  
Transportation, Logistics

# Supply Chain

## Why SCP is not the answer

- Forecasts are always wrong
- Plan assumptions  $\neq$  reality
- Change is accelerating
- 100% alignment is impossible

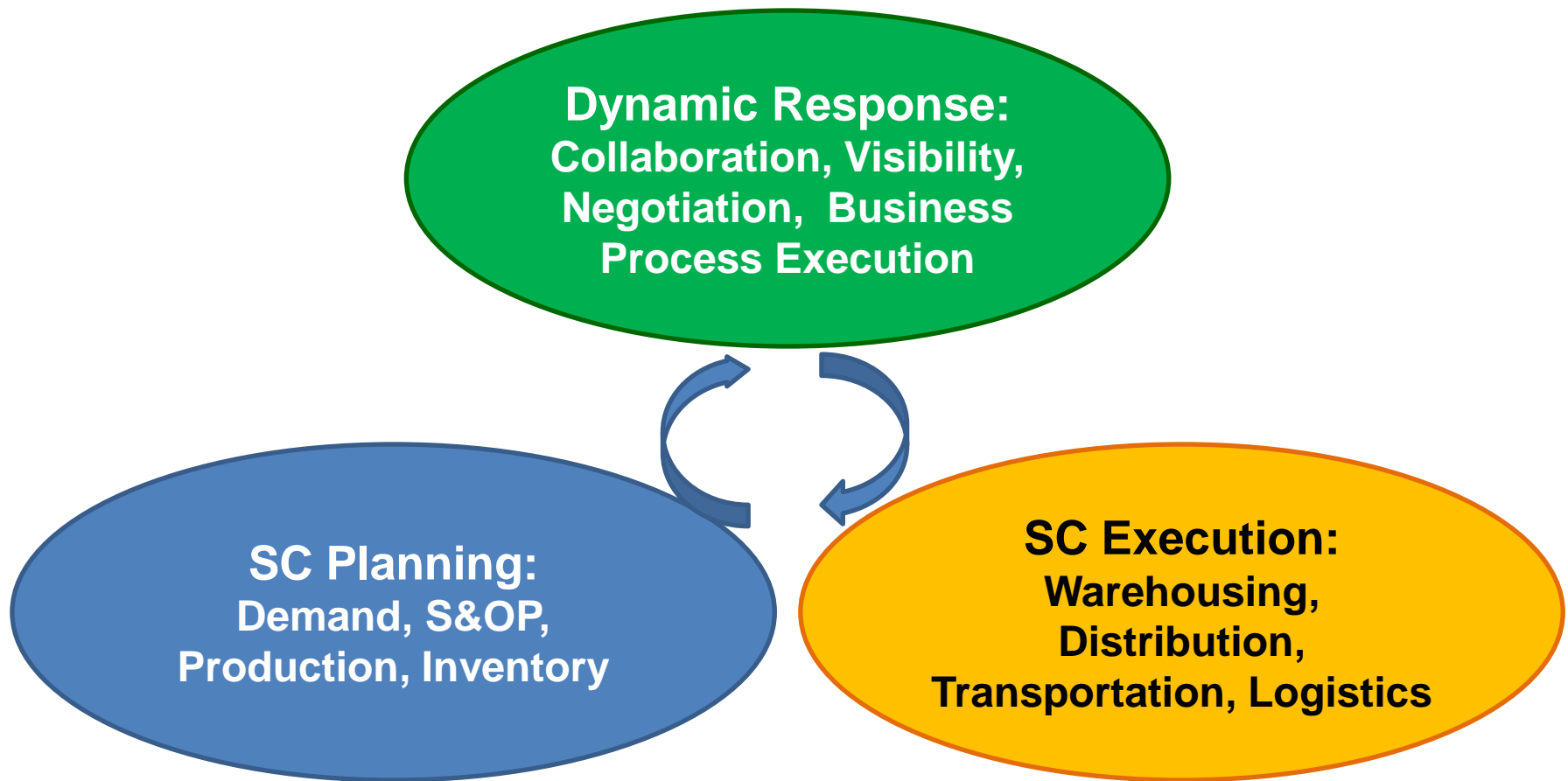
## Why SCE is not the answer

- Physical world has constraints
- Warehouses and DCs squeezed
- Operations excellence works on small % of opportunity

**Both are necessary but not sufficient**

To borrow from Goldratt, Schragenheim & Ptak

# Need dynamic response processes too



# Systems of Engagement (& of Record)

## Systems of Record

*Traditional enterprise systems:  
ERP, SCP, etc.*

- Centralized or per location
- Securely store data as the authoritative source
- Structured to ensure transactions and planning processes are executed the same way each time
- Batch or timed to the process

**Single version of the truth**

## Systems of Engagement

*More like social media than  
traditional enterprise systems*

- **Mobile** to be wherever needed
- **Social** to share facts and insights with others
- **Ad hoc** to cope with how issues emerge
- **Real-time** to resolve issues best

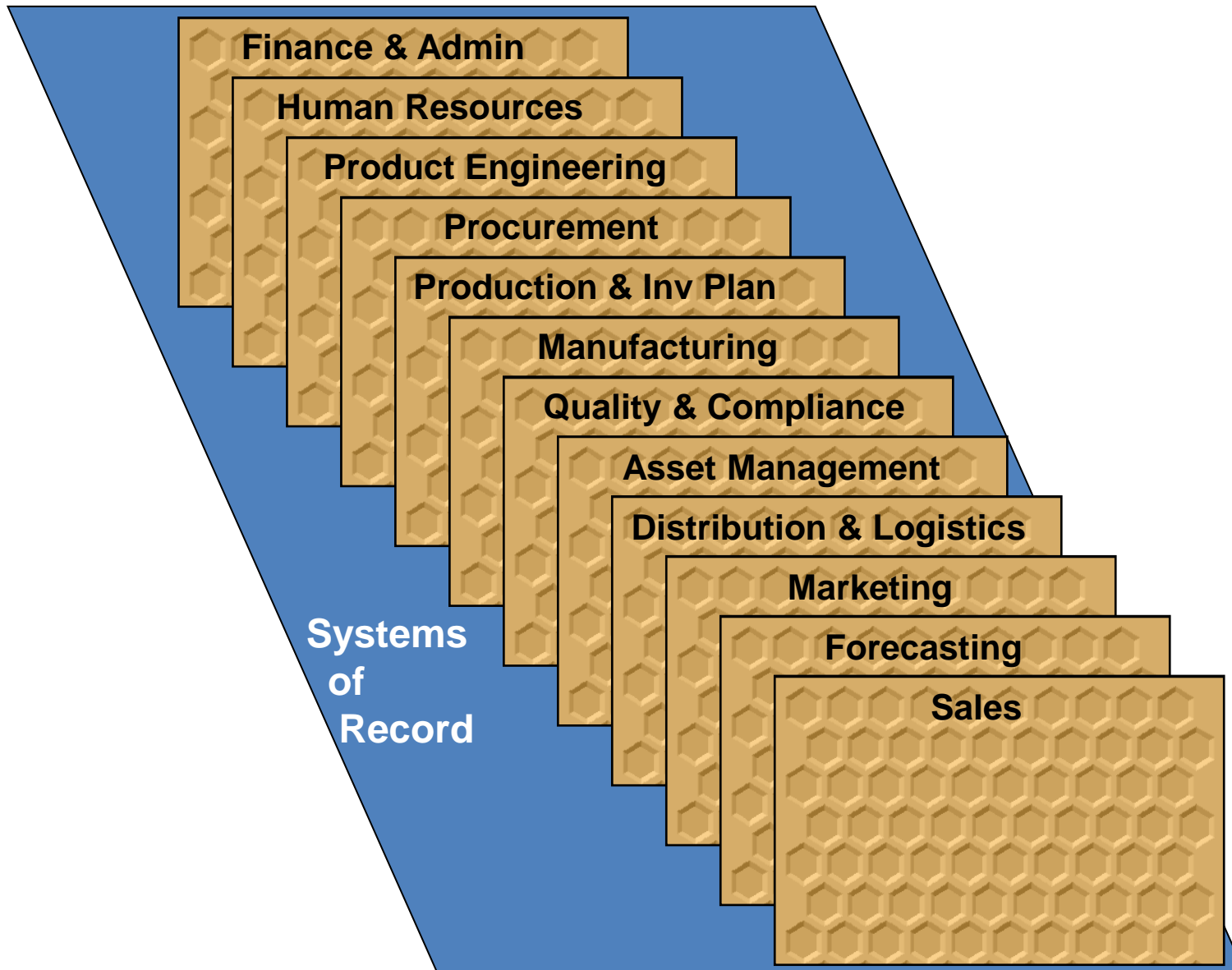
Geoffrey Moore

**Responding, deciding, developing  
what might work as the truth**

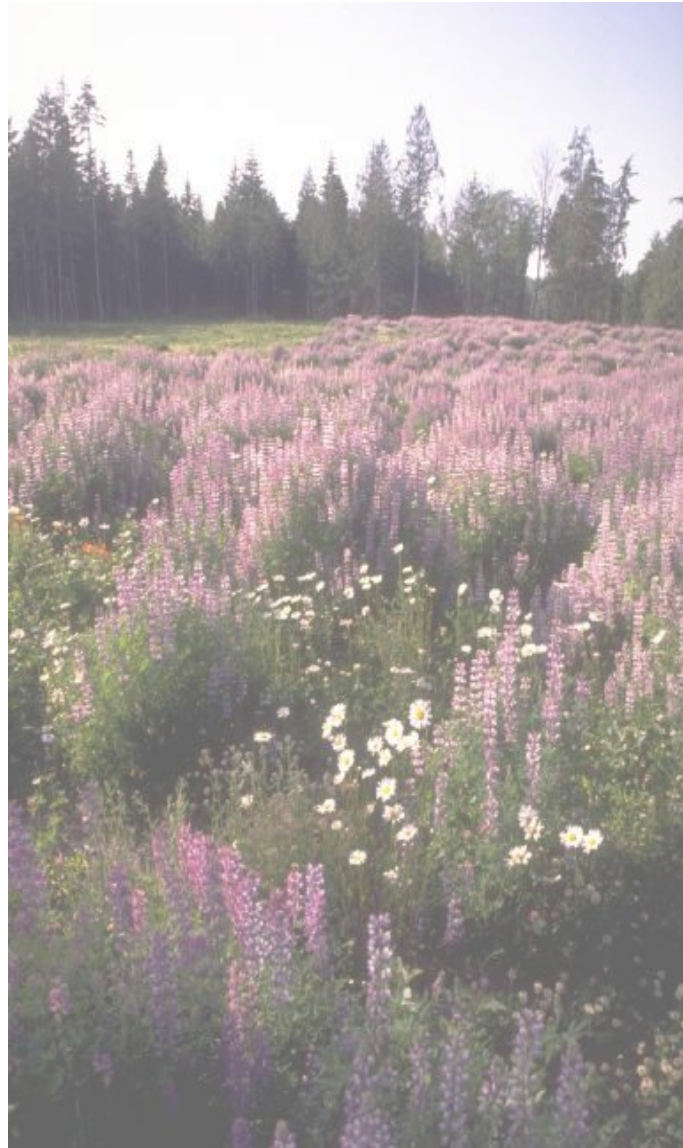
# Dual system example: honey bees



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# Take advantage of fleeting opportunity



# Both systems needed for survival



# Systems must support

## People

- Teams adapting to change
- By role
- Building trust



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## Process

- Automate routine & basic resolution
- Alert people only on exceptions
- Collaboration and negotiation
- Many rule sets per process type – not just one!

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## Technology

- Workflows & improvements
- Integrate to planning and execution
- High availability, scalability, security

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## Business Network

- Multi-tier orchestration
- Across partners' firewalls
- Quick and effective on-ramp

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