Supply Chain Management: Enterprise CDM's Role and Relationship

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Integrated Support Systems, Incorporated

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Introduction

- Who's Ram?
- The world of CDM according to Ram.
- Supply Chain Management, the other SCM.
- Supply Chain data, old & new.
- Supply Chain Data Exchange.
- Real-time, real-world SCM examples.
- The CDM role, now and forever more.



Why is CDM Important?

- **CDM Principles Facilitate:**
 - Doing the Right Thing(s)
 - At the Right Time(s)
 - For the Right Reason(s)
 - By the Right Person(s)

... with the right Information.



CDM is the "right way"

- The Right information
 - to Right people,
 - at the Right time,
 - in the Right place, and
 - for the Right reasons

Get the Right Product, with the Right Form, the Right Fit, and the Right Function

> To the Right Customer at the Right Price To the right Place and at the Right Time



CDM Short Course

- If it is not defined and identified, it can not be accounted for;
- if it can't be accounted for, it can't be traced through audit;
- if it can't be traced by audit , it can't be controlled;
- if it can't be controlled, it can't be managed, therefore;
- either define and identify it, or forget it.



What is "IT" - Product Information

(Wisdom) (Knowledge) (Intelligence) Information

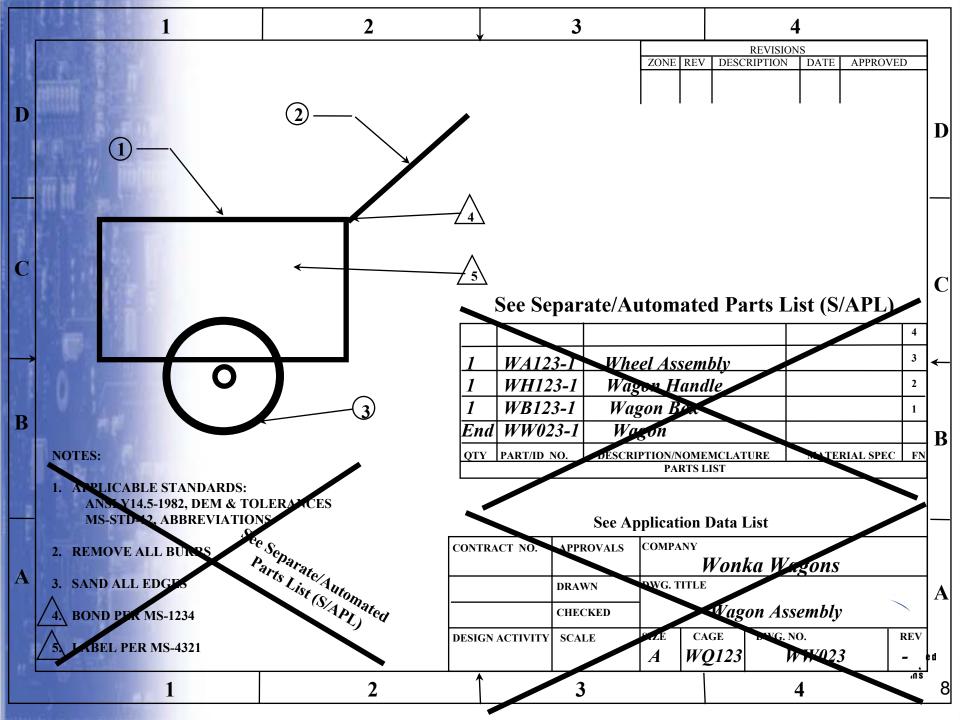
> Physical Drawings Books Manuals Papers Libraries

The old and the new:

Documentation to Data Paper to Digital Manual to Automated



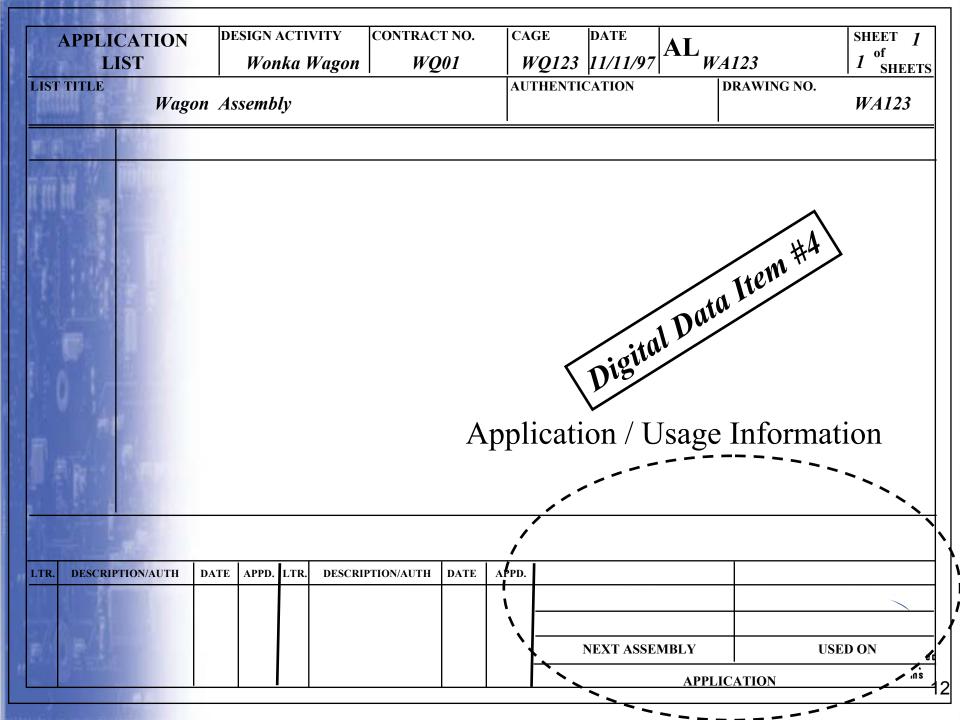
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What is "IT" - Product's Data (Wisdom) (Knowledge) (Intelligence) Location / Representation **Information** [data] Media (format) **Storage (located) Object Application (used by) Protocols (exchanged)** File **Operating System Database (related)** Record Meta-data (about) Characteristics, Field **Attributes, & Features** Element **Character**

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What is "IT" - Product's Data One to One (Wisdom) **One to Many** Many to One (Knowledge) Many to Many (Intelligence) Location / Representation **Information** [data] Media (format) Storage (located) **Object** Application (used by) **Protocols (exchanged)** File **Operating System Database (related)** Record Meta-data (about) Characteristics, Field **Attributes, & Features** Element **Character**

The Top Ten Reasons to Automate Configuration/Data Management

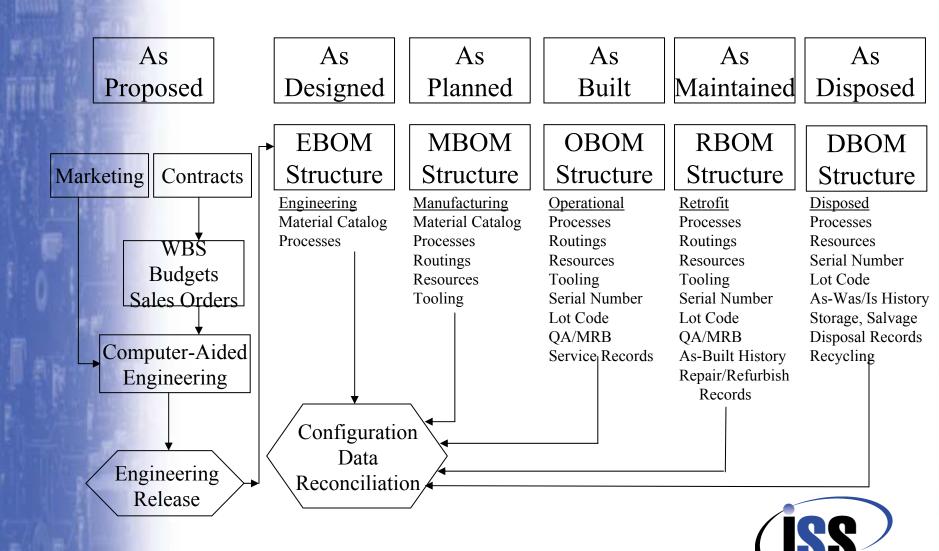
- #10 Size & Volume
- #9 Time & Cycles
- #8 Accessibility
- **#7** Quality Conformance
- #6 Changing Changes
- **#5** Analysis Capabilities
- #4 Data Exchange
- #3 Collaboration
- **#2** Integration
- **#1 Complexity**



Product Life cycle Cost Estimating As Capacity Planning & Assessment Proposed Specifications Master Schedule Work Breakdown Structure As Budgets Sales Orders Allocated Cost Accounts Effectivity **Baseline Release** Receiving/Inspection Document Control As **Receiving Instructions** Product Definition Dock-to-Stock EBOM Designed MBOM Inventory (WIP) Bill of Routings Manufacturing Effectivity Lot Code / Serial Numbering Engineering Effectivity Bill of Routings Shop Floor Control Bill of Resources Labor Collection As Master Production Schedule Work Measurements Rough-cut Capacity Planning Process Instructions Planned MRP/CRP Test Procedures Procurement Test Results Work Order Release CM Status Accounting As As As Purchased Built Tested As-Built Snapshot As CM Reconciliation CM Status Accounting Delivered Lot Code / Serial Numbering Deviations / Waivers Field Return / Retrofit Field Service As CM Reconciliation Lot Code / Serial No. Maintained CM Status Accounting As-Built History Storage, Salvage As To-Become (Recvcle) CM Reconciliation Lot Code / Serial No. Disposed CM Status Accounting As-Was/Is History **Reference:** Stanford Friedman

Midrange ERP, September 1998

Configuration Data Management



Reference: Stanford Friedman Midrange ERP, September 1998

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Definitions (APICS Dictionary)

Supply Chain – 1) The process from the initial raw materials to the ultimate consumption of the finished product linking across supplieruser companies. 2) The functions inside and outside a company that enable the value chain to make products and provide services to the customer.

Supply Chain Management – The planning, organizing, and controlling of supply chain activities.



Definitions (APICS Dictionary)

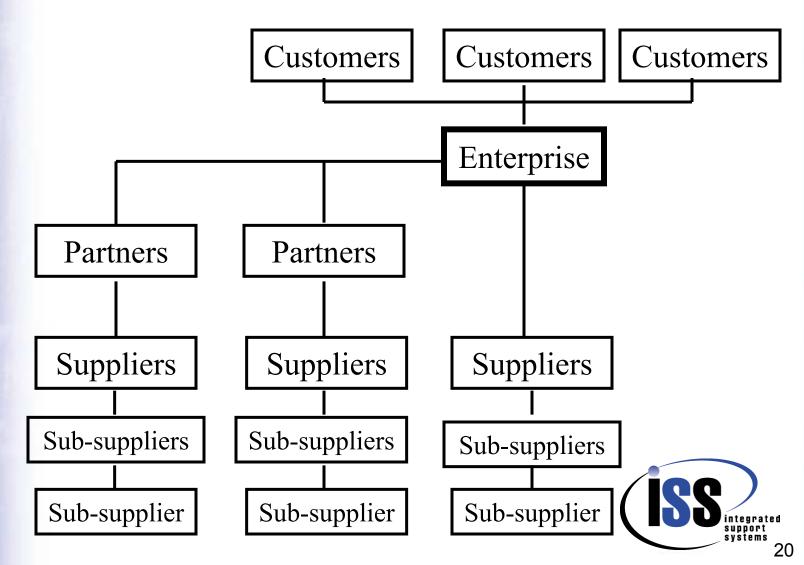
Value Chain —The functions within a company that add value to the goods or services that the organization sells to customers and for which it receives payment.

Value-driven enterprise – An organization that is designed and managed to add utility from the view point of the customer in the transformation of raw materials into a finished good or service.

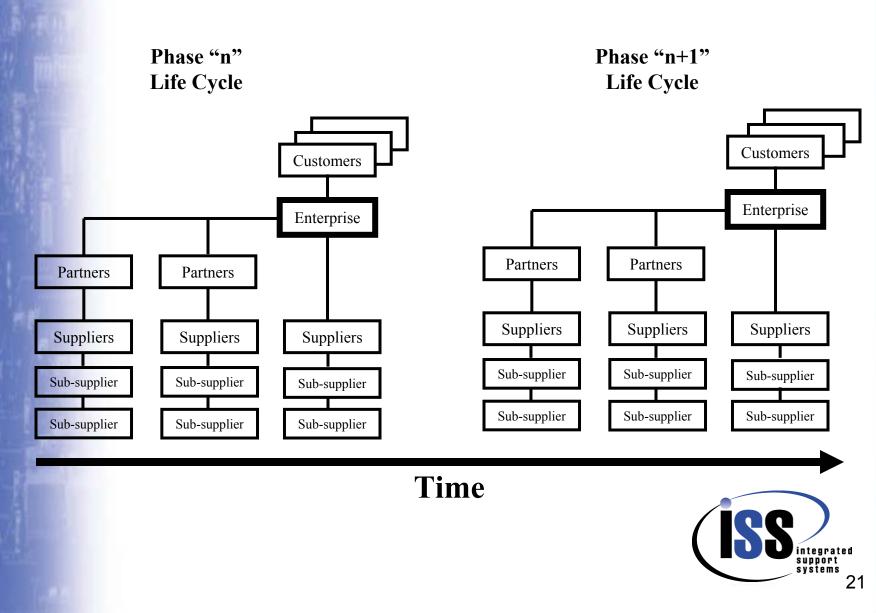
CDM Role – Assuring the rights are right.



Enterprise Supply Chain Management Global and Virtual Model



Enterprise Supply Chain Management Global and Virtual Model



Key Elements of Supply Chain Management

Order Entry Configurator Functions Planning (Production/Manufacturing) Scheduling Expediting Demands / Pulls Capacity Constraints (Materials / Capacity) Inventory Warehousing Picks / Issues Staging Work-in-Process (WIP) Replenishment **Transportation** Stores / Yard Loads Routing Duty Freight Rating



Customer-integration (sales order) Management and Product Configurators

Customer-integration (sales order) Management

- front-office operations sales, service, marketing, orders
- procurement from supplier's point of view
- interactive selling
- opportunity management
- customer history, service, call management

Product Configurators

- rules based configuration
- automatic generation of bill of material
- end item definition from order entry
- configurating orders to multiple models or variations



Advanced Planning and Dynamic Scheduling

Advanced Planning

- deals with few days to few weeks
- detailed execution of the production plan
- account for current plant floor conditions
- schedules and sequences to capacity
- addresses expediting

Dynamic Scheduling

- deals with months and years
- constraint models materials and capacity
- alternative production scenarios
- master scheduling
- material requirements planning
- capacity planning



Warehousing and Transportation Management 1 of 3

Warehousing Management (system)

- Labor planning
- Slotting
- Inventory control
- Staging
- Put-away path processing
- Picking
- Packing
- Replenishment



Warehousing and Transportation Management 2 of 3

Joint Functionality of Warehousing & Transportation

- Yard management
- Trailer management
- Load diagramming
- Vehicle/door scheduling
- ASN receiving
- Inventory visibility
- Wave planning
- Flow-through
- Cross-docking



Warehousing and Transportation Management 3 of 3

- Transportation Management (system) and Logistics
- Load planning
- Routing and scheduling
- Asset management
- Load tendering
- Tracking and tracing
- Rating
- Freight payment



Demand & Distribution Planning

Demand Forecasting

- level of activity predictions (weeks)
- statistical accuracy management
- elimination of excess inventory
- ensure availability of materials

Distribution Management

- determines distribution of optimal quantities
- minimizes costs
- planning of product distribution
- distribution of vendor supplied inventory
- manages the shift from warehousing items to constant distribution

Component and Procurement Management

- Component and Procurement Management
- supplier component information
- supplier's designs and processes reuse
- supply-chain information sharing
- supplier component cataloging
- ordering capabilities
- time-to-market and product costs



Production Environments

MTS - Make-to-stock (before order) MTO - Make-to-order (after order) MTP - Make-to-Print ATO - Assemble-to-order FTO - Finished-to-order DTO - Design-to-order ETO - Engineer-to-order Mass Customization



Getting Sick on the Acronym Soup

DRP - Distribution Requirements Planning MRP - Materials Requirements Planning MRP II - Manufacturing Resource Planning II ERP - Enterprise Resources Planning SCM - Supply Chain Management ISCM - Integrated Supply Chain Management

CM - Configuration Management (Context, Content) DM - Data Management PDM - Product Data Management SCM - Software Configuration Management PLCM - Product Life Cycle Management UPLCM - Unified Product Life Cycle Management PCDM - Product Content and Data Management

PM - Program Management (Project) CPC - Collaborative Product Commerce CSM - Component & Supplier Management CAD - Computer-aided Design CRM - Customer Relationship Management EDI - Electronic Data Interchange



Information feeds the Supply Chain

- What?
- How many?
- When?

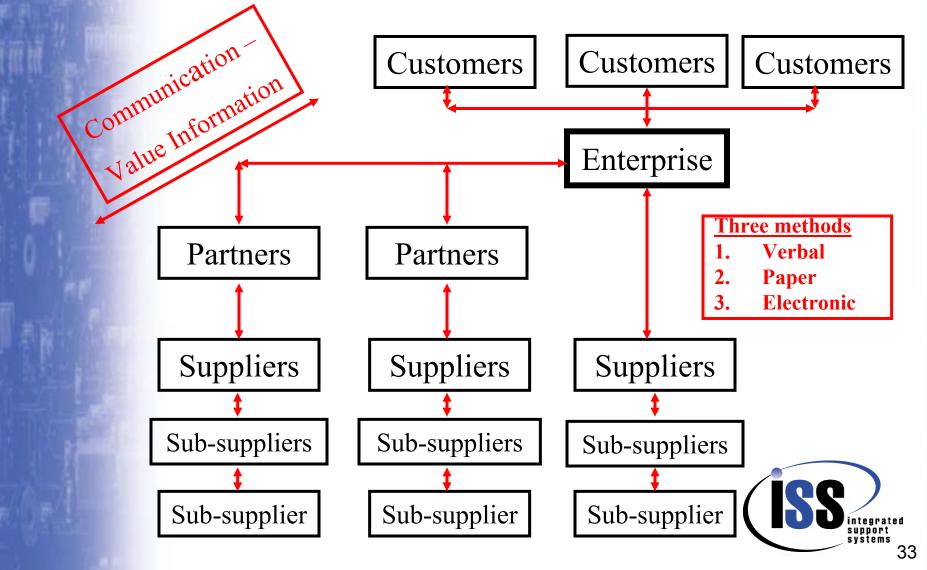
The supplier's Critical four Pieces of Product data

Where?

"Product data is the DNA of the value chain, without it there is nothing."



Enterprise Supply Chain Management Global and Virtual Model

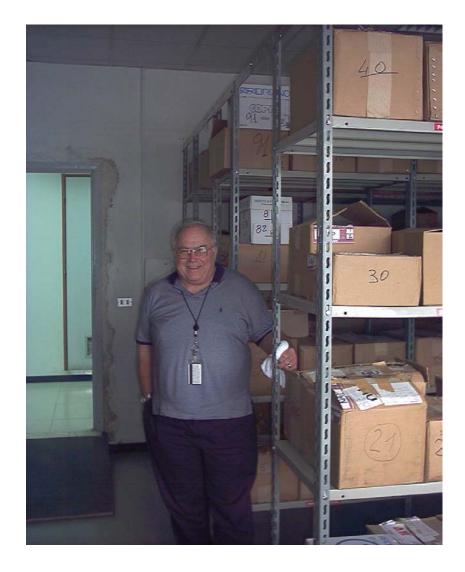


Pains of Paper

Isolation/go it alone Costs Resources Delays Inaccuracies Inaccessibility Redundancy Reconciliation Validation/Verification Key Entry Errors Distribution Reproduction(s) Reporting, data collecting Monitoring and Tracking Physical Libraries/Cribs Intervention Resources Red-line Management Physical size, oversize



Real Life Example of Manual Paper Vault





Gains of Digital

Time Savings Accuracy Access Shared Globalization Collaboration Commons **Standards Teaming / Supply Chain** Shared Amortization

ISO Compliance (SPC) Certification **ROI / Profits Costs Avoidance Reduced Keyed Data Entry Re Used, Reusability Less Training Required** Liaison activities Reporting **Metrics**



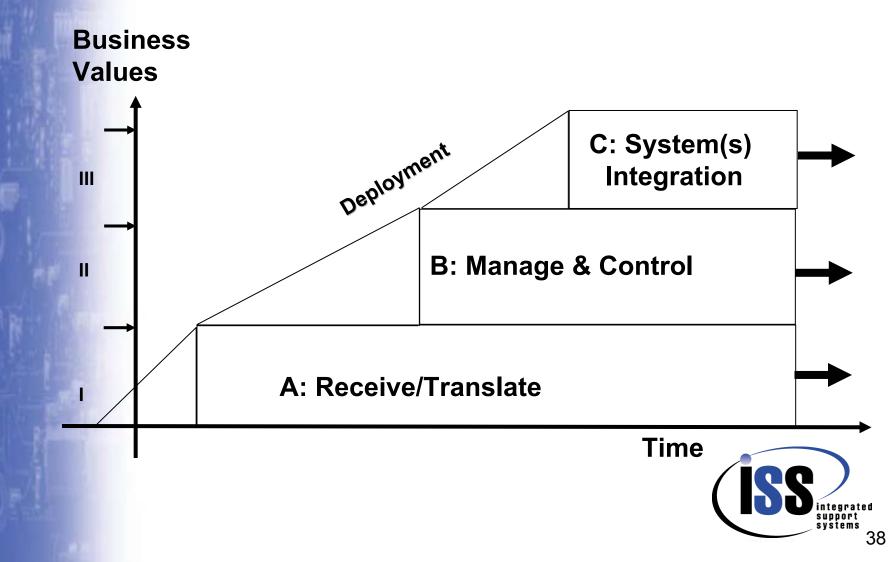
Digital Data Facilitates

Collaboration **Group Technology Feature Based Design** Mass Customization or Build-to-Order (common versus unique) Logistics - inventory, locations, delivery **Archiving for Historical Retrieval** Data Storage **Data Conversions (Systems upgrades) Use of Analysis Tools Re-packaging (TDP)** Agile, Lean, and Supply Chain



Iterative Process to Making Gains

Overall Supply Chain "Capability"



Grouping the Benefits

Group 1 Benefits:

- reductions in paperwork
- reductions in sorting/mailing time
- reductions in input errors
- improved cycle time
- faster response times
- standardized information
- Group 2 Benefits:
 - Reductions is inventory
 - reductions in lead times
 - improved customer relations
- Group 3 Benefits:
 - reductions in personnel
 - efficient business operations
 - effective use of personnel, assigned new tasks
 - time-based competition enhancements

From: APICS, 1995 Conference Proceedings; Rhonda R. Lummus The Evolution to EDI: Are There Benefits at All Stages of Implementation

"Most benefits were due to changes in the transaction process"



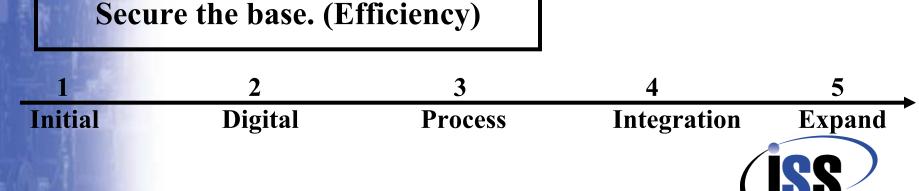
APICS "Catching the 2nd Wave"

3 - Synergize Achieve value in use. (Transform)

2 - Synthesize

Build for the future. (Effectiveness)

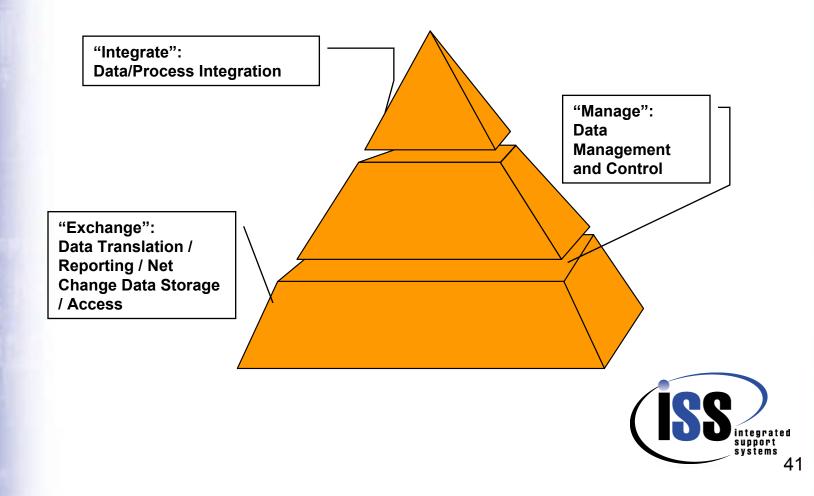
1 - Stabilize



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Supply Chain Digital Data Exchange Functional Requirements/ Process Improvement Opportunities



Supply Chain Needs: Exchange

- Retrieve digital data files
- Translate to usable format
- Determine net changes in delivery
- Maintain persistent archive of enterprise design intent data
- Provide search/access capability

Data Translation / Reporting / Net Change / Data Storage / Access



Supply Chain Needs: Manage

- Change disposition, status, distribution and notification
- Review, impact assessment, cost estimation and approval
- Incorporation of change
- Adherence to ISO 9000
 - Enforced /audit-able quality procedures

"Manage": Data Management and Control

ystems

Supply Chain Needs: Integrate

- Product Definition and Change data must be incorporated into other systems
 - ERP
 - CAPP
 - Purchasing
- Manual or digital updates to other systems

"Integrate":

Data/Process Integration

Option 1: Mandate Suppliers Utilize Particular Software Tools (CAD, PDM/CM, ERP, etc.)

- Purchase, implementation, and training costs could be very expensive
- Limits Enterprise supplier choices
- Prevents utilization of "Best of Breed" software
- Difficult to exchange product data between disciplines (Ex. design and support)
- Suppliers must meet the requirements of all customers



Option 2: All Product Data Resides at Enterprise; Suppliers Access Externally

- Enterprise must implement solution that meets needs for security, performance, reliability, supportability...
- Supplier needs to be trained
- Supplier may need to maintain multiple product data repositories
- Suppliers Must Meet the Requirements of all their Customers



Option 3: Point-to-Point Integration Between Applicable Product Data Systems

- Costly to implement
- Costly to expand scope
- Costly to maintain
- PTP Integration needs to be updated when any system utilizing product data is upgraded
- Prevents utilization of "Best of Breed" software
- Deployment delayed until PTP solution available
- Suppliers Must Meet the Requirements of all their Customers



Option 4: Use an Internationally Recognized and Commercially Accepted Neutral Data Definition

- Avoids the inflexibility and cost of a mandate
- Allows suppliers to process applicable product data using best business practices
- Enables cost-effective, COTS solutions to Product Data Exchange
- Supplier can create local "Type Design" database of the enterprise design intent.
- Supplier can support multiple enterprises
- Data may be integrated/interfaced to other supplier data systems (ERP, CAD, PDM, etc.)

STEP, The Accepted Standard

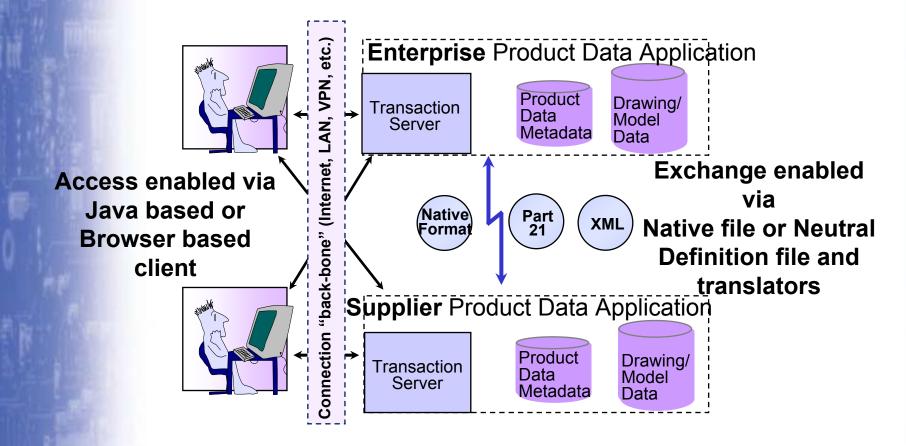
STEP

STandard for the Exchange of Product model data

- ISO 10303 family of standards
- STEP translators available for nearly every major CAD vendor
- STEP Centers
 - U.S., Germany, France, Italy, Japan, Canada, Australia, and China

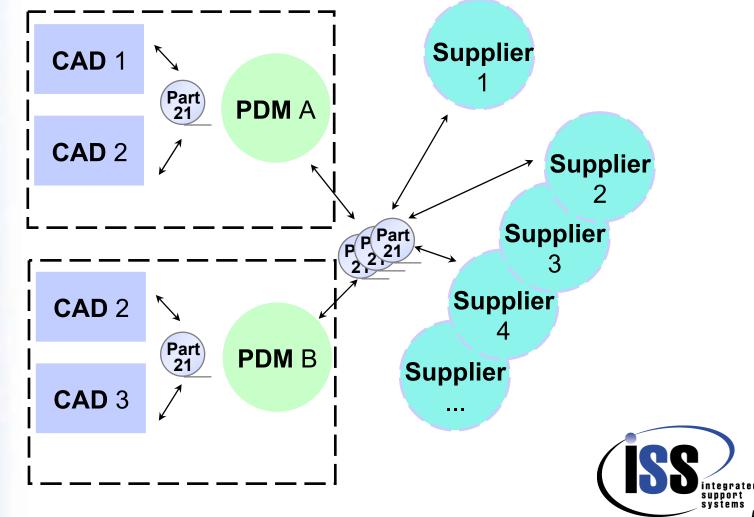


Product Data Exchange / Access In Distributed Supply Chains





CM/PDM Data Exchange Neutral File Exchange Model



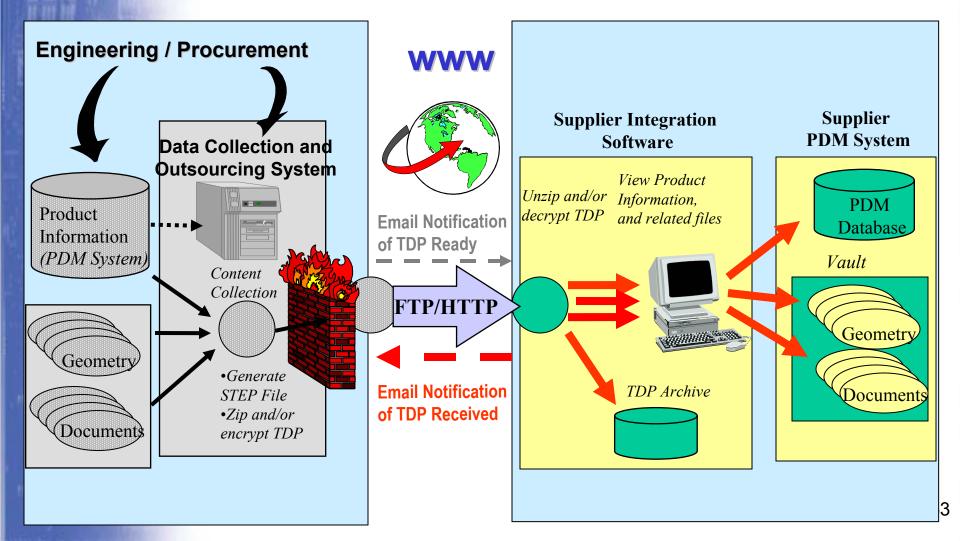
STEP Part 21 File

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'Seattle, WA 98124'),	#37=ASCA(#42,(#38)); #38=PRPDFN(",'indentured data list header'	#107-FRDFFR(K,4,#125); #108=PRDFFR(/NULL',\$,#124);	
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Enterprise Supply Chain Data Exchange Implementation

Enterprise

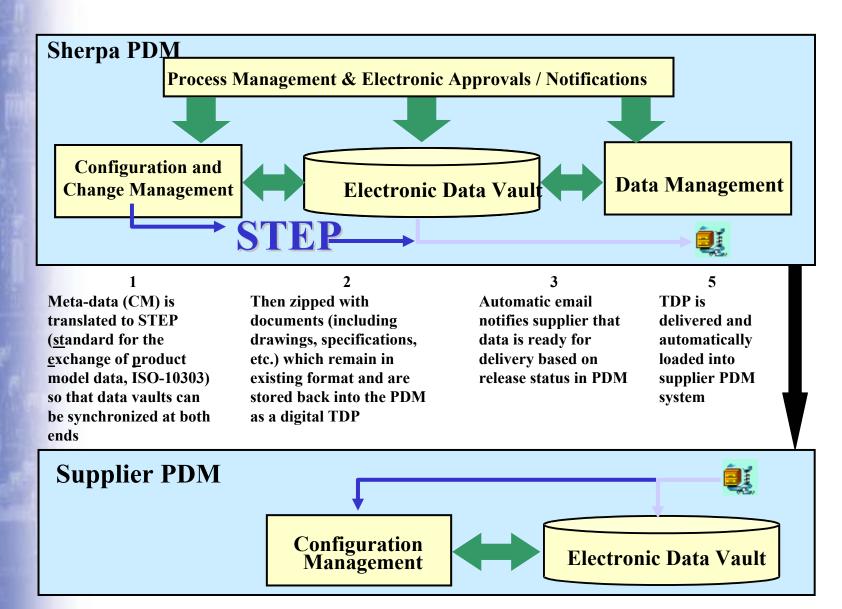
Supplier



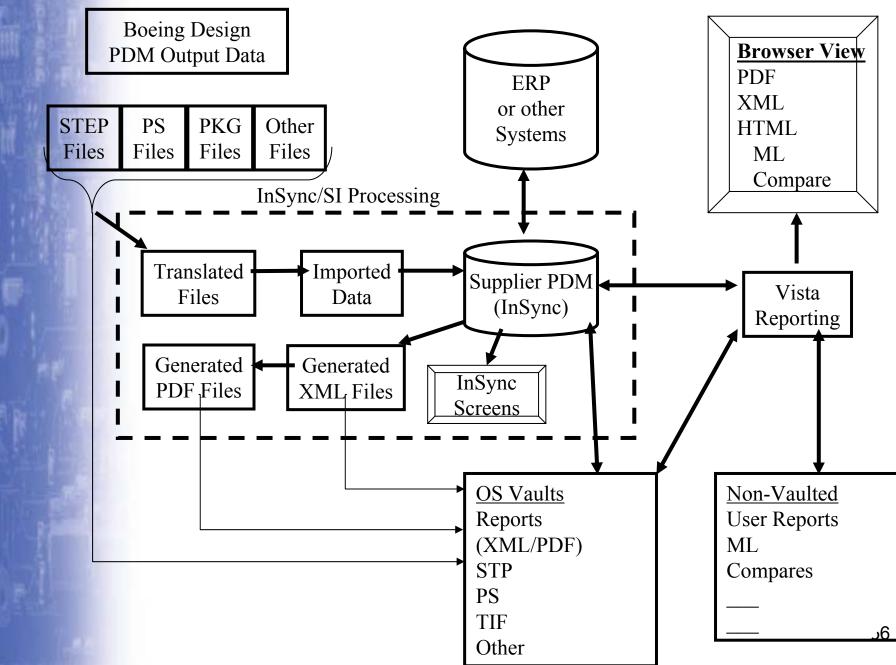
Enterprise Supply Chain Data Exchange Implementation Enterprise Supplier

Engineering / Procurement www **Supplier Supplier Integration** Data Collection and **PDM System** Software Outsourcing System •Generate STEP File •Collect relevant files **PDM** Product •*Zip and/or encrypt TDP* Database_ Information (PDM System) Vault FTP Geometry Geometrv Email Notification TDP Archive Document of TDP Delivery Document

Raytheon Supply Chain Data Exchange



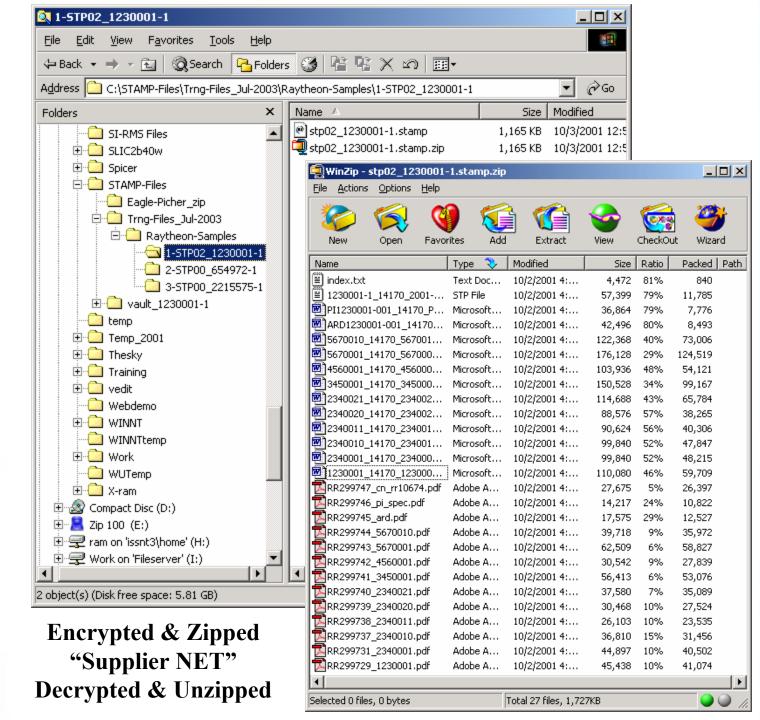
Boeing (BCA) Supply Chain Data Exchange



Technical Data Package Documentation Requirements (Supported by the STEP AP 232 & PDM Schema)

- Conceptual design drawings
- Developmental drawings and associated lists
- Product drawings and associated lists
- Commercial drawings and associated lists
- Special inspection equipment (SIE) drawings and associated lists
- Special tooling drawings and associated lists
- Specifications
- Packaging/Handling documents and data
- Software documentation
- Quality Inspection Criteria
- Critical Manufacturing Processes



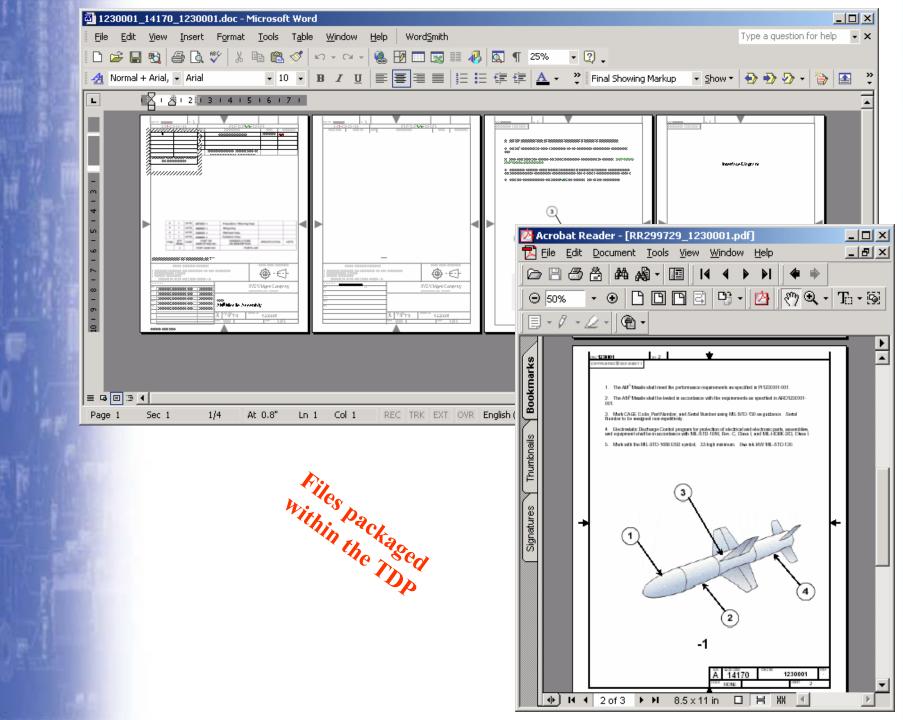


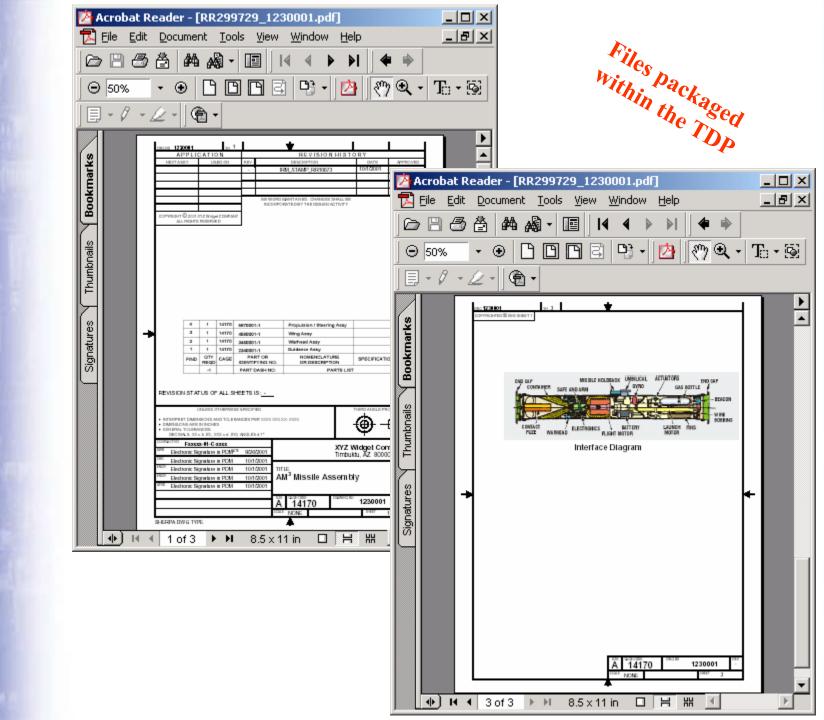
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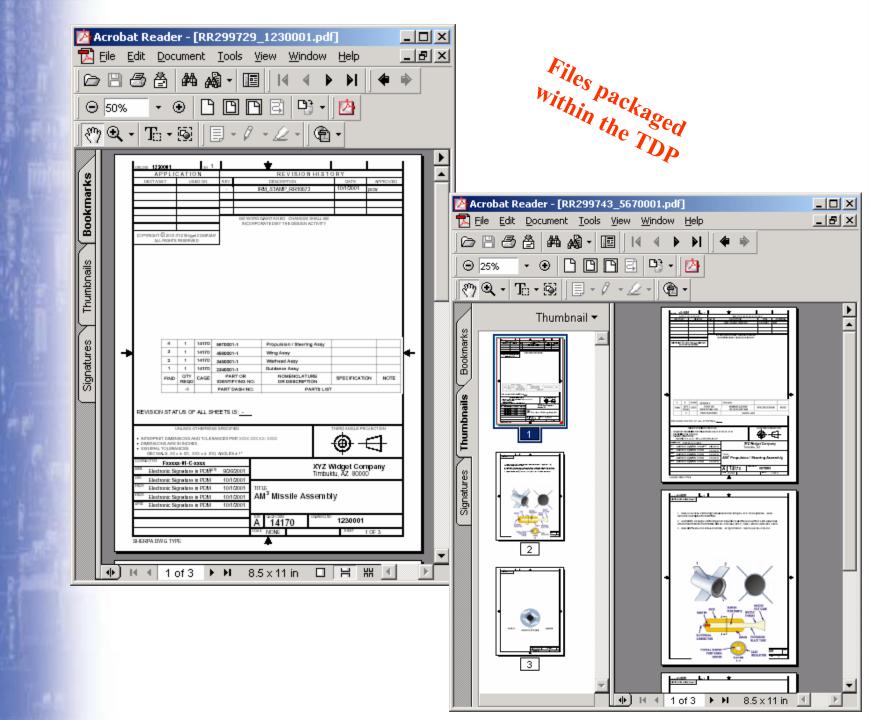
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#25=COORDINATED_UNIVERSAL_TIME_OFFSET(7,\$, BEHIND.); D#26=OBJECT_ROLE(mandatory',\$); D #27=REPRESENTATION_CONTEXT(",'document parameters'); D#28=PRODUCT(1230001-1',",",(#4)); D #29=PERSON(TEACHER,'Unknown','Unknown',\$,\$,\$); D#30=ORGANIZATION(14170','14170',\$); D #31=PERSON_AND_ORGANIZATION(#29,#30); D

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#34=PRODUCT_RELATED_PRODUCT_CATEGORY('part',\$,(#28,#56,#71,#86,#103,#124,#138,#153,#168,#183,#207,#227,# 241,#256,#276,#291,#306,#321)); D

#35=PRODUCT_RELATED_PRODUCT_CATEGORY(assembly',\$,(#28,#56,#71,#124,#138,#153,#241,#256)); [] #36=PRODUCT_CATEGORY_RELATIONSHIP(',\$,#34,#35); []

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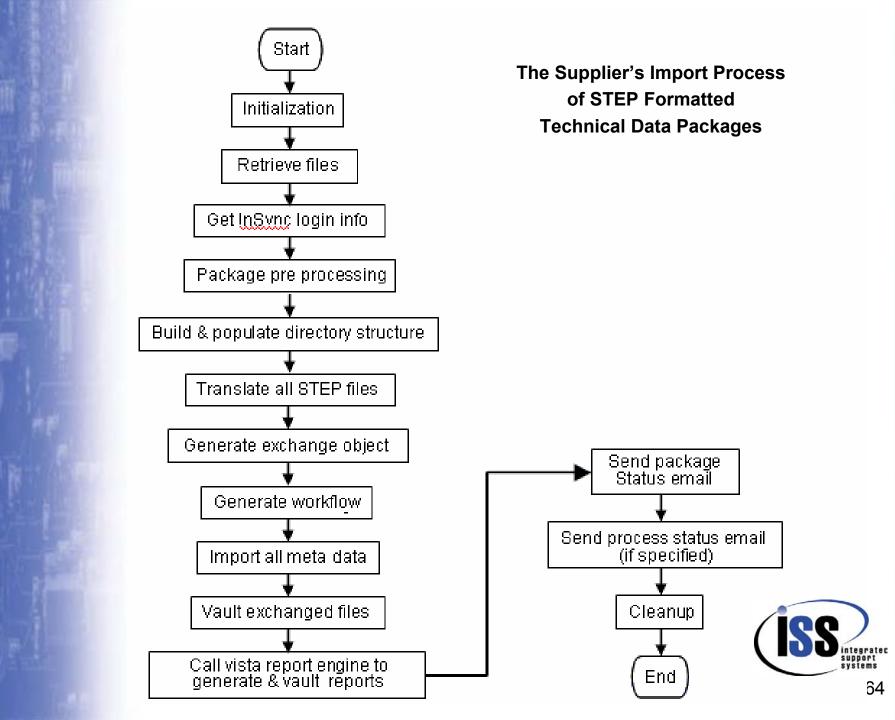
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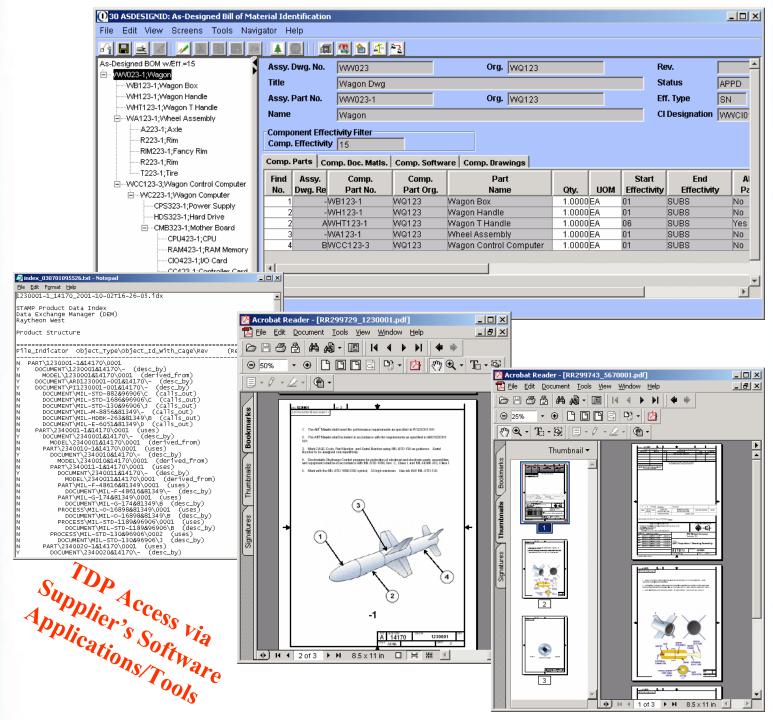
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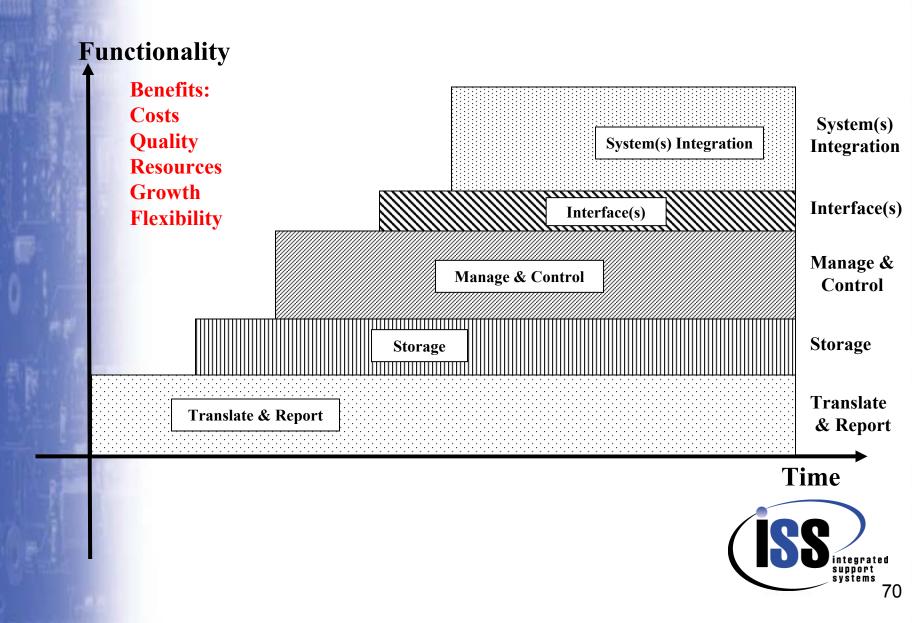
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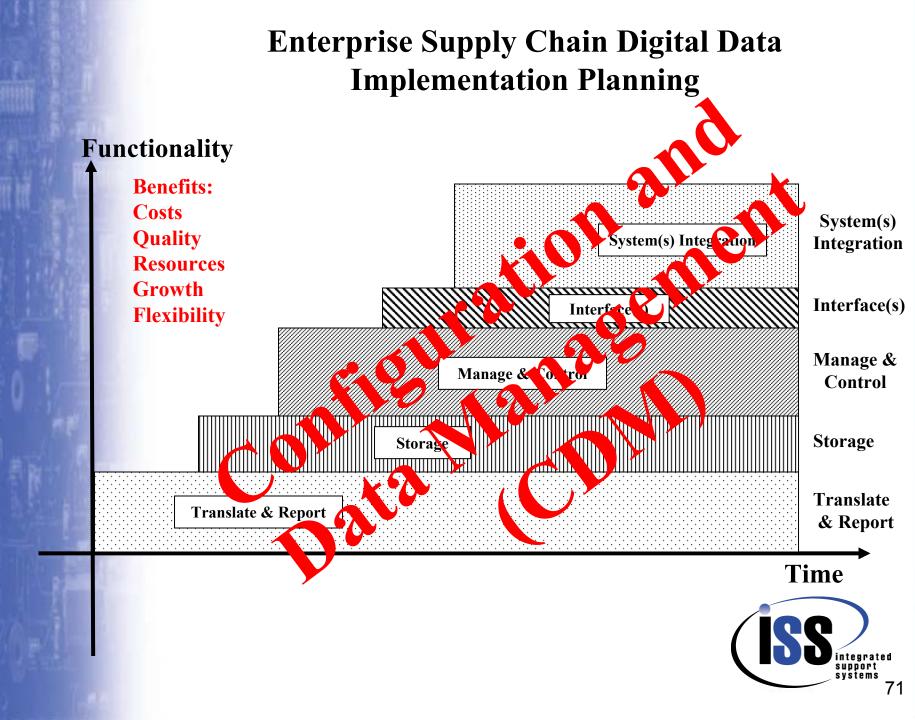
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TDP with a Multi-level view and linked reports.

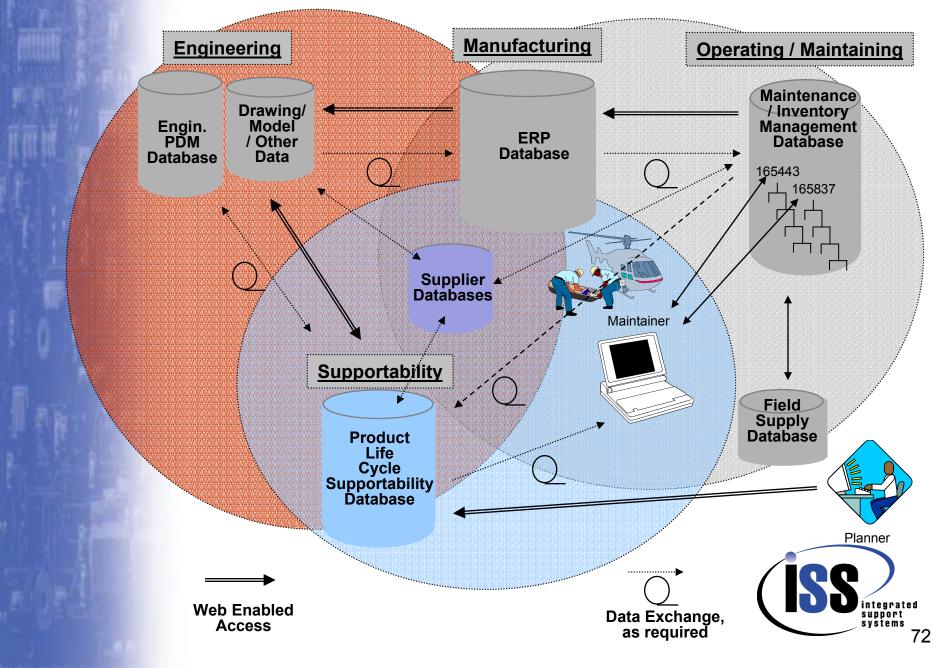
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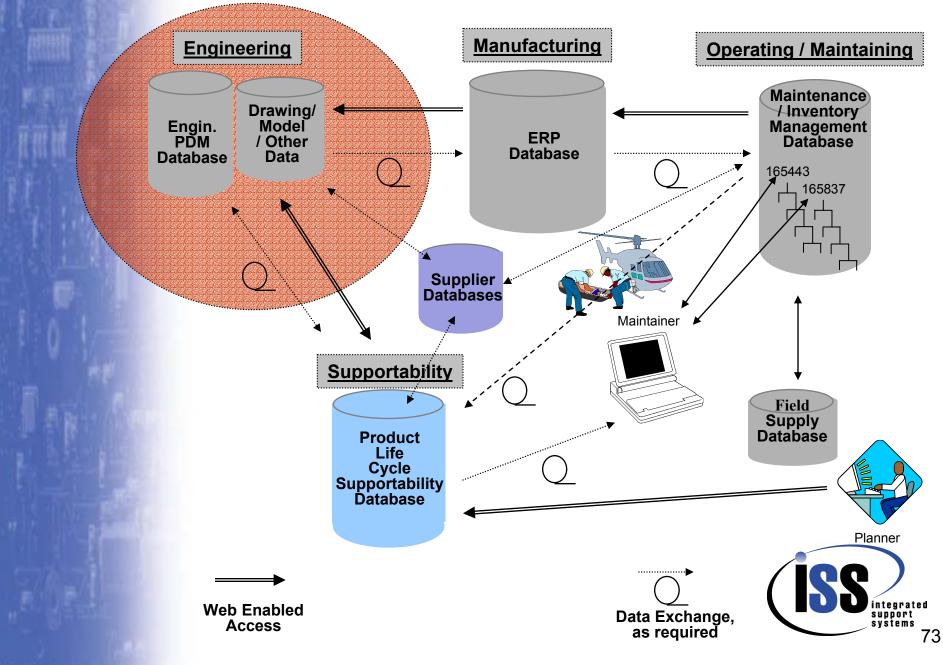
Enterprise Supply Chain Digital Data Implementation Planning

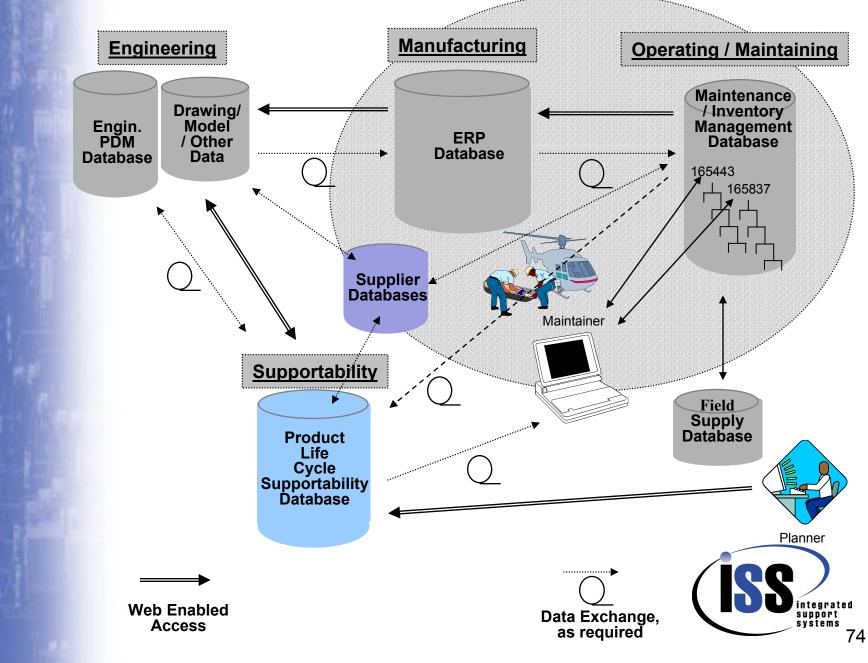


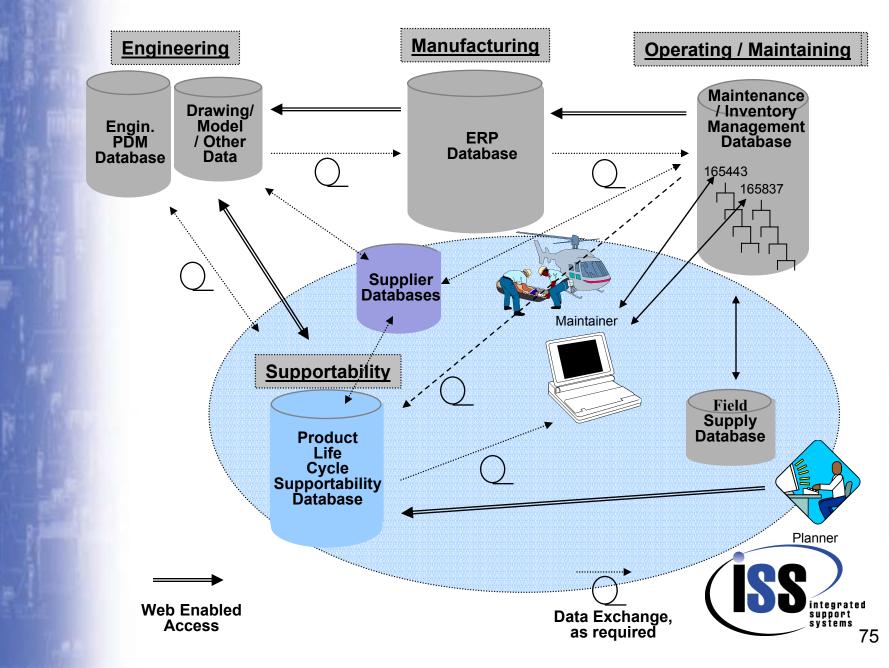


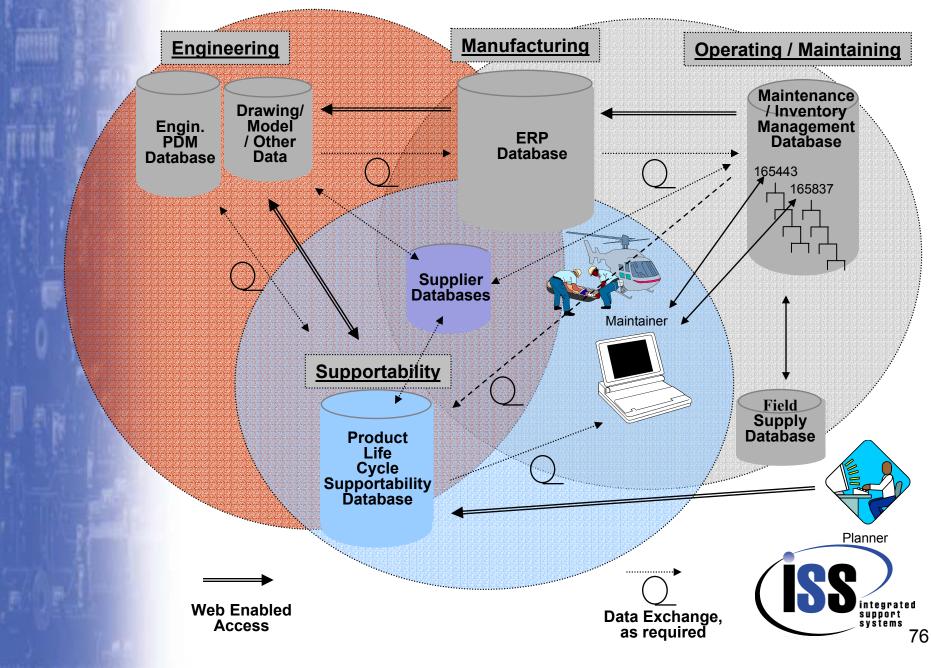
Supply Chain Dynamics, Life Cycle Data Evolution



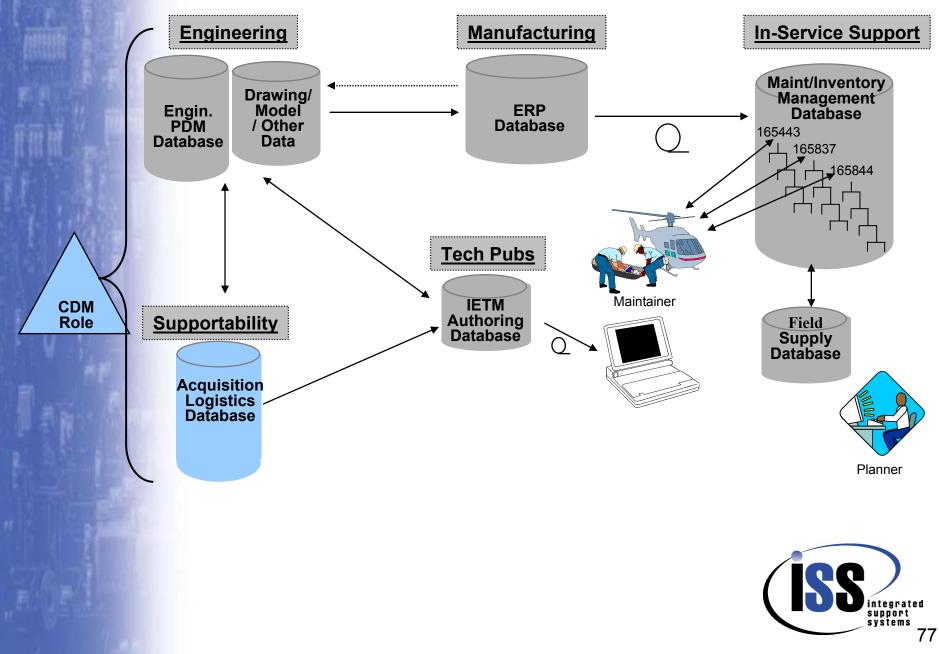




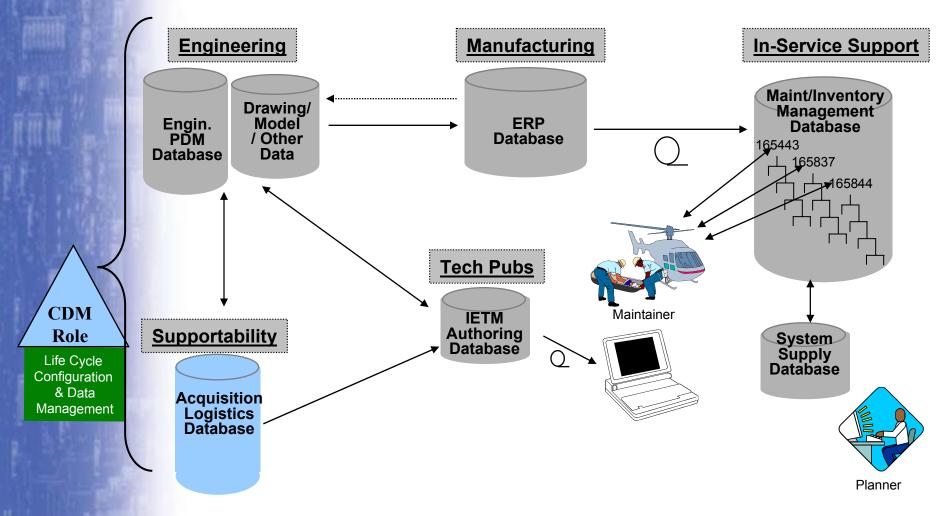




Typical Life Cycle Data/Process Interaction



Life Cycle Configuration Data Management



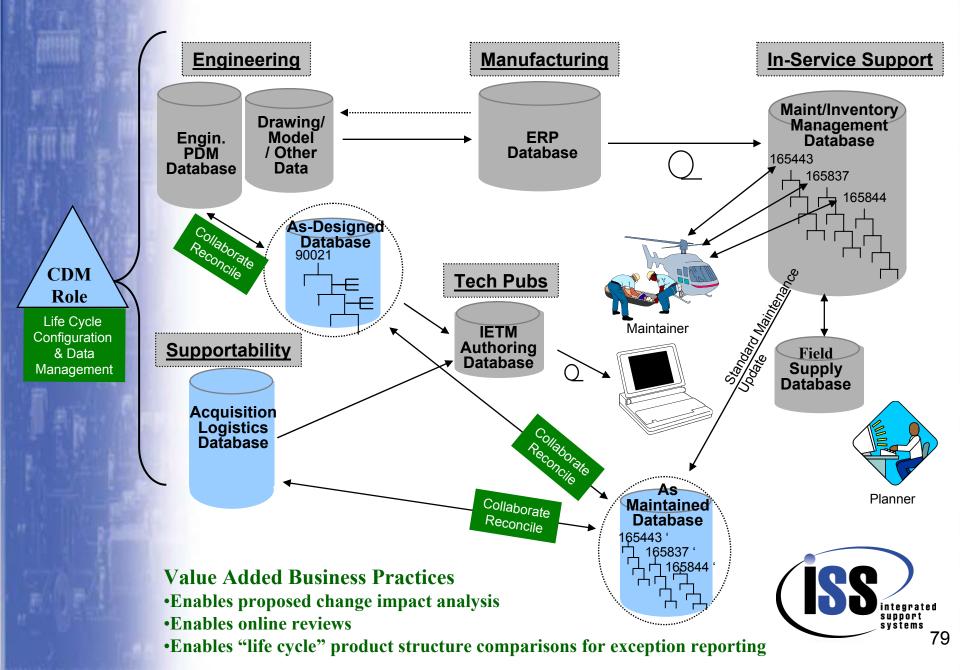
Value Added Business Practices

Full visibility of proposed design changes and implemented changes in service
Accurate baseline documents evolution (history of change)
Accessible audit trail of configuration change

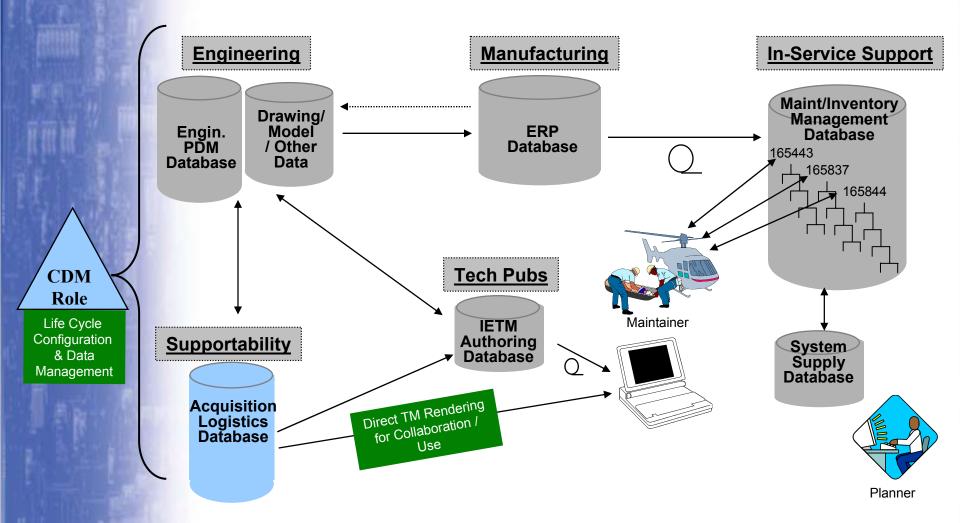
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Collaboration & Reconciliation of Service Data



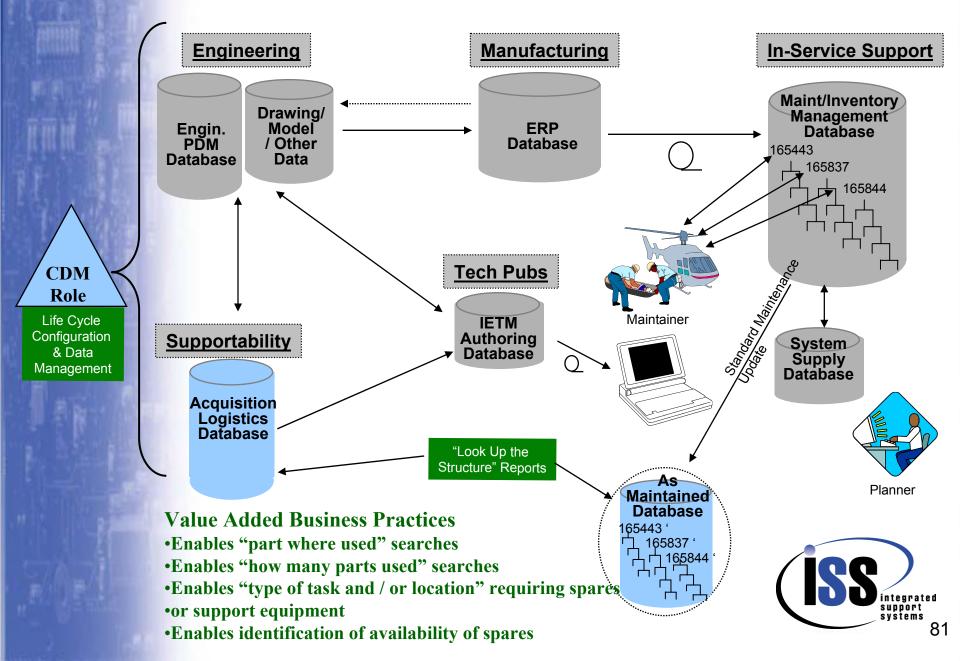
Collaboration & Reconciliation of O&M Data



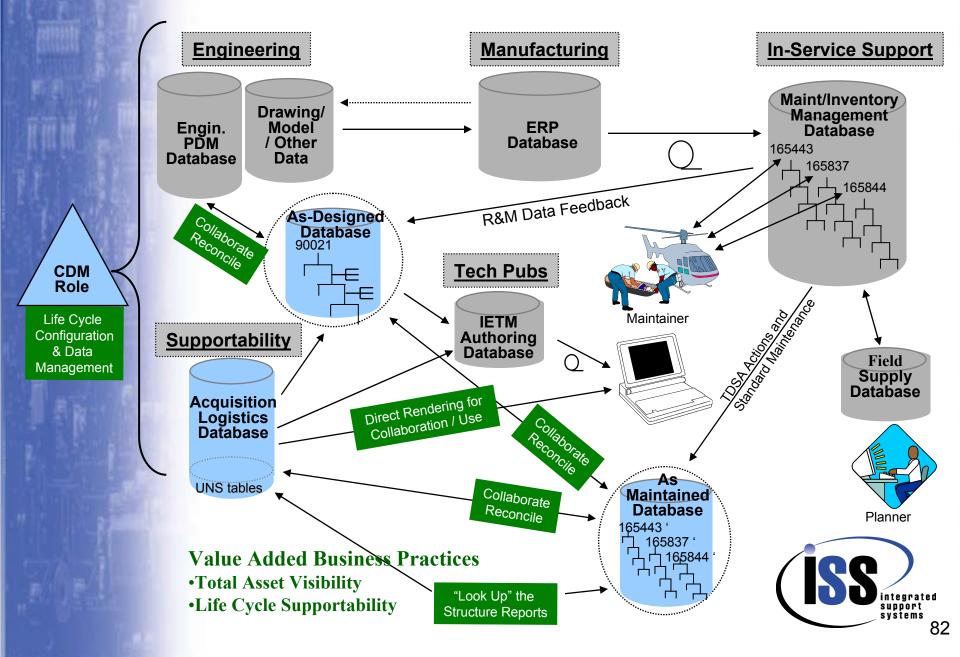
Value Added Business Practices

Supportability data may be rendered in "ETM" views to enable collaboration of the support of the support and change impact analysis
Supportability data could be used as the single source repository for ETN requirements. No need for a "redundant data repository."

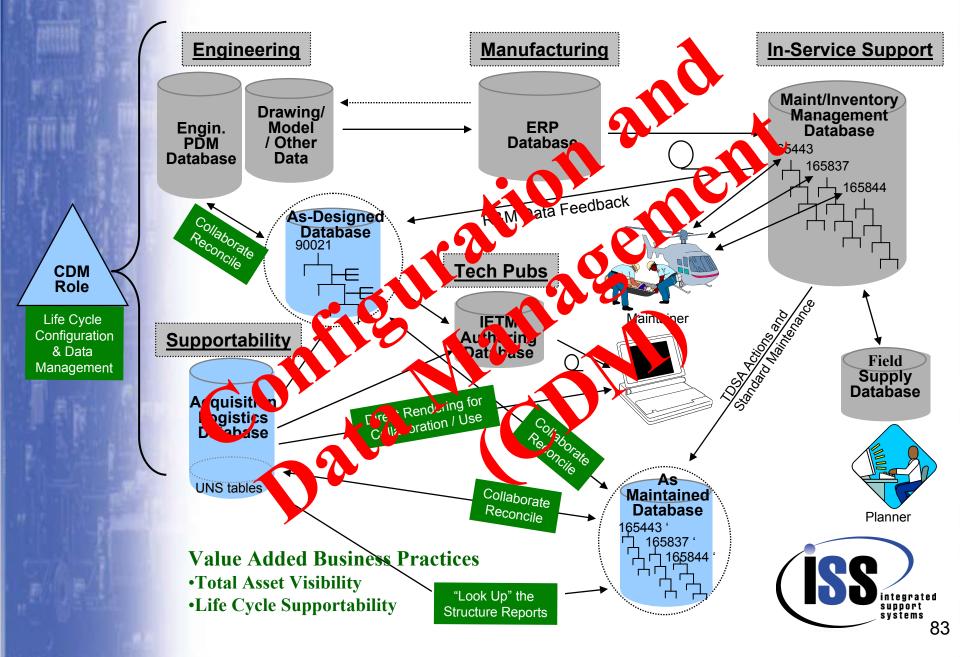
Collaboration & Reconciliation of Use Data



Life Cycle Supportability & Total Asset Visibility



Life Cycle Supportability & Total Asset Visibility





Information is the key to value chain

- CDM is key to "right" information
- CDM required Womb to Tomb
- CDM required Top to Bottom



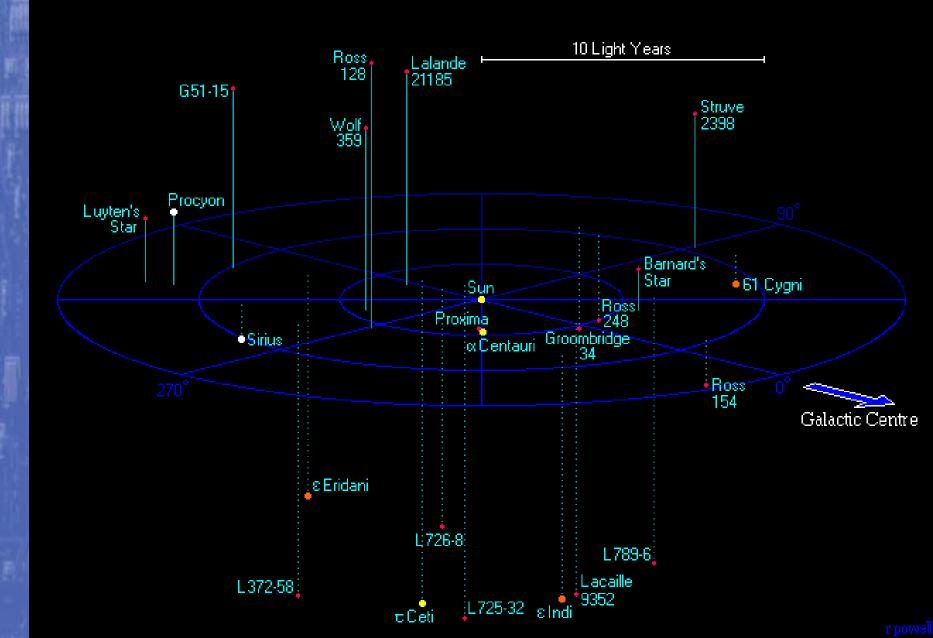




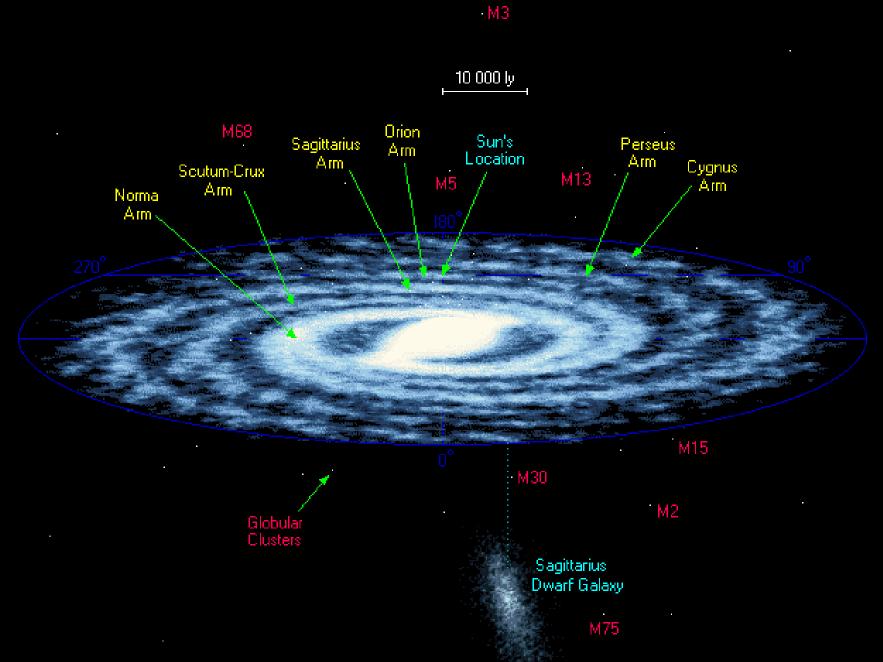
The Center of Universe (ISS



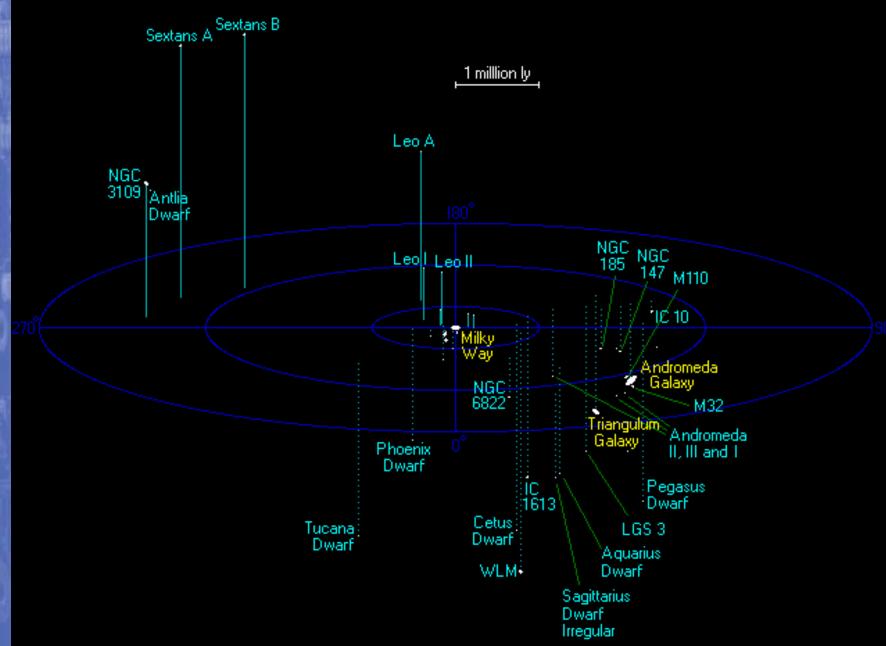
The Nearest Stars



The Milky Way Galaxy

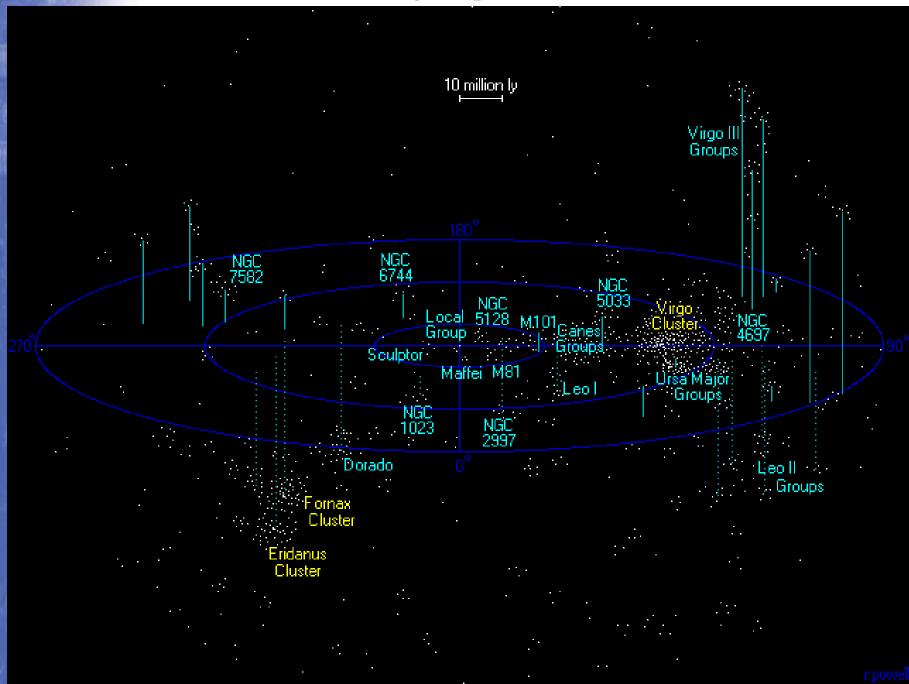


The Local Group

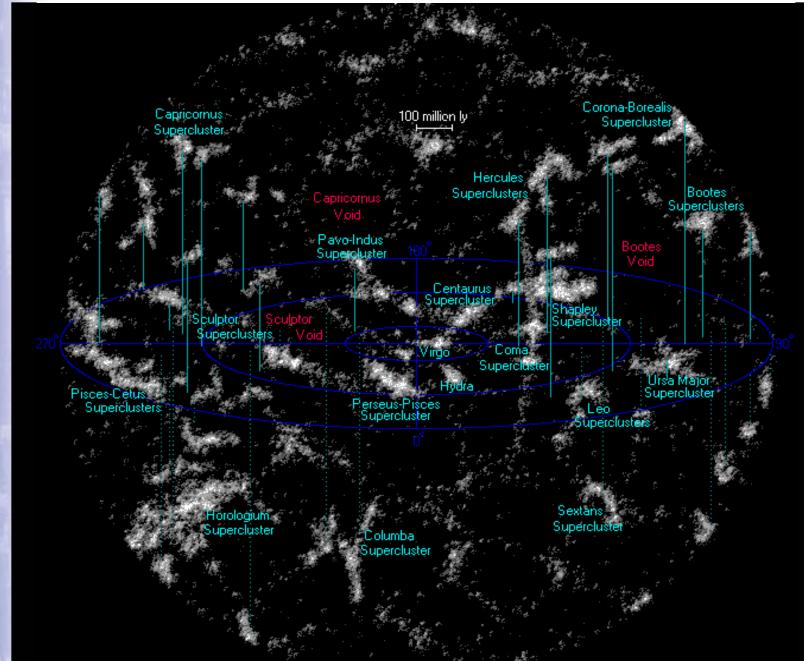


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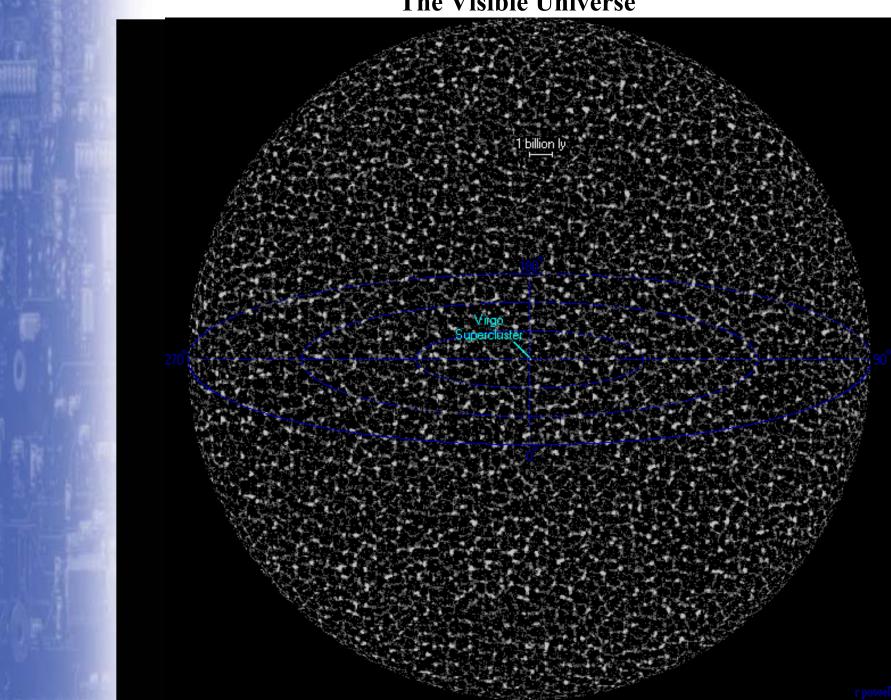
The Virgo Super Cluster



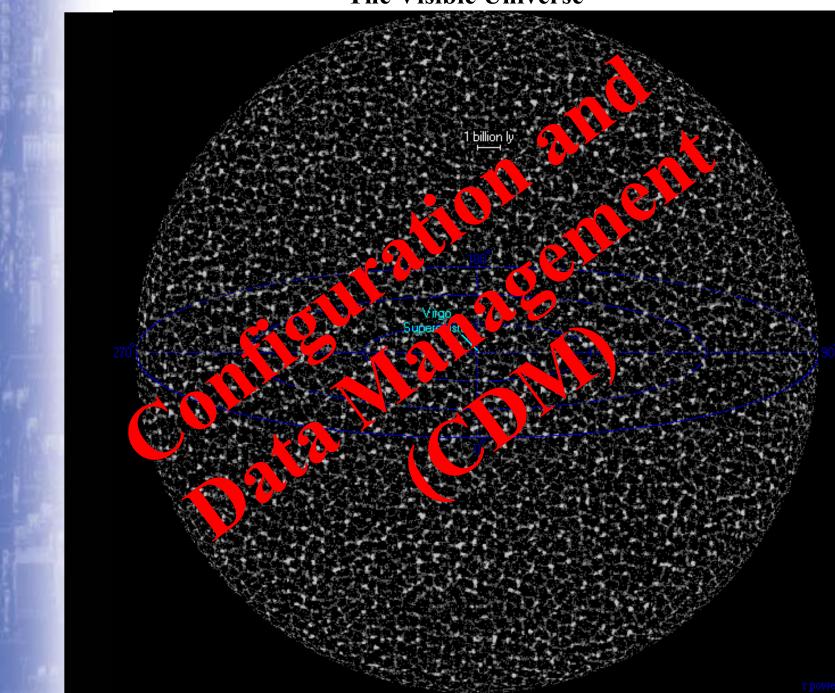
The Nearest Super Clusters



The Visible Universe



The Visible Universe





The Top Ten Reasons why you need to be automating Configuration/Data Management

- **#6** All the other functions have already been automated.
- #7 Your "tech savvy" management is now aware that semiconductors are not part-time orchestra leaders and microchips are not very, very small snack foods.
- **#8** Computers are unreliable, but people are even more unreliable.
- #9 Automation will provide a system that any fool can use, however, only the CM and DM fools will use it.
- **#10** Under most rigorously controlled business environment, people will continue do as they damn well please.

The Top Ten Reasons why you need to be automating Configuration/Data Management

- **#1** If you continue to do it manually, you will go blind.
- # 2 If all you have is a hammer, everything looks like a nail.If all you have is a computer, everything looks like magic.
- **#3** Technology will provide you one more excuse as to why you can't get anything released.
- #4 Automation will provide a faster means to transform your statistics to meet the necessary performance criteria.
- **# 5** The only human institution resisting automation is the cemetery.

