

Leading a Supply Chain Planning Tool Vendor Selection for a Materials Manufacturer

This client is a leading manufacturer of building products and innovative solutions including drywall, ceiling, flooring, sheathing, and roofing products. Their network of plants, mines, quarries, and other facilities includes over 40 sites across North America and serves both retail and commercial customers in the building materials space.

The client's legacy demand and supply planning tool lacked the ability to forecast at the desired level and generated highly unreliable results. This low accuracy had created distrust in the plan, while the misalignment in the forecasted level and actionable level led to a large manual lift. Supply planning was being done through offline spreadsheets, which was time-consuming for the planners and didn't offer the agility the client required.

The client engaged Clarkston's supply chain experts to assess their supply chain business processes and lead them through vendor selection activities to select a new holistic supply chain planning tool.

Clarkston designed a structured selection process that led to the best-fit demand and supply planning solution that could handle the complexities of their business.

Clarkston's tailored approach included establishing selection criteria and business requirements, conducting an initial market scan and identification of qualified vendors, issuing request for proposals, and providing vendor evaluations for final product demonstrations. In addition to the initial assessment and the vendor selection process, Clarkston also provided the client with an actionable implementation roadmap for their new planning tool and business case justification.

Case Study

PROJECT OVERVIEW

INDUSTRY:



Manufacturing

PRODUCTS AND SERVICES :



Building Materials

PRIMARY OBJECTIVES:

- Perform a Demand and Supply Planning assessment, presenting findings and identifying areas of opportunities
- Identify and assess vendors' technical capabilities of demand and supply planning solutions for alignment with the client's business model, processes, and requirements
- Select a vendor and solution for the future state, including RFP development, vendor coordination, and facilitation through final selection
- Create a deployment roadmap to guide the client on both pre-implementation and implementation activities and provide guidance on an implementation strategy
- Develop a business case to help client team support their request for a planning tool, including hard and soft benefits

RESOLUTION:

- Led exploratory interviews and presented findings and opportunities to the client
- Prepared a list of over 80 business requirements leveraging the knowledge gathered during the initial assessment
- Designed selection criteria and weightings to facilitate an unbiased evaluation process
- Completed initial market research to present the client with a comprehensive view of the planning tool market and viable vendors for consideration
- Developed an RFP document and distributed to the top five planning tool vendors
- Guided client through creation of product demonstration scripts and assisted in hosting the demonstrations
- Created scorecards customized to the client's needs to guide an impartial scoring process for both the RFP responses and product demonstrations
- Supported and facilitated vendor response activities to ensure client received tailored information.
- Formulated a selection of possible implementation methodologies and timelines and recommended an approach based on experience, best practices, and the client's unique needs

KEY BENEFITS:

- Led the client through an informative, efficient process to evaluate the best-of-breed supply chain planning tools that met their unique requirements and selection criteria
- Made an informed selection on a planning tool that will continue to support their growth and supply chain maturity
- Drove alignment from the business and technical teams on priorities for a supply chain planning tool



KPIs

- **Led 18 information gathering interviews with 30+ stakeholders**
- **Developed assessment findings readout with 30+ critical challenges and 6 priority challenges and 10+ opportunities**
- **Created a list 80+ business requirements based on insights garnered from interviews as well as industry knowledge**
- **Established selection criteria and weightings to provide a non-bias approach to evaluation**
- **Identified 14 potential vendors in an initial market scan**
- **Created and distributed an RFP to 5 vendors**
- **Assisted in creation of scripts and facilitated 2 rounds of demos across 3 finalists**

"Clarkston helped guide [us] with a generational investment decision that will impact [us] for decades to come. Clarkston could not have left us more confident in the choice we were making. Their thorough, data-driven, and unbiased approach left no doubt that we were setup for success moving forward as our engagement with them ended."

- MANAGER, SUPPLY PLANNING

CONTACT US

