

## Make-to-Order

Will reduce the amount of stored inventory  
 Allows a large flexibility in the production process, addressing sudden unexpected changes in customer demand and reducing the costs of warehouse storage  
 Reducing the lead time  
 Nissan make-to-order manufacturing process must be implemented using late customization process

### Phase 1 Preparing for Change

Identify needs and changes to be done  
 Obtain approval and funding from executives

### Phase 2 Managing Changes

Process Preparation  
 Training  
 Beginning operations

### Phase 3 Reinforcing Changes

Collect & Analyze  
 Diagnose gaps and manage resistance  
 Implement corrective actions

## Implementation Process

- Identify needs
- Approach to ERP's providers (pre-selection)
- Create a business case
- Obtain approval and funding from executives
- Sign a contract
- Process preparation (Internal research and data collection)
- Training
- System Deployment
- Configuring and tuning
- Test
- Beginning operations

Time Frame 6-12 Months

# TheCasesolutions.com Royal Bank of Canada: Transforming Managers (A)

### Problems found

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### Demand forecast solution

The implementation of Managistics planning tools will greatly improve demand forecasting. HCI have to work more closely with the dealers when planning and scheduling production.  
 The implementation of automated centralized ERP system will cover all of the firm's activities and enable the company to allocate track, modify and cancel orders in real-time, create master production schedule (MPS) as well as address up-to-the-minute data on all aspects of the supply chain.



Global Supply Chain Management  
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## Advantages

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- Easier global integration (barriers of currency exchange rates, language, and culture can be broken automatically)
- Centralized updates of data
- Real-time information, reduced possibility of redundancy errors
- Possibility to create a more efficient work environment for employees
- Inventory optimization using sales forecasting
- Order tracking from acceptance through fulfillment
- Chronological history of every transaction through relevant data compilation in every area of operation
- Revenue tracking from invoice through cash receipt

- Cost can be higher than less integrated and or less comprehensive solutions
- Locked into relationship by contract and manageability with vendor
- Inflexibility - vendor packages may not fit a company's business model well
- Re-engineering business processes to fit the ERP system may damage competitiveness and/or divert focus from other critical activities
- Employee training requirements take resources from day-to-day operations
- Return on investment may take too long to be profitable
- Implementations have risk of project failure

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## Disadvantages

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Allows a large flexible process, addressing such changes in customer demand Reducing the lead time costs of warehouse storage  
Nissan make-to-order manufacturing process must be implemented using 'late customization'



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- ERP system may damage competitiveness and/or divert focus from other critical activities
- Extensive training requirements take resources from daily operations
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# **Global Supply Chain Management**

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# Problems found

- A major issue for the NCI is poor demand forecast
- Excess inventories
- Currently, the company is using Excel spreadsheets for planning and scheduling production and using phone, email or fax to communicate with dealers, which result in long ordering process time and response time

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## Demand forecast solution

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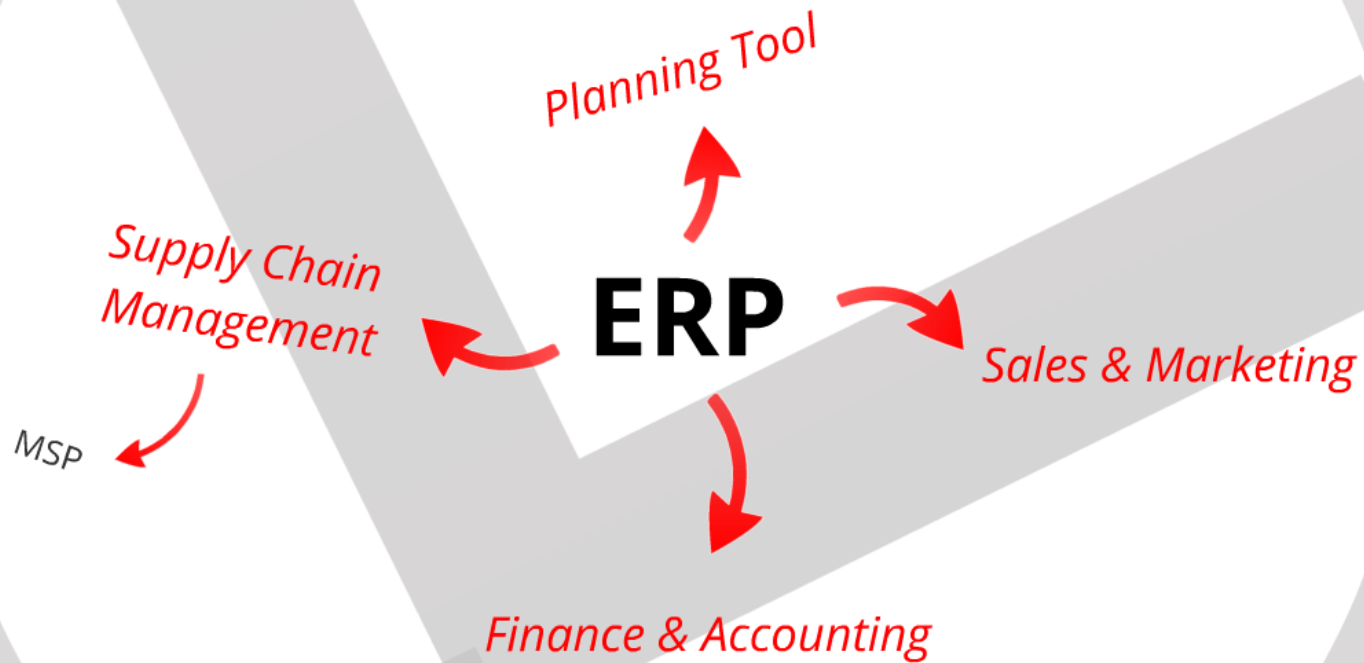
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the supply chain



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