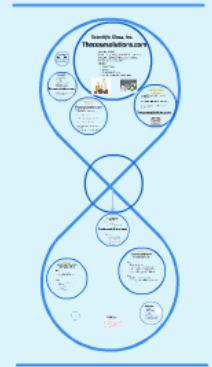


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## Recruiting Faster: (A) Process Innovation at SDL

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## Recruiting Faster: (A) Process Innovation at SDL

# Scientific Glass, Inc.

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- Founded in 1992
- Small, fast growing privately held company
- Glassware for labs and research facilities
- Annual sales of \$86 million
- Market:
  - United States
  - Europe
  - Asia Pacific Region
  - and other countries worldwide



***"A MORE EFFECTIVE  
WAY TO MANAGE  
INVENTORY"***

A) DECENTRALIZING WITH WINGED  
FLEET (AS IS)

B) CENTRALIZING WITH WINGED FLEET

***Manager of Inventory***

Twin Goal Emphasis:

GOAL  
Sales Growth High Customer Satisfaction

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**Strength:**

Competing with target on:  
Creative and creative design  
Products  
Customer service  
Market entry creative product designs  
Life cycle - the rate of the products'  
Growth maturity and demise is low

**Weaknesses:**

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Inventory balances  
Capital needed for operations growth  
Debt to capital ratio = 40%  
Inventory management



## **Twin Goal Emphasis:**



**Continued Sales Growth**



**High Customer Satisfaction**

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## Strength:

- Niche marketing with target on:
  - Innovative and creative design
  - Durable products
  - Superior customer service
  - Early market entry creative product designs
  - Lower life cycle - the rate of the products' cycle through maturity and demise is low

## Weaknesses:

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- High inventory balances
  - tied up capital needed for operations growth
  - high debt to capital ratio = 40%
- Ineffective inventory management



## **Opportunity:**

- Increase market share
- Provide the highest service level
- Focus on innovative design
- Global expansion

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## **Threat:**

- Competition copying their products
- Increased low-end
- removing back order
- Focus on innovative design
- Focus on global expansion

## *Manager of Inventory Planning*

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### **Ava Beane found:**

- Expectations were set too high
- Too many warehouses
- Optimal Service Level Could be 95%
- Excess Ending Inventory because of:
  - Warehouse manager ordering extra
  - Trunk stock
  - Lack of proper inventory management





## ***"A MORE EFFECTIVE WAY TO MANAGE INVENTORY"***

- A) DECENTRALIZING WITH WINGED FLEET (AS IS)
- B) CENTRALIZING WITH WINGED FLEET
- C) GLOBAL LOGISTICS OUTSOURCING (CENTRALIZED)

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### *Option A:*

## **Decentralizing with Winged Fleet**

### **Pros**

- Time efficient
- Reduce customer response time

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### **Cons**

- 15% of annual inventory in the regional warehouse
- Unnecessary high service level
- 2 week cycle and 1 week in transit
- 3 day shipping