

Demand/Supply/Scheduling

需求、供应和客户订单排程

以客户为核心的端到端供应链流程整合



陈果

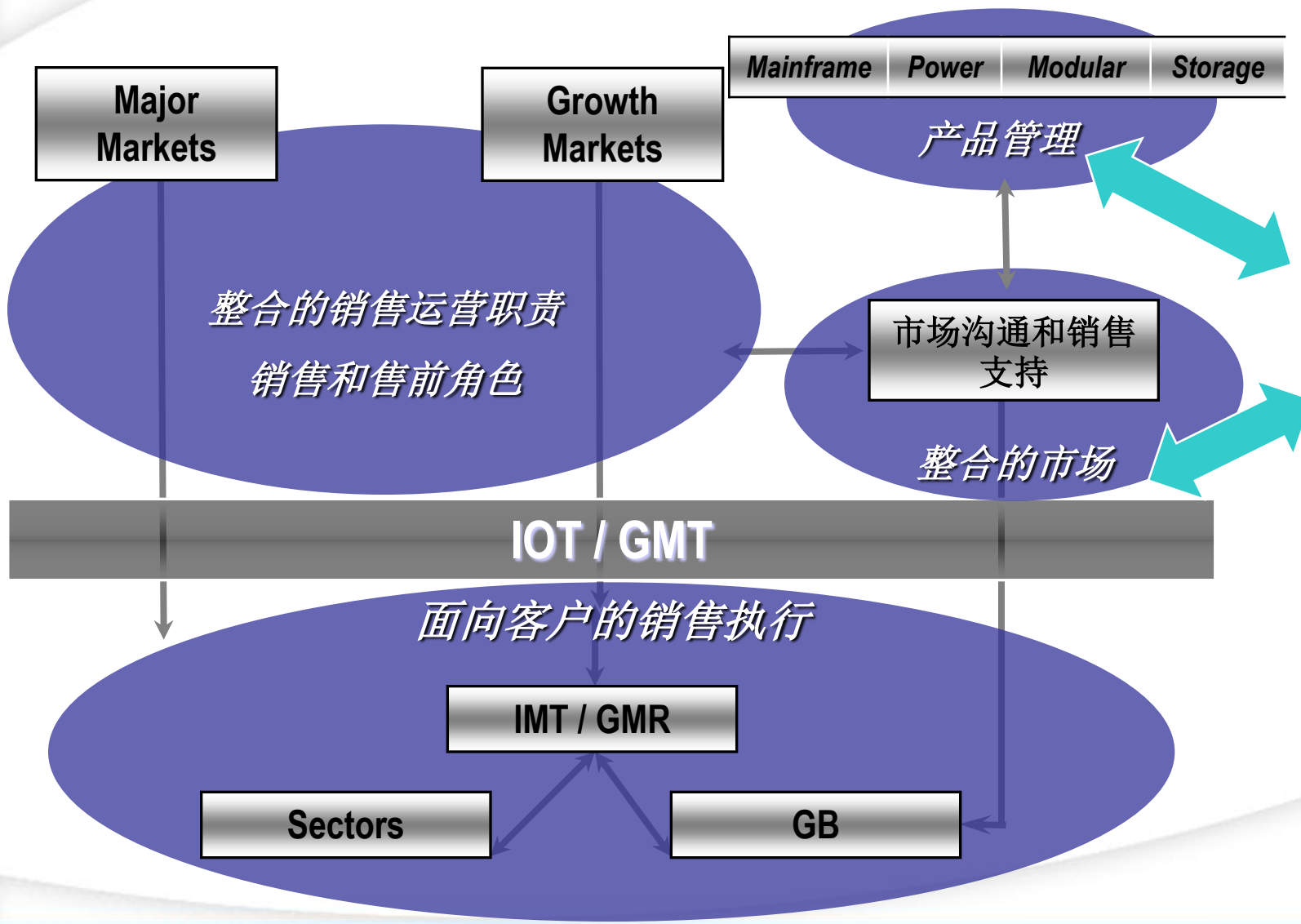
IBM全球商业咨询服务部 大中华区副合伙人

IBM的主要业务

IBM 的业务范围



IBM的矩阵式管理架构与产销衔接模式



ISC

全球整合企业——流程和系统 (GIE)

集成供应链

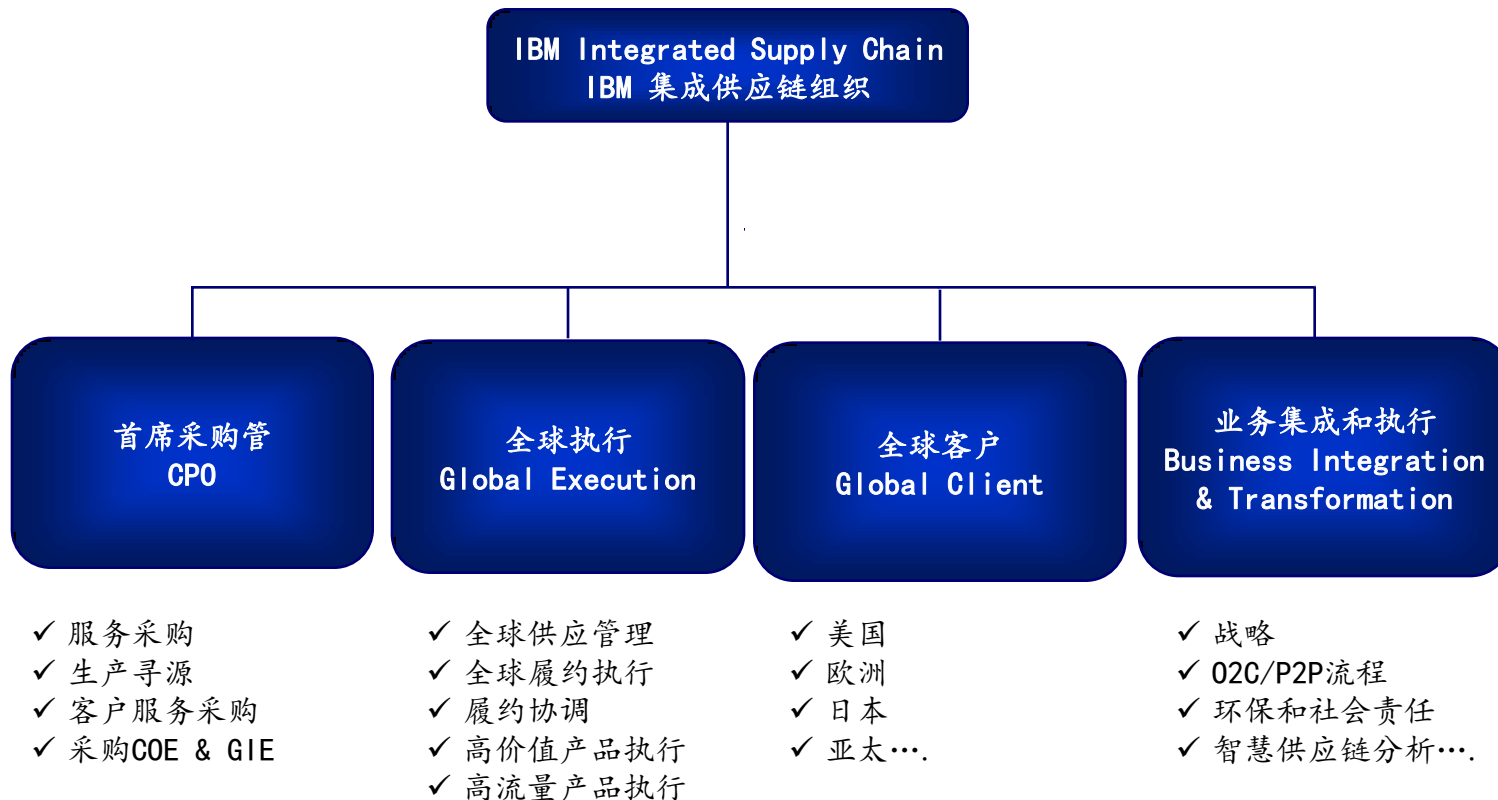
技术、产品开发、制造、**DSS**

共享服务

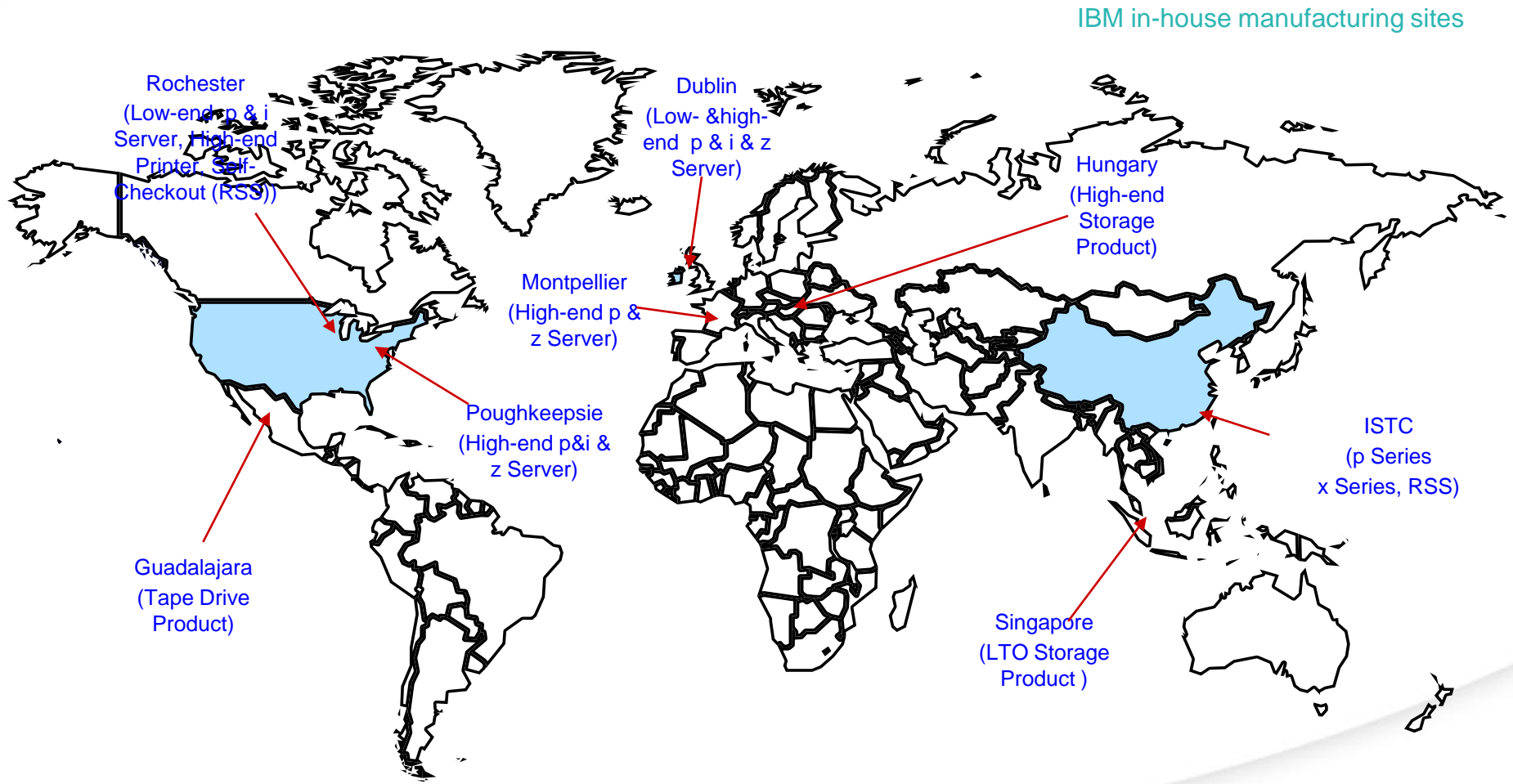
IBM STG集团的产品/市场管理架构

	Mainframe	Power (P, I系列)	Modular (X, 刀片)	存储
大企业客户 (Enterprise Systems)				
中小企业客户 (Business Systems)				
行业客户 (Industry Systems)				
微电子客户 (Microelectronics)				

IBM ISC组织架构



IBM供应体系包括自有工厂及数十个在北美、南美、欧洲、台湾的协约制造点



DSS相关的业务流程领域

除了DSS，硬件平台业务由以下关键流程领域构成

Sales - Customer Order Fulfillment

- Marketing
- Opportunity Management
- Pricing
- Sales Order Configuration
- Sales Order process
- Sales Order Scheduling
- Product Availability
- Revenue / Volume Demand Planning

New Product Platform Development

- IPD – Integrated Product Development
- Engineering
- New Product Introductions

Manufacturing Order Fulfillment

- Manufacturing Order Processing
- Manufacturing Order configuration
- Manufacturing Process/Schedule
- Manufacturing Production
- Shipment
- Distribution

Procurement

- Commodity Management
- Supply Assurance

以客户为核心的需求、供应和客户订单排程流程体系

IBM的硬件业务运营由如下子流程构成

端到端的DSS流程

- ✓ Platform Priority Focus Meeting
- ✓ IOT / Geography Demand Planning
- ✓ Sales and Operations Planning
- ✓ Top Input Decision
- ✓ Central Materials Requirements Planning
- ✓ Pass Materials Forecast to Suppliers
- ✓ Supplier Supply Response
- ✓ Implosion and Geography Supply Allocation
- ✓ Supply Commit Meeting
- ✓ Supply Update in Order Scheduling
- ✓ Customer Orders Scheduled Against Supply

DSS流程应用概览

DSS循环是: Demand/Supply/Scheduling cycle is:

- ✓ 11日一循环（每季度5次）

A eleven-day cycle (5X per quarter)

- ✓ 闭环循环

A closed loop (demand aggregation to supply commit)

- ✓ 所有硬件平台的全球统一流程

A World Wide process involving all hardware Platforms (z, i, p, Storage, RSS, x)

- ✓ 涵盖20多个供应地点，3层供应商

Includes 20+ supplier sites across three levels of the supply chain

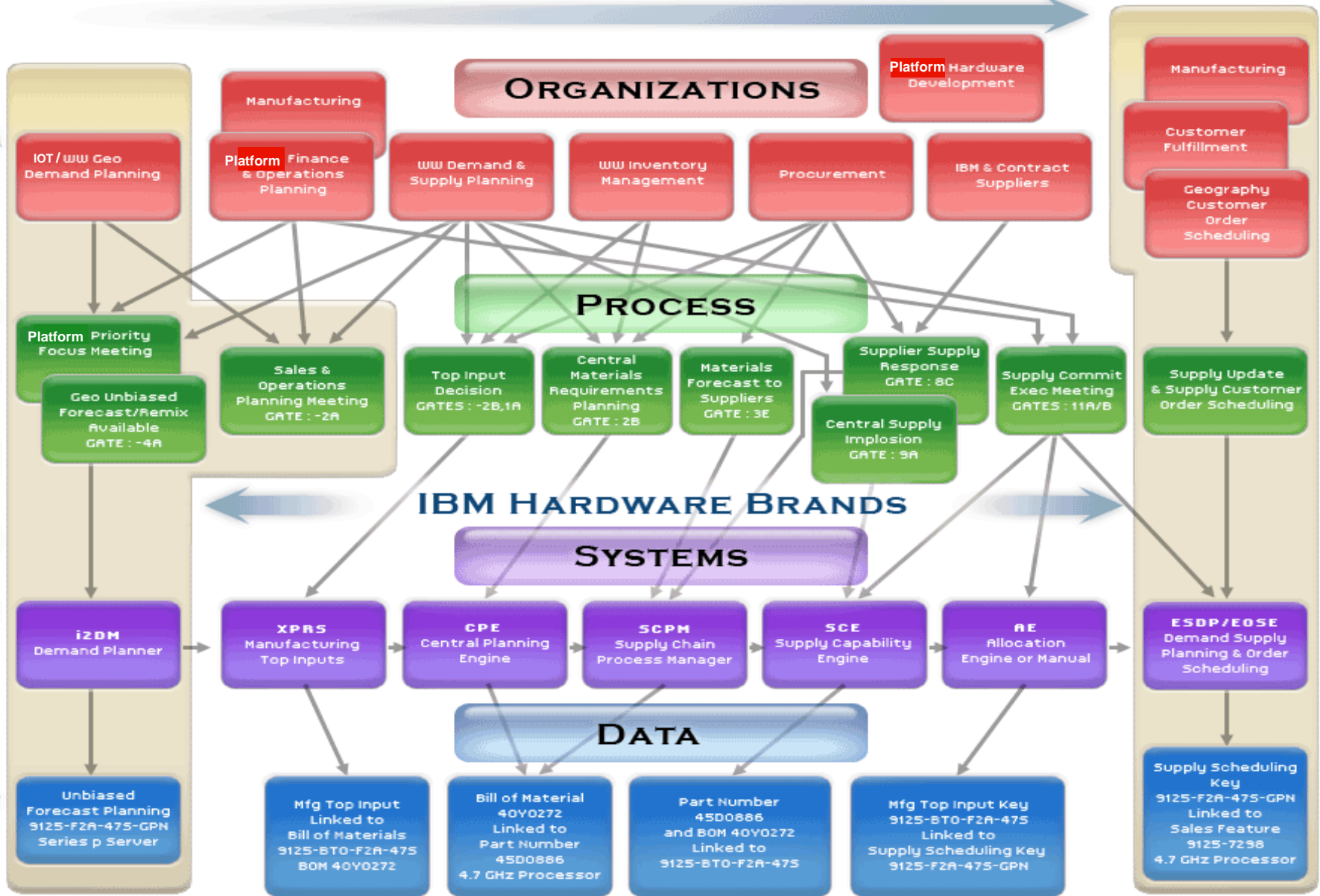
DSS流程的关键控制节点

DSS 流程循环 (33个流程控制点中的关键点)	日历日
Platform Priority Focus Meeting	
Unbiased Forecast Available	-2
Top Input Decision	-2
Demand Aggregation and MRP	
Demand aggregation/Build plan development	1-3
Requirements planning in the Central Planning Engine (CPE)	2-4
Supplier Collaboration	
Supply assessments due (Tier 1/2)	6-8
Implosion and analysis	8-9
Implosion/Supply Analysis complete	9
Commit to Sales	
Commit to sales/executive meeting	11
EOSE / ATP (Available To Promise)	11

END-TO-END DEMAND/SUPPLY/SCHEDULING INTEGRATION

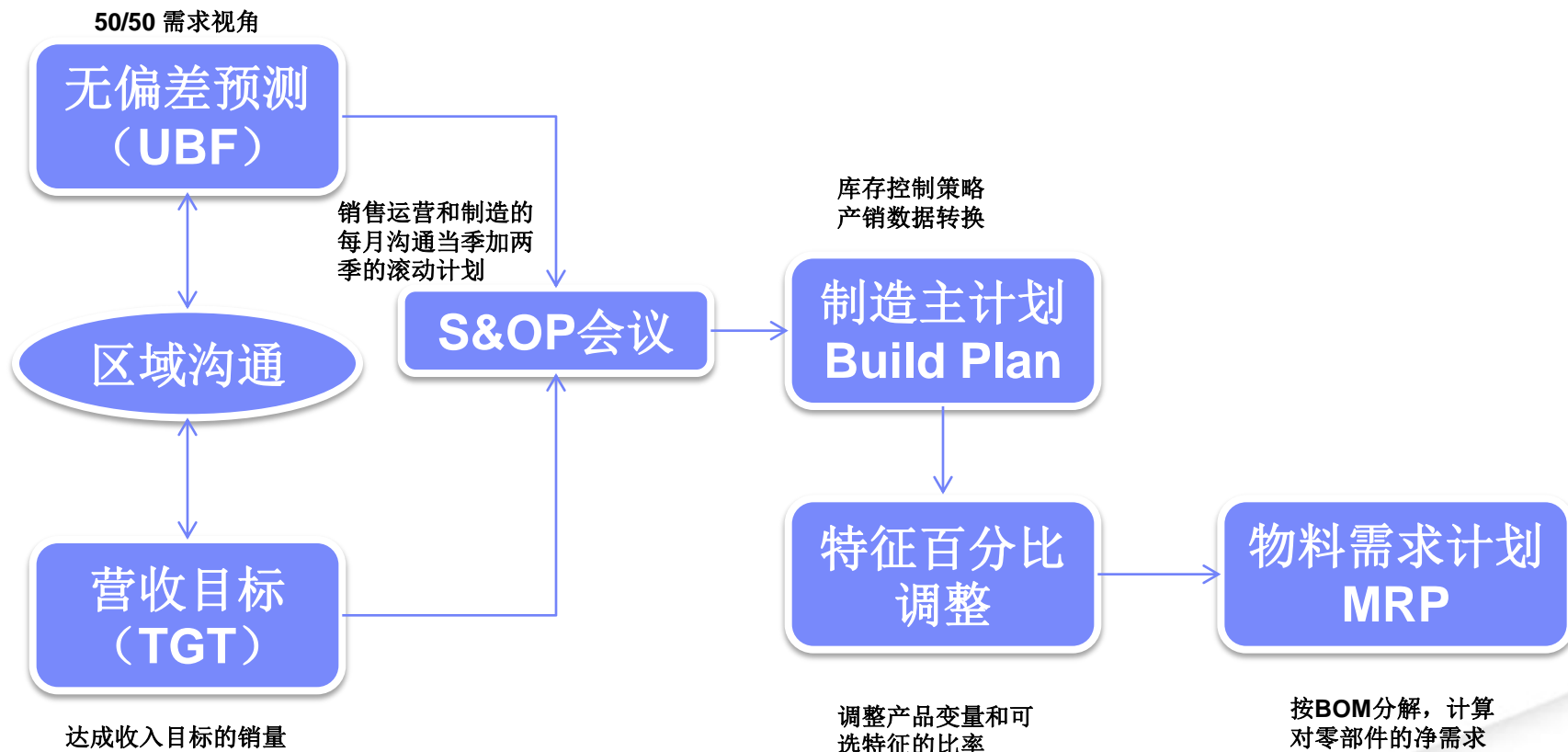
CUSTOMERS - SALES

CUSTOMERS - SALES

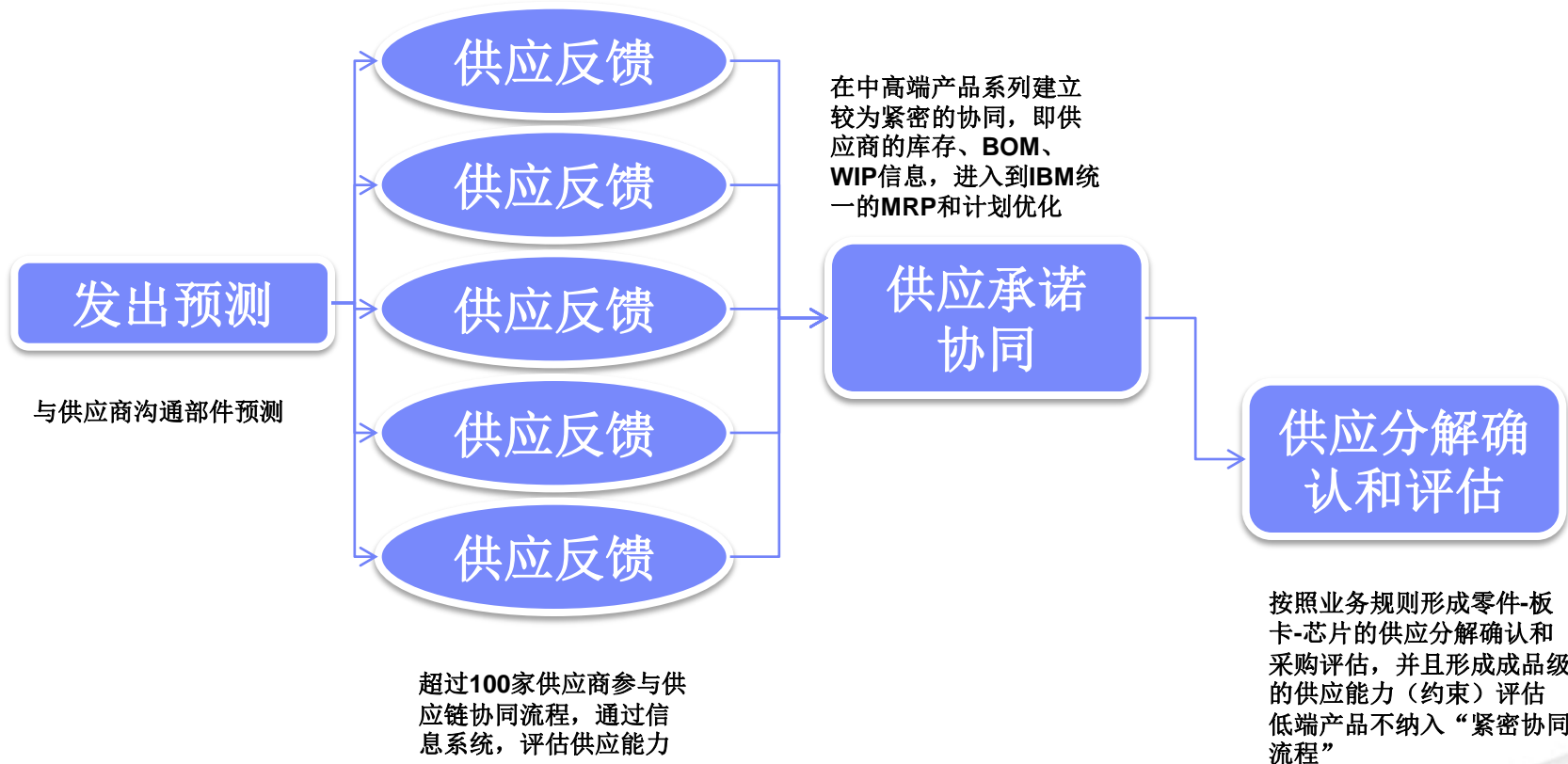


供需计划 (Demand/Supply) :

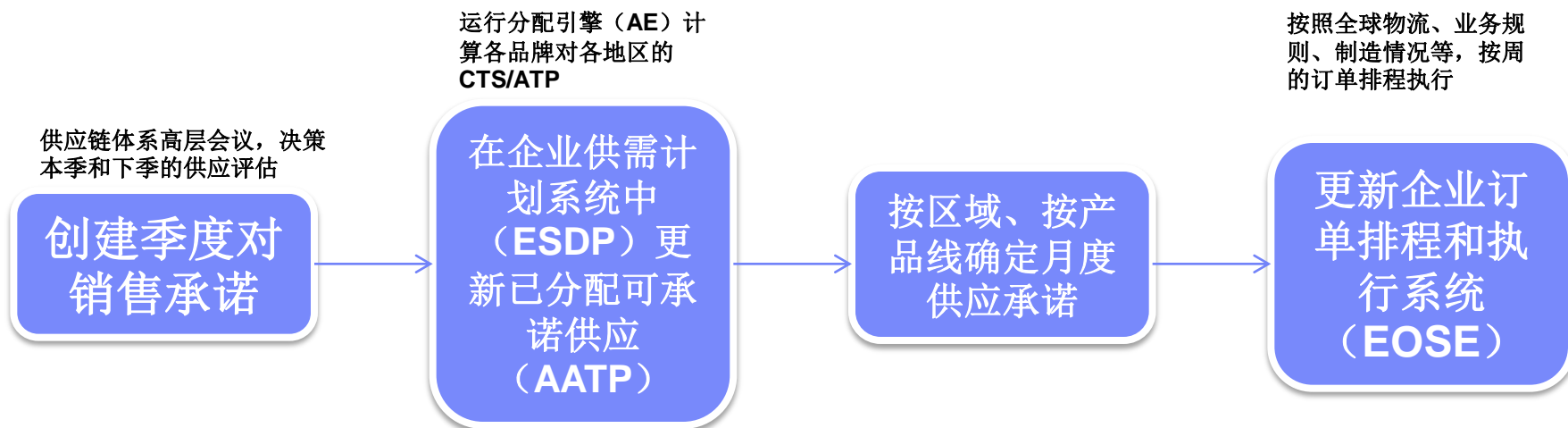
用3-4天汇总需求, 运行集中的物料需求计划



供应协同（Supply Collaboration）： 建立重点产品的供应链信息协同



销售承诺（Commit to Sales）： 基于供应的客户订单排程



联系方式

陈 果

Email: georgec1@cn.ibm.com

Phone: 136 0197 4499