

# Welcome

# Our mission: Create great experiences wherever work happens

Global Office Furniture Industry Leader

FY16 revenue of 3.1 billion USD

We focus on user centered, research led, insight driven design principles to design and manufacture office solutions, interior architecture and technology solutions to support the way people work in a variety of work environments.

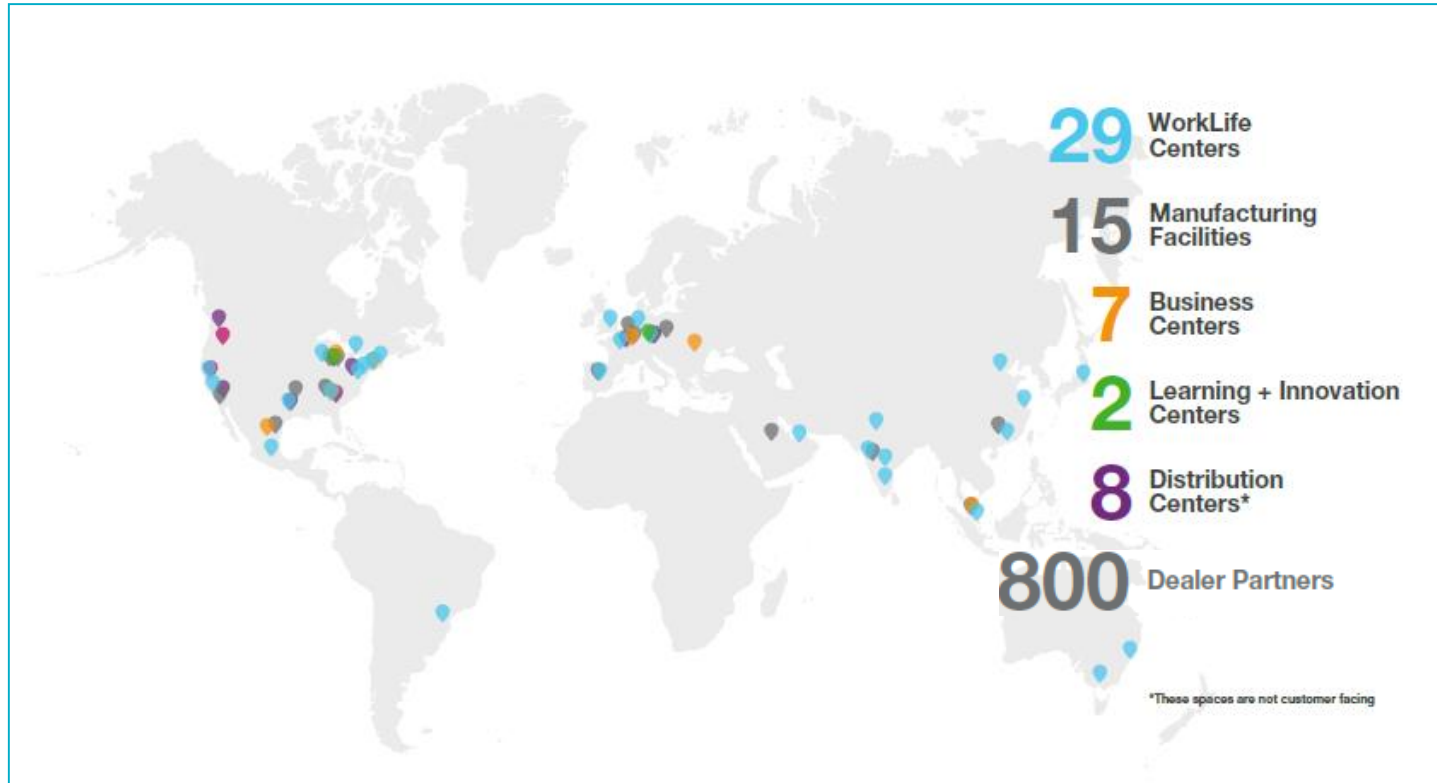
100% Make to order / Engineer to order

Highly-configurable: variable options, finishes and dimensions –

Totaling nearly 42,000,000,000,000,000 SKU possibilities



# Steelcase maintains a broad global footprint



# We serve leading organizations across a broad spectrum of industries

Financial

Government

Education

Healthcare

Technology

Retail

Automotive

Food / Beverage

Home Office

And more...

Deutsche Bank



amazon  
Try Prime



Google

Walmart



IBM

BASF

State Farm

wayfair.com

TED

HealthyBack  
20 Years of Feeling Better

SOCIETE  
GENERALE



UNITEDHEALTH GROUP

CATERPILLAR

NEW YORK UNIVERSITY

SAP

BOEING

MAYO  
CLINIC

USA.gov  
Government Made Easy



TOYOTA  
Let's Go Places



intel



KAISER PERMANENTE

NOVIGO



HUAWEI

AIRFRANCE

# Our logistics organization is responsible for planning and moving all parts, materials and goods around the globe

We move parts and finished goods products all over the world

- Inbound raw parts and finished goods from suppliers
- Intercompany parts, packing materials, work in progress, and finished goods between plants and distributions centers – both within and across regions
- Outbound finish goods to our dealer warehouses and customer sites

Global Transportation spend is \$150M USD/year

North America:

- 80+ carriers
- 50+ Million miles / year
- 5.6+ million packages moved / year



# Due to our industry and business model we have unique delivery requirements to meet

Job site deliveries are time Critical

- Install crews waiting
- Elevator appointments

Job sites often have specific requirements

- Trailer size / Mode requirements
- Lift gates / ramps
- Trailer skirts
- Driver requirements (US Citizen, Union Driver, security cleared)
- Palletization
- Load Sequence
- Extra driver for unload assistance or expedited delivery

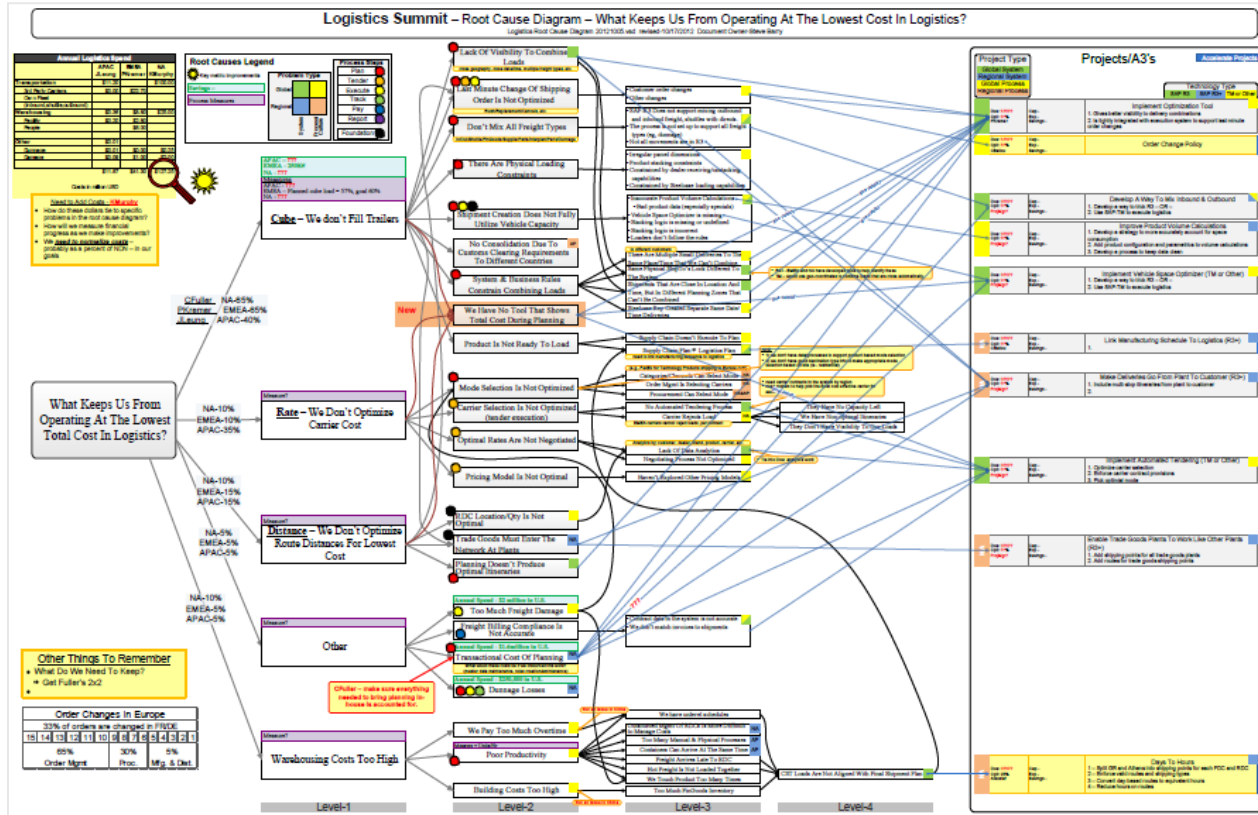
Dealer warehouse deliveries have much more flexibility and fewer requirements

We perform at ~ 99% on time delivery for all stops





# We wanted to know what keeps us from operating at the lowest cost?



**Other Things To Remember**

- What Do We Need To Keep?
- Get Fuller's 2x2

**Order Changes in Europe**

33% of orders are changed in FY12

Order Mgmt	Proc	Mfg & Del
10%	30%	60%

Level-1      Level-2      Level-3      Level-4

# We had several requirements for our transportation management system

Optimize Routings, Load plans and Carrier Selection

Standardize our logistics processes, data and reporting within and across regions

Visibility

Integrate with our various installations of SAP ERP

Support and connect all of our locations around the globe

Eliminate outsourced 3PL in North America

Eliminate outdated bolt on planning software in EMEA

Provide a platform for APAC

Connect various move types (freight is freight)

- Inbound, Outbound, Intercompany, etc.



# When implementing SAP TM we agreed on a few principles to guide us

Keep it Standard

- Any potential mods had to be approved by the steering committee

Keep it Global

- Processes and functionality should be the same around the globe



# We utilized a SCRUM methodology to manage the project

## Guiding Principles:

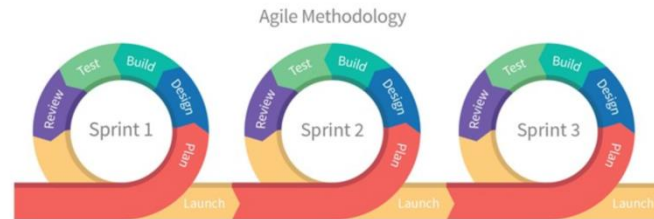
- One team of Business, IT & Consulting
- Think Global, Act Local
- Change the business, not the software

## Methodologies:

- SCRUM Agile
- Daily review
- Sprint reviews
- Approvals

## Structure:

- Global steering team
- Global core team
- Local steering team
- Program PM team
- Scrum PM team



## We had some challenges

We didn't have an environment available for development

- We utilized a cloud based environment offered by SAP – HANA Enterprise Cloud

We were under NDA

- We had to define requirements and plan for transition without user awareness

We have a lot of complexity in our business

- We challenged our processes – Asked 'Why? Why? Why?'
- We challenged our leaders.
- We challenged our Novigo team.

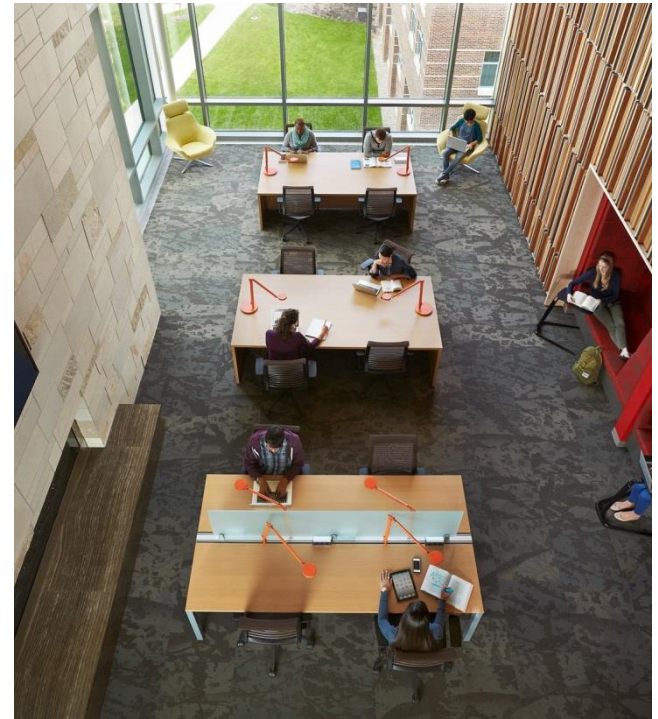
## But:

We had a really strong team

- Business, IT and Novigo performed as one unified team at all levels
- The Novigo team met all of our challenges and helped us learn how TM could work for us

## We are using a significant portion of TM functionality

- Inbound, Outbound, Intercompany
  - Integration with ERP purchase order, sales order, delivery and shipment
  - Forwarding Order for non ERP supported moves
- Vehicle Scheduling and Routing (VSR)
- Carrier selection and tendering
- Carrier Collaboration Portal
- Cost distribution and freight settlement



# We are taking a phased approach to implementation

Phase 1a – NA – eliminate 3PL.

- Replace planning, tendering, settlement and reporting for all NA moves

Phase 1b – EMEA

- Replace outdated bolt on software to support planning, tendering and settlement

Phase 1.5 – NA

- Carrier connectivity (EDI, XML, etc) / improved reporting

Phase 2 – tbd

Roadmap items...

- Ocean bookings
- VSO
- Continuous moves
- FedEx Integration
- Sales order scheduling
- WM integration with TM

**Love how you work.**

**Thank You**

**Steelcase**