

Improved capacity planning solution at a global bus manufacturer

Challenges

The demand forecast at the company was not realistic because a market allocated production plan as a complement to the actual order queue was not available.

Lacking actual market input also made compiling data and allocating production volumes very time consuming, with high risk for errors. This created a situation where there was no time left for capacity optimization.

Finally the translation of the markets complete bus delivery requests into a finalized forecast was completely manual, with poor quality and reliability as a result.

Assignment

Based on the challenges the customer together with Acando formulated the following assignment:

- Review the capacity planning process and propose a new process supported by SAP APO.
- Define a business blueprint including an automatic collection of demand input.
- Develop and launch the new process together with the system solution.
- Develop an IT-tool for capacity evaluation of demand and supply, an alert system monitoring the capacity situation and a report extractor for efficient reporting and presentation.

Improvements

Acando improved the global capacity planning process and increased the capacity utilization. A real-time planning tool for all involved parts of the company, from market to production sites, was implemented. The forecasted and planned production quantities were made visible and a common capacity plan introduced.

The solution set up by Acando also enabled simulation of capacity supply scenarios, supporting consensus decisions related to production capacity planning. Furthermore it offered visibility of capacity utilization and efficiency.



MER INFORMATION

Acando
Tel: 0771-501 000
E-post: info@acando.com
Webb: www.acando.se

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