

# A communication revolution fueled by supply chain transformation

**Industry:**

High tech & electronics

**Geographies:**

170 offices in more than 30 countries

**Employees:**

50,000

**Revenue:**

>5 billion USD

**Results:**

Using RapidResponse has enabled the company to compress planning cycles to about two weeks across approximately 20 manufacturing sites and 80 inventory sites.

Since being founded in the 1980s as a contract research and development center supporting mainly government and defense projects, this leading wireless technology innovator and the high-tech industry in which it operates have evolved dramatically.

In 2005, the company doubled down on investing in research and development, selling and spinning off manufacturing functions to become an innovation company outsourcing hardware development to a global network of suppliers. It became clear that this chip-making force was one that cell phone companies relied on to fuel the mobile revolution.

**The challenge**

The company turned to Kinaxis® in 2007 to solve several pressing supply chain problems. The initial challenge was enabling a flexible global order promising solution. When a new demand planning team was brought into the business, the company recognized that the

current systems (home grown applications, Excel, and a module within the existing ERP system) were inefficient, error-prone and unable to handle existing problems.

Having used the Kinaxis RapidResponse® platform previously, the new management team was able to make the business case that the platform could provide the flexibility, resiliency and visibility needed to manage the supply chain volatility and improve the overall health of the business.

Deploying the new order promising function was just the first step in the supply chain transformation journey. The impact of instantaneous scenario management and the success achieved through concurrent planning gave other managers the proof and confidence to expand the deployment to demand and supply planning, and ultimately to managing the entire supply chain.

Every high-tech company has a complicated supply chain, however this one has an added layer of complexity. It has a fully outsourced manufacturing operation that relies on contract manufacturers to deliver finished product on time to meet customer orders.

Managing dozens of global suppliers becomes a carefully orchestrated balancing act requiring tremendous visibility, agility and responsiveness to meet expectations. With a portion of control around finished goods being out of the company's hands, the importance of concurrent scenario planning to handle unexpected issues became even more critical.

The company uses a separate software solution for its long-term sales forecasting but then integrates demand into RapidResponse for analysis and consensus-based adjustment. RapidResponse provides a clearer, end-to-end picture of the business, allowing planners to focus on exception-based planning and reduce the overall supply chain planning cadence.

The challenges faced and overcome since the adoption of RapidResponse are significant. The initial challenges identified by the management team in 2007 have been conquered. The current challenges hone in on further adoption within other lines of business and finding new agile ways to drive collaboration across the supply chain and extract even more ROI from the software.



**The platform enables teams to efficiently collaborate across different scenarios to determine the more profitable and equitable decision to deliver on customer expectations.**



## Benefits of using Kinaxis

Improved communications  
among planning teams,  
contract manufacturers  
and suppliers

Compressed  
planning cycles

Reduced lead times

Better, more collaborative,  
decision-making

Higher customer  
satisfaction

## The Kinaxis difference

Adopting RapidResponse has improved communications between supply and demand planning teams. The platform enables teams to efficiently collaborate across different scenarios to determine the more profitable and equitable decision to deliver on customer expectations. Since initial deployment of RapidResponse in 2007, usage and capability have grown from a few dozen users managing a few hundred SKUs to several hundred planners managing thousands of SKUs across a global business while still ensuring business continuity for customers.

Additionally, as a leader in mobile communication technology, the company gets the biggest bottom line results by focusing on its core strength of innovation and engineering, leading market evolutions and executing on a continuous new product introduction (NPI) cycle that customers expect. Managing the complexity of an NPI schedule, accurately integrating supplier capabilities and executing on the distribution of finished goods used to be a lengthy, onerous process. Using RapidResponse has enabled the company to compress planning cycles to about two weeks across approximately 20 manufacturing sites and 80 inventory sites, all while reducing lead times and improving overall customer satisfaction.

## Results that matter

The company has always been the leader in the high-tech space and has solid plans to continue its success leveraging Kinaxis. Even with all its success to date, this high-tech leader is still on a journey where there are more opportunities to drive further business value in the future. In fact, any organization with operations this expansive and complicated can expect that as it evolves, so will RapidResponse's ability to meet specific and particular vertical needs so that those unique challenges facing high-tech supply chains can be addressed and overcome.



When the COVID-19 pandemic forced employees to work remotely, they were able to use RapidResponse to react quickly to supplier shutdowns across the globe, collaborate with suppliers to redirect available goods and mitigate the negative impact caused by a global disruption.

Despite COVID, there are plans to continue the evolution and, engage in a change management exercise integrating new lines of business into RapidResponse. The evolving expansion of the RapidResponse footprint will bring the company further along its digital value transformation journey, delivering newly found value to the business team.

As wireless cellular technology gains momentum, it will be even more critical as businesses and individuals rely on remote communication capabilities to live their lives. Teleschooling, telemedicine, and teleworking are here to stay, and will need to be supported by better and faster mobile communication technology to enable seamless communication. This new era will bring increasingly dynamic global demand, with increasing expectations from both customers and end users. The investment the company has already made to transform its supply chain means that it will be well positioned to overcome any challenge that comes its way.

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