

# Ventana Research

## Operations and Supply Chain Research in 2017

**Research Agenda and Research Calendar**

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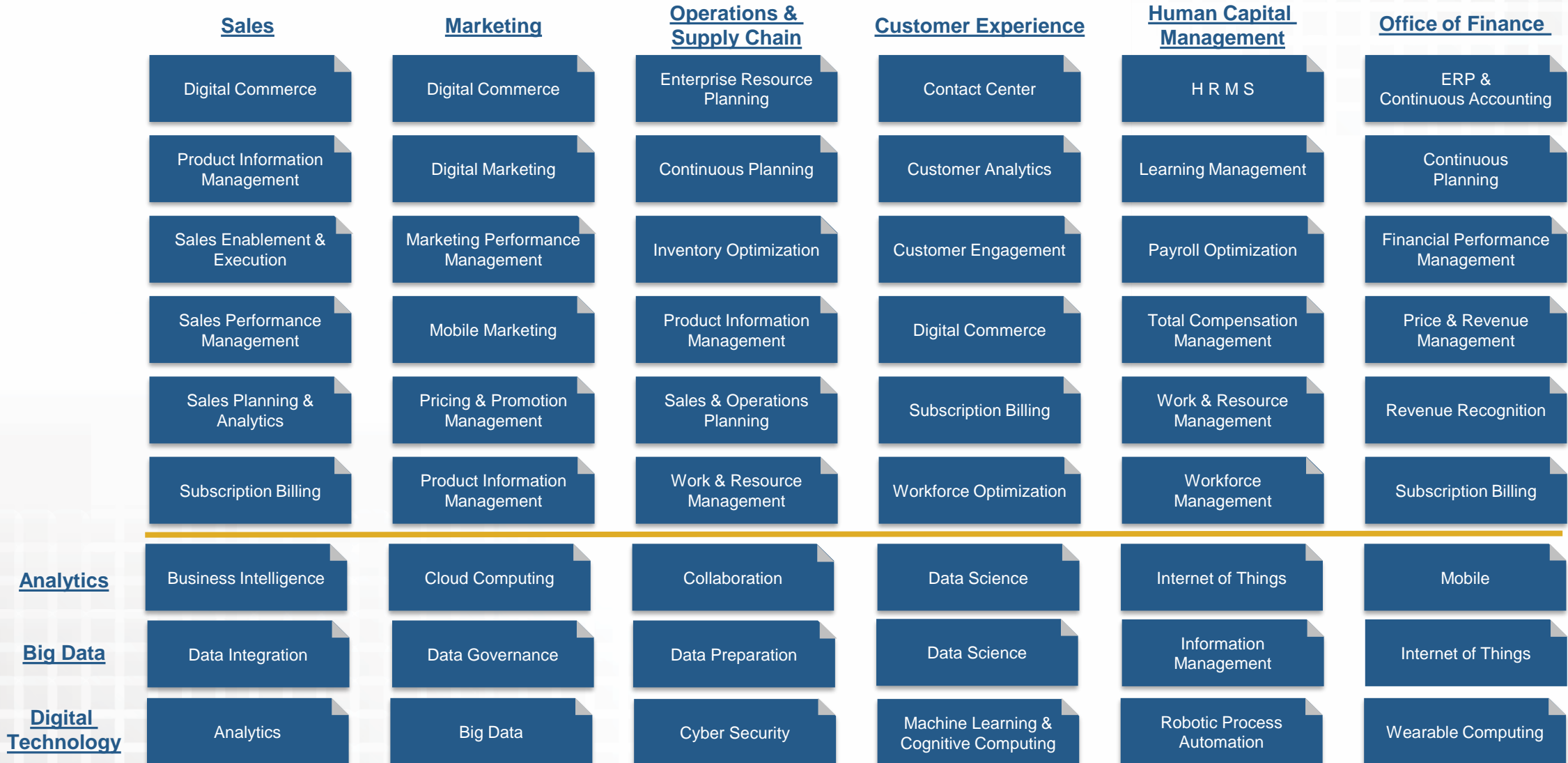


# Ventana Research and Expertise Agenda

Ventana Research connects users and providers of technology through its research and advisory services, focusing on improving business performance. Our unique approach is evaluating the people, processes, information and technology components of organizations using applications and tools across business and IT areas.

Our Research Agenda and expertise of critical business and technology topics is driven by our analysts' deep understanding of business requirements and our knowledge of technology products in today's market. Through our primary and secondary market research methods, we are able to provide insights and best practices to line of business and IT, as well as across vertical industries that will help any organization reach its maximum potential.

# Ventana Research Expertise Framework



# Expertise is Cross Functional, Not Pigeon-Holed

## Background:

Ventana Research analysts work as a team across lines of business, processes, functions and technologies to provide perspectives that analyst firms with narrow, technology defined coverage areas are not able to match.

## Examples:

- Operations and Supply Chain with Finance in Continuous Planning.
- Operations and Supply Chain with Sales and Marketing in Product Information Management.
- Operations and Supply Chain with Human Capital Management in Work and Resource Management.



# Services for Users and Providers

## Technology Users

- Advisory and Research Services
- Benchmark Assessment
- Educational Workshops
- Market Consultation Service
- Research Reports
- Speaking Services
- Technology Assessments
- Vendor Selection Guidance

## Technology Providers

- Advisory and Research Service
- Benchmark Research Services
- Digital Content Services
- Market Consultation Service
- Research Reports
- Speaking Services
- Strategic Consulting



# Market Consultation Service

## Overview:

Ventana Research analysts provide insight and guidance on the market through their expertise using our research. The service consists of a two hour consultation, presentation and unique set of recommendations.

## Value:

- Smartest path to understanding the state of the technology market to adjust your business efforts.
- Improve technology strategies to better optimize your productivity and performance of business processes.
- Optimize business efforts by overcoming challenges with your people and processes through using technology.





# Research



creativity

sketch

A/a

Design

Focus on



# Operations and Supply Chain Expertise Overview

## Expertise Overview

- Information technology supports more effective and efficient operational management by optimizing resource allocations and automating routine tasks across business. It promotes visibility and enables greater organizational agility.

### Focus Areas

Continuous  
Planning

Enterprise Resource  
Planning

Inventory  
Optimization

Product Information  
Management

Sales & Operations  
Planning

Work & Resource  
Management



# Agenda for Operations and Supply Chain

## Continuous Planning

- Businesses must use technology to make planning and budgeting more agile and easier.
- The Cloud and in-memory makes shorter company-wide planning and review cycles feasible.
- Reimagine traditional budgeting and silo-based planning to achieve better results.

## Enterprise Resource Planning

- ERP is evolving to enable greater efficiency and agility while enhancing operational visibility.
- Database, system architecture and UX has made significant process re-engineering possible.
- Next-Gen ERP simplifies operations while promoting consistently better execution.

## Inventory Optimization

- Omni-channel commerce, supply chain- and financial market forces demand greater agility.
- Deeper customer, supplier and channel visibility and big data analytics enable optimization.
- Inventory strategies require ongoing fine tuning using data and analytics.

# Agenda for Operations and Supply Chain

## Product Information Management

- Advancements introduce new product experience for use across business processes.
- Use of analytics and big data are optimizing the effectiveness of product information.
- Adopt applications that enable a digital product experience for operational efficiency.

## Sales & Operations Planning

- More complex omni-channel commerce and supply chains are more difficult to manage.
- Greater digitization and big data analytics enabling faster decision cycles.
- Combine technology with cross-functional management to improve execution.

## Work and Resource Management

- Streamlining tasks and activities for work and utilizing resources is shifting rapidly
- Engagement of work to perform is simplified through accessibility of mobile technologies.
- Utilize applications designed for worker efficiency is essential for productivity.

# Digital Technology for Operations / Supply Chain

## Emerging ERP Architecture

- Combining transactional, analytical, transactions fusion and in-memory.
- ERP enables and supports a more responsive and agile organization.
- Understand and utilize emerging ERP capabilities to drive better operational execution.

## In-Context Collaboration

- Streamlining interactions supports greater and continuous planning.
- In-context enables faster interactions and saves time versus emails and voice mails.
- Collaboration tools are an essential capability for financial management software.

## Big Data Analytics

- Utilizing large volumes of transactions data well adds competitive capabilities.
- Predictive analytics, deeper visibility all enable differentiated strategy and operations.
- Companies must develop internal expertise to utilize big data analytical capabilities.

# Digital Technology for Operations / Supply Chain

## Digital Topic #4

- Relevance. (What is changing – previously market direction)
- Evolution. (What expertise area is being changed dramatically)
- Guidance. (What to do about it – previously themes)

## Digital Topic #5

- Relevance. (What is changing – previously market direction)
- Evolution. (What expertise area is being changed dramatically)
- Guidance. (What to do about it – previously themes)

## Digital Topic #6

- Relevance. (What is changing – previously market direction)
- Evolution. (What expertise area is being changed dramatically)
- Guidance. (What to do about it – previously themes)

# Continuous Planning

Continuous  
Planning

## Overview

- Continuous planning uses technology to enable rapid planning and review cycles

## Agenda

- Businesses must use technology to make business planning more agile and easier.
- The Cloud and in-memory makes shorter company-wide planning and review cycles feasible.
- Reimagine traditional budgeting and silo-based planning to achieve better results.

## Insights - Examples

- Key Insight: “Continuous planning is a new approach to making finance more strategic by increasing the business value of planning and budgeting.”
- Best Practices: “Dedicated planning applications allow shorter cycles, greater accuracy and deeper visibility.”

## Market Research

- Dynamic Insights: Business Planning (Q1)
- Value Index: Business Planning (Q2)

# Enterprise Resource Planning (ERP)

Enterprise Resource  
Planning

## Overview

- ERP technology is evolving to enable real time visibility, greater agility in market response and more efficient operations.

## Agenda

- ERP is evolving to enable greater efficiency and agility while enhancing operational visibility.
- Database, system architecture and UX has made significant process re-engineering possible.
- Next-Gen ERP simplifies operations while promoting consistently better execution.

## Insights - Examples

- Key Insight: “Only 43% of finance departments play an active role in management, with just 25% having a high degree of automation of core functions”
- Best Practices: “Continuous accounting is a discipline that enables finance executives to build a more strategically engaged department.”

## Market Research

- Benchmark: Next Generation ERP (Q1)



# Inventory Optimization

Inventory  
Optimization

## Overview

- Inventory optimization provides the ability to allocate and plan inventory dynamically to the needs of the customer and supply chain.

## Agenda

- Omni-channel commerce, supply chain- and financial market forces demand greater agility.
- Deeper customer, supplier and channel visibility and big data analytics enable optimization.
- Inventory strategies require ongoing fine tuning using data and analytics.

## Insights - Examples

- Key Insight: “Applying scenarios is a valuable tool for planning, but not many do it well.”
- Best Practices “Collect data to examine trade-offs that can help align plans with strategy.”

## Market Research

- Dynamic Insights: Inventory Optimization (Q3)



# Product Information Management

Product Information  
Management

## Overview

- Product Information Management provides the ability to consistently manage products and related information for use across processes to business and consumers.

## Agenda

- Advancements introduce new product experience for use across business processes.
- Use of analytics and big data are optimizing the effectiveness of product information.
- Adopt applications that enable a digital product experience for customer engagement.

## Insights - Examples

- Key Insight: “Adopting PIM can help improve confidence and provide benefits.”
- Best Practices “Assess your organization’s maturity in product information management.”

## Market Research

- Benchmark: Product Information Management (Q1)
- Dynamic Insights: Product Content Management (Q2)
- Value Index: Product Information Management (Q1)

# Sales & Operations Planning

## Sales & Operations Planning

### Overview

- S&OP enables a high degree of focus and alignment of business operations and finance.

### Agenda

- More complex omni-channel commerce and supply chains are more difficult to manage.
- Greater connectivity, digitization and big data analytics enabling faster decision cycles.
- Combine technology with cross-functional management to improve execution.

### Insights - Examples

- Key Insight: “Only one-third of companies using S&OP say their plan is relevant over their planning period.”
- Best Practices “S&OP is a technology-enabled management discipline that requires ongoing senior level attention for success.”

### Market Research

- Dynamic Insight: Sales & Operations Planning (Q2)

# Work & Resource Management

Work & Resource  
Management

## Overview

- Work and Resource Management is a systematic approach to prioritizing work and optimizing resources. It uses an integrated set of dedicated applications designed to continuously monitor and streamline processes and activities.

## Agenda

- Streamlining tasks and activities for work and utilizing resources is shifting rapidly
- Engagement of work to perform is simplified through accessibility of mobile technologies.
- Utilize applications designed for worker efficiency is essential for productivity.

## Insights - Examples

- Key Insight: "Organizations are concerned about how they manage their workforces."
- Best Practices: "Make sure that tools' capabilities suit the roles of your users."

## Market Research

- Dynamic Insights: Work & Resource Management (Q1)

# Technology Areas of Focus for Operations / Supply Chain

## Continuous Planning

- AI and machine learning
- Big data analytics
- Mobile and collaborative
- Predictive analytics
- User experience

## Enterprise Resource Planning

- Blockchain Distributed Ledgers
- End-to-end process management
- Internet of Things
- Mobile and collaborative
- User experience

## Product Information Management

- Content management
- Collaboration
- Data, integration and analytics
- Digital assets
- Master Data Management
- Product experience

## Work and Resource Management

- Asset management
- Project management
- Portfolio management
- Task and activity management
- Worker self-service

# Market Research for Operations / Supply Chain

## Benchmark Research

- Next Generation ERP (2017)
- Product Information Management (2017)

## Value Index Research

- Business Planning (2017)
- Product Information Management (2017)

## Dynamic Insights Research

- Business Planning (2017)
- Inventory Optimization (2017)
- Product Content Management (2017)
- Sales & Operations Planning (2017)
- Work & Resource Mgt (2017)



# Questions?



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