Sourcing Strategy
Sourcing Strategy

- Strategic sourcing is a process driven by an identified goal or need and consists of:
  - Evaluating current and potential sourcing opportunities and relationships
  - Assessing their value and relevance according to long-term goals and overall business and supply management objectives
  - Formulating and applying action plans and processes for critical commodities or supply networks

Source: Institute for Supply Management
Sourcing Strategy

Manufacturing company total purchases account for roughly 50% of sales revenues

- Tangible
  - Design of parts or all of its product or service
  - Manufacturing or delivery of a complete product or service. ie Computing & Electronics
  - Manufacturing or delivery of some or all of the components or modules of the product or service. ie Aircraft
  - Extraction and processing of raw materials
  - Processing equipment for both manufacturing and services. ie Intel
- Intangible
  - Logistics and supply chain services
  - IT and other services
Sourcing Strategy

- How many suppliers should be engaged?
- What role should each supplier play?
- Should overseas sourcing be used? If so, how much should be sourced from overseas?
- How should the relationship be structured and managed, including any contracts and economic incentives?
Supply Chain Transition from Traditional To Future State

### Traditional
- Bid-Buy Relationship
- Price Driven
- Annual or No Contracts
- Limited or no Metrics
- Information Limited
- Paper Process
- Decentralised Decisions
- Limited or No Controls

### Future State
- Aggregated Spending /Alliances
- Total Cost Driven
- Signed Contracts with Active Mngt
- Process & Performance Metrics
- Timely Information
- Electronic One-time Data Entry
- Consensus Strategy
- Decentralised Execution
- Simple Processes and Controls
Relationships Past and Future

- Requirements
- RFQ
- Changes

- Price
- Capabilities
- Quality
- RFQ Response
- Order Status

Old Model

New Model

Suppliers

Risk Management
Affordability
Communications Planning
Quality Assurance
Technology
Process Innovation
Fulfillment
NGIS
Strategic Sourcing Process

1. Analyze Spend
2. Identify Requirements
3. Analyze Market
4. Develop Strategy
5. Manage Negotiations
6. Award & Contract
7. Implement Strategy

Strategic Sourcing

Traditional Procurement
Competitive Sourcing Methodology

**Define Objectives & Scope**
Define Objectives and identify critical success factors. Align operational goals with business strategies and begin developing plan.

**Identify Internal Requirements**
Identify specific commodity requirements, standardization opportunities, product specs, operational requirements, terms and conditions.

**Develop Strategy**
Develop commodity strategies using total cost model, target cost, bundling, risk assessment, supplier relationship strategy.

**Analysis & Negotiation**
Follow up with suppliers, clarify supplier questions, receive quotes, analyze quotes using quote analysis template, select lowest total cost approach.

**Contract Management**
Develop and award contract, track compliance, communicate supplier performance.

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**Define Objectives & Scope**
- Define Objectives
- Identify critical success factors
- Align operational goals
- Business strategies
- Develop plan

**Collect & Analyze Data**
- Clean up data
- Perform spend analysis, supplier & product consolidation
- Rank opportunities

**Understand Supply Market**
- Evaluate market trends
- New suppliers and consolidation
- Conduct market surveys
- Develop RFI attributes, template, and distribute
- Review impact of current LTAs
- Identify possible value-added services

**Develop Strategy & Quote Process**
- RFx Event
- Analysis & Negotiation
- Award & Contract Management
- Supplier Relationship Management

**Execute the Strategy**
- RFP/Reverse Auction Event
  - ID commodity specific terms
  - Develop RFP attributes, template, and distribute
  - Establish evaluation criteria and evaluation template
- Supplier Relationship Management
  - Monitor supplier metrics
  - Take corrective action
  - Establish penalties/rewards
Analyze Spend

- What are we buying across divisions?
- How many suppliers do we use?
- How does pricing compare across divisions?
- Can we consolidate our spend by reducing suppliers and obtain better pricing?

Tools
Spend Analysis
Identify Internal Requirements

- What are the product and service requirements of the users?
  - Quality requirements
  - Product specifications
  - Service performance expectations

- Are requirements different across divisions?
  - Look for harmonization opportunities

Tools
- Specifications
- Surveys
- Interviews
Analyze Market

- What are the conditions of the specific market?
  - Rising input costs, capacity constraints, barriers to entry, etc.

- Who makes up the supply base?
  - Many players, dominant players?

- Are there new products, services or suppliers entering the market?

- Are there diverse suppliers?

**Tools**
- Internet research
- Supplier Diversity team
- Benchmarking (Collecting Data)
Develop Strategy

- Based on the internal requirements and the dynamics of the industry, determine negotiating strategy
  - Negotiate with current supplier(s)
  - Bring in new suppliers
  - Go out to bid through:
    - Reverse Auction
    - Traditional RFI, RFP, RFQ

Tools
- eSourcing tools
- Cross-functional teams
- Project Management
Manage Negotiations

- Develop key criteria for evaluating proposals based on internal requirements
- Initiate negotiations under chosen strategy
- Compare and rank results based on key criteria

**Tools**
- Online RFX
- Weights/scoring
- Standard templates
- Reverse Auction
Award & Contract

- Based on results, determine who the best overall supplier(s)
  - Often a cross-functional team decision
- Finalize specific contract terms and conditions with suppliers
  - Involve buyer, finance and legal

Tools
Automated weights/scoring
Online contract management
Cross-functional teams
Implement Strategy

- Determine how contract will be rolled out
  - Change management strategy
- Identify and track performance metrics
- Communicate value to stakeholders

**Tools**
- Supplier Performance
- Supplier Portals
- Spend/Diversity Reporting
What’s a Sourcing Strategy Model?

**Selective Outsourcing**

- **Multiple Players**
  - Open Market
  - Level Competition
  - Single Player Captive Market

**In-house**
- Internal IT
  - Branded Services
  - Joint Venture
  - Insourcing
- Outsource
  - Aggregator Prime Contractor
  - Best-of-Breed Consortium
  - Full Outsourcing

**Build vs. Buy**

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Sourcing Strategy

The considered characteristic of a successful sourcing strategy

- Limited number of suppliers
- Functional specifications developed jointly with the suppliers doing the detailed design and development
- Emphasis on Quality, delivery, and other criteria than cost
- More cooperative relationships and information exchange
Total Number of Suppliers

The expected advantages from reducing the supplier base

- Lower cost and effort to manage relationships overall
- Greater potential to coordinate designs
- Increased capability to synchronize schedule
- Increased capability to evaluate suppliers on multiple criteria, not just cost
- Capabilities of procuring modules rather than parts
- Ease of tracking performance
- Ease of exchanging information
Total Number of Suppliers

Disadvantages to creating a hierarchical network of suppliers

- May lead to loss of visibility into and control over what is happening throughout the supply chain

Result of lacking in visibility over inventory

- More stock outs
- More inventory throughout the supply chain
- Increased cost of quality, poor quality is not identified until late in the process
- Greater demand volatility, creating the classic bullwhip effect and causing shortages and excess inventory
- Diminished new product or service introduction performance
  - Increased cycle times for new product or service introduction
  - Less effective optimization of integral product or service architectures
Pros & Cons of a Multiple-Supplier Approach

Pros

- Motivates suppliers to improve, be more responsive and provide financial leverage in pricing negotiations
- Reduces the impact of supplier failure
- Increases the flexibility to change technologies

Cons

- Increases the complexity of vendor relationships, spare parts, and service contract management
- Requires duplicate engineering and development efforts to integrate 2 vendors’ technologies
- Vendors have less trust and loyalty
- Make ramp-up of new facilities, transfer of production among facilities, and operation logistics more complicated
- Can reduce learning curve effects
- Can increase training and equipment maintenance costs
## Single or Multiple Source?

<table>
<thead>
<tr>
<th>Decision Factors</th>
<th>Single Supplier</th>
<th>Multiple Suppliers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uniqueness of Sourced Item</td>
<td>Unique or Differentiated</td>
<td>Don't have much effect on product</td>
</tr>
<tr>
<td>Viability and reliability of suppliers</td>
<td>Risk of failure is low</td>
<td>Risk of failure is high</td>
</tr>
<tr>
<td>Stability of the technology associated with the item being sourced</td>
<td>Stable</td>
<td>Change rapidly</td>
</tr>
<tr>
<td>Branding implications of sourcing decision</td>
<td>Branding is an Important part</td>
<td>Branding need not to be unique</td>
</tr>
<tr>
<td>Competitiveness of market</td>
<td></td>
<td>Highly Competitive</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Increase buyer's negotiation power</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Drive vendor performance improvements</td>
</tr>
</tbody>
</table>
Key SCM of Raw Material

- Sony Consolidate (Unique Part)
- Vendor Manage Inventory
- Just In Time (Local Part)
Purchasing in Thailand

Local Manufacturing 37.5%
Local Trading 15.2%

Direct Singapore 27.5%

SSCS-M IPO Direct Malaysia 8%

Direct Indonesia 0.2%

SSCS-J 5.1%

Audio parts
SEK 0.1%

Japan IC, Seihan Item

Common parts

Audio parts, Aiwa models

CTV/Audio

Direct

Indonesia 0.2%

Malaysia 8%

Others 4.5%

SIH/SIPL 1.9%
STT Local Suppliers' map

STT’s supplier : 203
(as of Sep, 04)

Local : 80
(Manufacturing)

Import : 123

30 min. Area (12)
*Hi-tech x 2 suppliers
*Nava Nakorn x 9 suppliers
*Rojana x 1 suppliers

1Hr. Area (18)
*Bang-na x 6 suppliers
*Mingburi x 2 suppliers

2Hr. Area (22)
*Chonburi x 11 suppliers
*Prachinburi x 1 suppliers

> 2 Hr. Area (28)
Material
Business
Process
Re-engineering
What’s Material BPR

Material Function Traditional

Material BPR

Horizontally communication & development
Upstream push

Vertically communication & development
Downstream pull

Value Chain
Strengthen SCM

Cost competitive

Strengthen SCM

Inventory Control

Extend Person Advantage (Human is value)

L/T reduction

Non-value Job reduction

Value Chain

Order

Receive

Storage

Suppliers

Partnership To develop QCD

Pull & supply with optimum demand

Production

Material BPR Benefit

Material BPR

Extend Person Advantage (Human is value)
Function Integrated Supply Chain

Current
Ordering
Receiving
Storage
Supply

Operating Functional

Next Stage
Ordering
Receive
Storage
Supply

Internal Function Integration

KANBAN System & Store management

Supplier
Customer [STT Production]

Purchasing BPR

Driving Force
External Integration

Current
Ordering
Receiving
Storage
Supply

Next Stage
Ordering
Receive
Storage
Supply

Internal Function Integration

KANBAN System & Store management

Supplier
Customer [STT Production]

Purchasing BPR

Driving Force
External Integration
Linkage information to make Value Chain

**Function Skill**

**Input**
- Data Entry
- Production Plan
- Space & Inventory Control

**Process**
- Order operation
- Receiving operation
- Storage

**Output**
- Order QTY.
- Delivery Schedule
- Storage accuracy
- Supply on time
- Actual Stock QTY.

**Value Chain**
- Inventory Control
- Reduce Manufacturing loss (Line stop/Excess/slow move)
- Productivity up (Work load management)
- Added value operation
- Space Utilization
- Productivity up (Work load management)
- Inventory control
- Reduce transportation Muda

**Downstream - Upstream**
- Order QTY.
- Delivery Schedule
- Manpower & Method
- Manpower & Space
- Production Plan

**Upstream - Downstream**
- Order QTY.
- Delivery Schedule
- Manpower & Method
- Manpower & Space
- Production Plan
Material Type
Current Procurement Process / Process Flow

Supplier
- SONY Consolidate (SP) 20%
- Import Direct Shipment (SLS) RM (Mal) Board (TW) 35%
- Vendor Managed Inventory (VMI) 15%
- Just in Time (JIT) 30%

Shipping
- Nittsu (AIR)
- Marsk/TNN (SEA)
- Air & Sea
- Port & Air port
- SSCST
- Truck (Malaysia)

4 Categories of Delivery Points
SONY Consolidate in Singapore
SONY Consolidate in Singapore

Characteristic
Unique Part (Monopoly source)
Key Part
Minimum Order policy
High price
Direct Shipment from Supplier

High Inventory & risk for excess part
Singapore Consolidate

Low Inventory & Reduce risk for excess part
Structuring Supplier Relationships

- Supplier Roles
- Supplier Relationships
- Incentives and Contracts
Roles of Suppliers

To determine the appropriate role to give a supplier is to assess the degree to which either the buyer or supplier must make investment specific to the relationship

• The integration Strategy of the firm
• The facilities Strategy of the firm
Roles of Suppliers

How much it outsources will determine the role of supplier play!

- Core activity
- Mission critical

The more important relationships require more control and partnership arrangement
<table>
<thead>
<tr>
<th>Type of Relationship</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arm’s-length relationships</td>
<td>Traditional, cost-based, free-market, short-duration, purchase-order-driven</td>
</tr>
<tr>
<td>Modified vendor relationships</td>
<td>Value-added services (e.g., supplier managed inventories)</td>
</tr>
<tr>
<td>Long-term contracts</td>
<td>Long-term supply contracts</td>
</tr>
<tr>
<td>Nonequity-based collaboration</td>
<td>R&amp;D consortia (e.g., Sematech) Cross-marketing agreements Cross-production</td>
</tr>
<tr>
<td></td>
<td>agreements Joint purchasing activities</td>
</tr>
<tr>
<td>Minority equity investments</td>
<td>Invest in supplier</td>
</tr>
<tr>
<td>Licensing arrangements</td>
<td>Provide license to supplier in technology that host firm develops, but in</td>
</tr>
<tr>
<td></td>
<td>which it wants to limit investments</td>
</tr>
<tr>
<td>Investment integration</td>
<td>Coordinate investment jointly</td>
</tr>
<tr>
<td>Joint ventures or strategic alliances</td>
<td>Allow firms to exchange certain goods, services, information, or expertise</td>
</tr>
<tr>
<td></td>
<td>while maintaining a formal trade relationship on others</td>
</tr>
<tr>
<td>Asset ownership</td>
<td>Host firm retains ownership for critical assets in adjacent stages of the</td>
</tr>
<tr>
<td></td>
<td>industry chain but contracts out all other aspects of ownership and control</td>
</tr>
<tr>
<td>Full ownership</td>
<td>Host firm fully owns activity</td>
</tr>
</tbody>
</table>
Types of Supplier Relationships

The type of relationship a firm chooses to engage in with any particular supplier depends upon what role it wishes that supplier to play and how critical the sourced item to firm.

- Major subassemblies or service process chunks, represent very strategic relationships
- Commodities suppliers do not require the management attention or structure that are more strategic relationship does
Matching Relationship Types with Supplier Types

The choice of relationship to have with a supplier depends upon the criticality of the item being sourced and the volume purchased.
Matching Relationship Types with Supplier Types

• **A Critical Strategic Supplier**  
  Difficult to find a substitute, alternative is critical to creating the firm’s output

• **Non-critical Supplier**  
  Provide standard items, easily substituted, have adequate availability

• **Bottleneck Suppliers**  
  Provide critical items, only required in low volume, difficult to find substitutes, operate in monopoly market with high entry barrier

• **Leverage Suppliers**  
  Supply non-critical items, required in high volumes, have adequate availability, substitution is possible
Matching Relationship Types with Supplier Types

• Each type of relationship is characterized by a different set of product, service/market and supplier characteristics

• Each type of relationship has different requirements for information sharing mechanisms, the task characteristics of the boundary spanner, the climate and process characteristics of the interaction
Matching Roles and Relationships in Design Outsourcing

- ODM (Original Design Manufacturer)
- JDM (A Joint Design Manufacturer)
Business to Business information flows

BtoB Solutions = Process + Tool

- **Optimize Assortment And Price**
  - eSourcing
  - Private labels development
  - Tests Private labels
  - Auctions

- **Manage commercial transactions**
  - EDI Order
  - EDI – Dispatch / Reception
  - EDI - Invoice
  - Payment report/advance

- **Ensure On-Shelf Availability**
  - DataSharing Operational
  - EDI Sales/Inventory

- **Grow our Business**
  - Joint Business Plan
  - Scorecard
  - DataSharing Merchandise
  - DataSharing Customer

- **Speak the same Langage**
  - Standards
  - Master Data
  - BtoB Portal

- **Supplier**
- **Retailer**

- **Mission and Organization - April 2008**

BtoB / BtoC Competency Center
The Internet – Intranet domain aims at facilitating the implementation and management of web solutions through:

- A common foundation (User Interface guidelines, web content management, …)
- Management of hosting, incidents, monitoring

Providing the Business Units with quick and simple ways to develop their Internet and Intranet projects and make them grow.
3 levels of BtoB Integration

- **Entry Ticket**
  - Structured and standardized processes
    - Data Synchronisation: Excel/Web
    - Performance Monitoring: scorecards
    - EDI Messages Orders/Invoice
    - e-sourcing: RFI, RFQ
    - Supplier Portal for general information
  - Static/Aggregated Information: indicators

- **Advanced Collaboration**
  - Medium Level of Integration
    - Data Synchronisation: GDS
    - Data Sharing Supply Chain
    - Invoice Management/Web Vendor
  - Transactional Information by SKU/DC/week

- **Strategic Partnership**
  - High Level of Integration with Shared Responsibilities
    - Promotion process: forecast, commitment on OSA
    - Store replenishment
  - Transactional Information by SKU/store/day
  - Associated to results commitment on turnover and margin for the category

- **Distribution**
  - 80% of suppliers
  - 20% of suppliers
  - 20 int’l suppliers
Incentives and Contracts

• How information is exchange
• Who has responsibility for quality management
• How inspection is done
• How much information is share for planning & scheduling purposes
• How integrated relationships
Incentives and Contracts

- Incentive for price reduction
- Revenue sharing
- Buy Backs
- Consignment
- Vendor-managed Inventory
Incentives and Contracts

Incentives to improve Flexibility

• Structured flexibility

• VMI
Incentives and Contracts

Incentives to Optimize Inventory & Stock-out trade off

- Return
- Consignment
- Revenue sharing
Introduction to Sourcing Oversea

- Global Sourcing Strategy: Logistical interfaces of R&D, manufacturing, and marketing activities on a global basis

- Marketing managers should understand and appreciate the important roles that product designers, engineers, production managers, and purchasing managers play in marketing decision making.

- This interaction will determine a company’s competitive strengths and consequently its market performance
Sourcing Oversea
Sourcing Overseas

Goals:
- Complete Customer Satisfaction.
- Continuous Improvement of Internal Service Levels & Product Quality.
- Process Excellence.
- Significant Total Cost Reduction

Factor Cost:
- Labor cost (results the most oversea sourcing)
- Material cost
- Capital
- Transportation costs
- Inventory carrying costs
Focus on risk management

• Cross-border taxes, tariffs, and duty costs
• Companies’ Overseas relationships
• Supply and operational performance
• Supply and operational risks
• Administration issues
Sourcing Overseas

Vertical Integration Decision → Outsourcing

Facilities Strategy Decision → Offshoring

Europeans Offshoring Everything

Low-Cost Service Delivery Drives Firms’ Decisions To Go Offshore

Europeans Cut Back on Internal and Contractor Staff

Offshore Providers Meet European Firms’ Expectations

Many services are offered: the Indians have moved up the value chain
Important Principles for Firms choosing to engage in Sourcing Oversea

a) Offshore or Be at a Major Disadvantage
- Sourcing overseas are significantly to stay in developed market and remain competitive
- In the United State or Europe: Outsourcing or offshoring can be less expensive

b) Sometime Advantage Can be Gain without Outsourcing and Offshoring. That’s mean local sourcing become more compelling
- for wide variety of products and services: Local sources provides shorter lead times, reduce safety stock.
- for high-transportation cost product e.g. automobiles, cement
- for innovative or early life-cycle products or services

c) Temporary Sourcing Advantages Require Flexibility
- Offshoring advantage are temporary
- For contractor: asset management should be prepared
- For Buyer: other sources or multiple sources should be looked in the long term.
The company has overseas sourcing offices in Hong Kong, India, Bangladesh,

At present, nearly 90 per cent of Wal-Mart's procurement is from China.

These days, the likes of Big Bazaar, Ebony, Shoppers’ Stop, Westside or even Subhiksha are looking to source merchandise at the lowest rates globally.

Future Group’s Pantaloon Retail India has just set up global sourcing offices in Hong Kong and Mainland China – the first overseas sourcing operation by any domestic retail chain.

The government is also hard selling India as a sourcing base to retail chains like Tesco of the UK, K-Mart, Target Corporation, JC Penney and some global sports goods retailers.
China Sourcing Fair

The China Sourcing Fairs are usually held at:

Asia World-Expo, Hong Kong
Dubai Int'l Convention & Exhibition Centre, UAE
Bombay Exhibition Centre, India
Shanghai New Int'l Expo Centre, China
China Sourcing Fair

www.chinasourcingfair.com
## Trends in Supplier Management

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Old model</th>
<th>New Model</th>
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</thead>
<tbody>
<tr>
<td><strong>Task</strong></td>
<td>Parts</td>
<td>Modules</td>
</tr>
<tr>
<td><strong>Goal</strong></td>
<td>Build to specs</td>
<td>Design to goal</td>
</tr>
<tr>
<td><strong>Number of suppliers</strong></td>
<td>Many</td>
<td>Fewer</td>
</tr>
<tr>
<td><strong>Selection criteria</strong></td>
<td>Price</td>
<td>Quality price, etc</td>
</tr>
<tr>
<td><strong>Role in development</strong></td>
<td>Smaller</td>
<td>Larger</td>
</tr>
<tr>
<td><strong>Price practices</strong></td>
<td>Competitive bids</td>
<td>Target</td>
</tr>
<tr>
<td><strong>Price changes</strong></td>
<td>Upward</td>
<td>Downward</td>
</tr>
<tr>
<td><strong>Quality improvement</strong></td>
<td>Lower</td>
<td>Higher</td>
</tr>
<tr>
<td><strong>Information exchanges</strong></td>
<td>Lower</td>
<td>Higher</td>
</tr>
<tr>
<td><strong>Suggestions to suppliers</strong></td>
<td>Few</td>
<td>Many</td>
</tr>
</tbody>
</table>
Prequalification Process

Potential Suppliers

• To identify capacity of suppliers
• To identify ability to fulfill contract requirements
• To identify ability to fulfill specifications defined in the system of Quality and Health Safety Environment control

Contracted Suppliers

• To decrease purchasing costs
• To increase supplier performance
• To improve active co-operation
<table>
<thead>
<tr>
<th><strong>Price:</strong></th>
<th><strong>Quality:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>Qualitative Performance</td>
</tr>
<tr>
<td>Terms of payments</td>
<td>Quality system</td>
</tr>
<tr>
<td>Suppliers efficiency</td>
<td>HSE performance (health_Safety Environment)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Supplier ability:</strong></th>
<th><strong>Overall Satisfaction:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting deadlines</td>
<td>Proactive cooperation</td>
</tr>
<tr>
<td>Accuracy of delivered quantity</td>
<td>Flexibility reaction</td>
</tr>
<tr>
<td>Packaging</td>
<td>E-Procurement</td>
</tr>
</tbody>
</table>
Supplier Assessment Rating

• Preferred Long Term Supplier
• Potential Long Term Supplier
• Short Term Supplier
• Not Acceptable
Supplier Development

- A systematic organizational effort to create and maintain a network of competent suppliers and to improve various supplier capabilities that are necessary for the organization to meet its increasing competitive challenge.
Supplier Development Strategies

CRITICAL

High

Low

High

Strategic Committed relationship

Focused Cost Saving

Low

Focus Quality

Routine
Critical Success Factors in Supplier Management

• Leadership at both the individual and executive levels
  Strategic thinking and implementation

• Strong procurement team
  Think more strategically, assessment, development, incentives

• IT
  Automating transaction, sharing and integrating information

• Performance measurement
  Clearly defined key performance indicators; cost, quality, availability and innovativeness
Ten ways to ensure that our supplier stay healthy:

• Balance the benefits among parties
• Align strategic goals
• Clarify objectives and be specific about expectations
• Define processes and specify the ways the parties will work together include performance measures and follow through
• Make rules for governance and decision making
• Create service level agreement
• Commit enough people to do the job and commit the right kinds of people
• Develop communicate system
• Get top leadership to commit visibly and early
• Tend to the cultural issues constantly
Q&A
Thank You