Consumer Durables Industry

Data Democratization and Data-Driven Decision Making Through An Enterprise-Wide Analytics Platform

Client Overview

Our client is a market leader in lifestyle electrical solutions and consumer durables and a wholly owned subsidiary of a diversified Indian conglomerate.

Their brand portfolio includes a wide range of products, including Fans, Home Appliances, Switchgears, Lighting etc.

They maintain a large network of suppliers, distributors and dealers across the country and boasts a workforce of more than 1000 employees.

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Problem Statement

Our client relies heavily on supply chain, logistics and production operations, and aligned workforce for its day-to-day operations.

However, due to a lack of automation and unwanted dependencies on manual processes, it proved to be a challenge to keep a finger on the pulse of important business metrics in real-time. Poor governance and lack of data integration made it difficult for them to implement accurate data analytics.

They required a system capable of real-time tracking metrics throughout the value chain and generate dynamic reports which can help them take reliable decisions.

Key Challenges

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Data inconsistency and lack of analytics

Scattered data across various sources like ERP and Excel along with limited automation ability, and hindered their ability to achieve integrated and unified analytics and reporting.

Inventory Report Inconsistencies

Inconsistencies in unit of measure (UoM) conversion within the inventory report, the reported quantities did not reflect actual stock levels, leading to discrepancies with physical warehouse inventory.

Limited Visibility and Reactive Management

The current platform structure restricts a holistic view of platform health, hindering access to real-time insights and potentially leading to missed business opportunities.

Data Silos and Reporting Challenges

Disparate systems created data silos, hindering the ability to create a comprehensive analytics across the supply chain and sales. Manual processes and siloed data limited real-time insights, historical analysis, and their ability to adapt to market changes.

Solution overview

Designed data models and implement an inter-connected data integration platform touching all possible sources. The modules delivered - Sales, HR, Branding, Finance, Manufacturing, Logistics, and Services. A Qlik-based analytics solution was delivered to help the users identify areas where value needs to be added or unnecessary overheads to be removed/optimized.

A holistic view across the business was established and the data from disparate systems (like ERP, SFA, etc.) where put together to help in day-to-day planning as well as in long term goal setting.

6 Weeks Discovery Phase

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We conducted an comprehensive and successful discovery phase that led to be the key factor in the success of the project.

✓ Aligned an average of 50+ business stakeholders from each business line and IT

✓ Deployed business analysis and SMEs adept in consumers' durable domain

✓ Set up a pre-prepared list of right questions around processes, people, and technology

✓ Conduced multiple workshops with individual business lines and eliciting the business requirements around reporting, dashboarding, and data sources

✓ A blueprinting exercise that included the development and validation of various scorecards, priorities and dashboard wireframes

✓ Leveraged our in-house Knowledge eXchange (KX) portal to facilitate seamless knowledge sharing

Solution Implemented

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Upstream

Vendor Analytics- Enabling Vendor Comparison based on 'On Time in Full (OTIF)

Procurement Analytics- Identify the best procurement strategy based on vendor rating- quality, delivery, and quantity

Core Operations

Inventory Analytics- Real-time Working Capital Management and analysis of movement of Slow-Moving articles for better demand management

Logistics Analytics- Enabled an end-to-end view into the cycle from the first step of invoice till the dispatch and delivery.

Production Analytics- Enabled viewing production status on the go and helping decide the procurement plan and to check the quality status

Customer Facing

Pricing Analytics- Highlights variation in prices of Raw Materials, Semi-finished Goods, and Purchased Finished Goods across vendors, regions and time

Customer Analytics- Helps Address customer demand faster by locating the right inventory in the right region

Support Functions

Balanced Scorecard- Enabled better control and watch on employee performance, balanced scorecards were created to monitor and review results by division, team, and individual

HR Analytics- Enabled tracking of historical changes related to employee promotions and performance data, leaves, etc.

Business Impact

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Enhanced Profitability Control

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Better control on profitability by real-time tracking of channels franchisee. This involved monitoring and analyzing key performance indicators (KPIs) continuously

15%
increase in cross sell rate

→

Better customer engagement & brand equity through efficient management of customer demands and complaints lead to improved sales

6%
margin improvement

→

Production analytics led decrease in the cost of manufacturing and timelines and procurement budget planning leading to better margins

10%
improved sales performance

→

Standardized, transparent and well-managed sales target-setting and planning across divisions, ensuring ensuring that all divisions operate under uniform criteria, facilitating fair benchmarking.

Client Feedback

> In September 2019, we completed 2 years of our partnership with Polestar. I use the term, "Partner" because Polestar has turned out to be much more than just a software implementer. Their approach has consistently been to generate maximum value for our business through their implementations. The best thing about working with Polestar is their understanding of the business processes and business needs. They always give a fair idea about the timelines of implementation and deliver on their words. Their successful implementation on Qlik platform has prompted us to seek their services for different functions and business units.

Program Manager