

2005 Supply & Demand Chain Executive

100

Putting innovative supply chain
technology and services to the test
for real-life, successful results

By Sarah Murray
and Andrew K. Reese

When the readers
of *Supply &
Demand Chain Executive*

consistently say in surveys and face-to-face interviews that they use both the print magazine and SDCExec.com to learn about new solutions and best practices for enabling the supply chain, to understand trends in supply chain technology, and to benchmark their own companies' enablement initiatives with those of other enterprises across industry verticals, the editorial staff listens.

For this reason, the criteria for this year's "100" feature focus on the end users of supply chain technology to learn how enterprises are working with top solution providers to enable their supply and demand chains.

Based on submissions to the "100" from end users and solution providers, the judging committee for the "100" identified a list of the top supply and demand chain initiatives at small, midsize and large companies in a variety of industry sectors, highlighting the pain point(s) addressed by the initiatives (The Challenge), the technologies and services used to address those pain points (The Solution), the results of the initiatives (Return on Investment, or ROI), and plans for taking the project forward (Next Steps).

Supply & Demand Chain Executive's goal with this year's "100" was to highlight a broad range of applications of

technology and services to the challenges of supply chain improvement and transformation. The judging committee particularly sought innovative solutions that represent supply chain challenges at a variety of different types of companies.

How best can readers use the 2005 Supply & Demand Chain Executive 100 as a resource for enabling their own company's supply and demand chain for competitive advantage? We suggest reviewing the information included in this article (beginning on page 2) to determine which solution providers can help enable those specific areas of the supply chain that are current priorities at your enterprise, as well as consulting the additional online information available at SDCExec.com — including the Global Enabled Supply and Demand Chain Directory of solution providers and our Best Practices Forum — in order to assemble a list of appropriate enablers. The rest, of course, is up to you, but we hope you will find this year's "100" an educational place to start.

Is there a company you'd like to nominate for the 2006 Supply & Demand Chain Executive 100? e-Mail Andrew Reese: areese@sdcexec.com.



Enabler	Customer*	Size	Industry	O/DC	S	Pr	F/L	Pa	CRM	PLM	SCI&TI	DS	Comments
AcquireX (Long Beach, CA)	Top 30 U.S. bank holding company (South U.S.)	L	Other Business/Educ Svcs	•	•	•						•	Replaced paper-based processes, 10-week deployment
Adonix (Pittsburgh, PA)	Russell Sigler Inc. (Phoenix, AZ)	M	Dist/Whole	•	•	•	•	•	•			•	Wide-scale deployment completed on aggressive schedule
ADR North America LLC (Ann Arbor, MI)	Creativity Inc. (West U.S.)	M	Retail	•	•	•	•	•	•			•	Supply chain transformation in response to accelerating market
AFMS Logistics Management Group (Portland, OR)	Multi-national automobile manufacturer	L	Auto/Air/Trans				•						Significant savings on ground, air and international contracts
Agile Software (San Jose, CA)	Lucent Technologies (Murray Hill, NJ)	L	Other Mfg		•	•	•	•	•	•			Built virtual manufacturing/supply network model
AIM Computer Solutions, Inc. (Fraser, MI)	The Grant Group (Fraser and Clinton Township, MI)	S	Auto/Air/Trans	•	•	•	•	•	•	•	•	•	30% growth in business without need to hire additional staff
American Express (New York, NY)	F500 textile products company (Southeast U.S.)	M	Textile/Apparel/Leather		•	•	•	•	•	•		•	Gained visibility into \$50 million in travel & entertainment
Aras Corp. (Lawrence, MA)	Freudenberg-NOK (Plymouth, MI)	L	Auto/Air/Trans							•			Improved development process, met quality reporting compliance
Arena Solutions (Menlo Park, CA)	Color Kinetics (Boston, MA)	M	Elec/App/Comp		•	•	•	•	•	•			Helped reduce engineering change order cycle time 75%
Ariba Inc. (Sunnyvale, CA)	Alcoa (Pittsburgh, PA)	L	Metals		•	•						•	Helping company meet goal of \$1.2 billion in savings for 2004-07
Avendra LLC (Rockville, MD)	Hyatt Hotels Corp. (Chicago, IL)	L	Other Non-mfg		•	•	•	•	•	•			Helped drive compliance with corporate procurement contracts
Avolent Inc. (San Francisco, CA)	Office Depot (Boca Raton, FL)	L	Retail					•					\$1 million in annual hard savings
BAX Global Inc. (Irvine, CA)	Leading hair-care and cosmetics supplier (So. Calif.)	L	Retail		•	•	•	•	•	•			Exceeded requirements for on-time delivery, order accuracy
Best Software (changing to Sage Software) (Irvine, CA)	KUKA Robotics Corp. (Clinton Township, NJ)	M	Machinery	•	•	•	•	•	•	•	•	•	Single source for critical data; automated, streamlined processes
Cactus Commerce (Gatineau, Canada)	Energizer Battery Inc. (St. Louis, MO)	L	Elec/App/Comp		•	•	•	•	•	•			Met retailer mandate to become UCCnet compliant
CenterStone Technologies (Denver, CO)	F500 apparel company (U.S.)	L	Textile/Apparel/Leather	•			•					•	Order processing cost down 75%, while retailers increased orders
Choice Logistics (New York, NY)	Hitachi Data Systems (Santa Clara, CA)	L	Computer/Electronic		•	•	•	•	•	•			On-time deliveries up to 99%, inventory accuracy level at 99.9%
Commerce One LLC (San Ramon, CA)	Major oilfield services company (New York, NY)	L	Nonmetal/Mineral Products			•	•					•	Long-term e-procurement solution covers 75% of overall spend
Cube Route Inc. (Toronto, Canada)	Arctic Glacier Inc. (Winnipeg, Canada)	M	Food/Beverage/Tobacco		•	•	•	•	•	•			Reduced incomplete deliveries from 17% to <1%
Demand Management Inc. (St. Louis, MO)	Under Armour (Baltimore, MD)	M	Textile/Apparel/Leather	•									Solution "changing the way we plan business," says customer
diCarta (San Carlos, CA)	Software provider for retail industry (West Coast U.S.)	M	Other Non-mfg		•	•	•	•	•	•			Time spent creating, negotiating, approving contracts cut ~ 60%
DSSI LLC (Southfield, MI)	Metaldyne Corp. (Plymouth, MI)	L	Auto/Air/Trans	•	•	•	•	•	•	•		•	Indirect procurement cost savings of 27%
DW Morgan Co. (Pleasanton, CA)	Redback Networks (San Jose, CA)	M	Computer/Electronic	•	•	•	•	•	•	•	•	•	Global inventory visibility, depots to serve customers cut >50%
EC Sourcing Group Inc. (South Orange, NJ)	Connell Purchasing Services (Naperville, IL)	M	Biz/Consult		•	•	•	•	•	•			Sourcing cycle times cut 40-60%, in addition to hard savings
EDS (Plano, TX)	Large European regional government	-	Other/Gov	•	•	•	•	•	•	•		•	Reduced operational costs, increased efficiency in cycle times
E lance, Inc. (Mountain View, CA)	F100 transportation services company	L	Trans/Logistic			•							Services spend cut 17%, services procurement cycle down >75%
EnergyWindow Inc. (Boulder, CO)	Two F100 retailers (Southwest U.S.)	S	Profess/Scientific/Tech		•	•	•	•	•	•			Cumulative savings >\$9 million on energy supply costs
Epicor Software Corp. (Irvine, CA)	Parsons Brinckerhoff (New York State)	L	Profess/Scientific/Tech			•							Solution yields 40% savings through better contract negotiation
ePlus, inc. (Herndon, VA)	F100 CPG manufacturer	L	Food/Beverage/Tobacco		•	•	•	•	•	•			Better visibility into spending patterns, more effective sourcing
Expense Management Solutions (Southborough, MA)	F500 technology provider (U.S.)	L	Computer/Electronic		•	•	•	•	•	•			Suppliers' performance scores up 47.6%; average savings of 21.7%
Frictionless Commerce Inc. (Cambridge, MA)	Revlon (New York, NY)	L	Other Mfg		•	•	•	•	•	•			Transparency into sourcing operations and total spend
FullTilt Solutions (Wayne, PA)	McCain Foods Ltd. (New Brunswick, Canada)	L	Food/Beverage/Tobacco		•	•	•	•	•	•			Reduced product, packaging information errors; cut invoice errors
Global eProcure (Clark, NJ)	G1000 indust. mfg. company (U.S.)	L	Other Mfg		•	•	•	•	•	•			Reduced direct, indirect costs 20%; negotiations time cut 50%
GlobeRanger (Richardson, TX)	Beaver Street Fisheries (Jacksonville, FL)	S	Food/Beverage/Tobacco									•	Recognized as "textbook example" of approach to RFID technology
G-Log (Shelton, CT)	DuPont (Wilmington, DE)	L	Plastic/Rubber		•	•	•	•	•	•			Reduced days of inventory, transportation costs, saving millions
GXS (Gaithersburg, MD)	Rohm and Haas (Philadelphia, PA)	L	Plastic/Rubber					•				•	Automated manual post and reconciliation process
HighJump Software, a 3M Company (Eden Prairie, MN)	Restaurant Equippers (Columbus, OH)	S	Dist/Whole		•	•	•	•	•	•			Increased shipping accuracy to >99%, cut picking time 66%
Hy-Tek Material Handling Inc. (Columbus, OH)	Royal Appliance Mfg. Co. (Glenwillow, OH)	S	Dist/Whole				•						Cut labor, associated costs 70% without compromising productivity
Iasta (Indianapolis, IN)	Michael Foods (Minneapolis, MN)	L	Food/Beverage/Tobacco		•	•	•	•	•	•			Reduced costs through better competition, increased efficiency
IBM (Armonk, NY)	IBM Integrated Supply Chain (Poughkeepsie, NY)	L	Computer/Electronic	•	•	•	•	•	•	•	•	•	\$20 billion in cost and expense savings since 2002
ILOG (Mountain View, CA)	Catalyst International (Milwaukee, WI)	S	Trans/Logistic		•	•	•	•	•	•			Estimated productivity boost to 25% through optimization
I-many Inc. (Edison, NJ)	F100 aerospace company (U.S.)	L	Auto/Air/Trans		•	•	•	•	•	•			Ensured compliance; strengthened corporate governance
Infosys Technologies Ltd. (Bangalore, India)	U.S. supermarket chain	L	Retail	•	•	•	•	•	•	•			Reduced inventory at warehouse; improved service levels, forecasts
Inovis (Alpharetta, GA)	Levi Strauss & Co. (San Francisco, CA)	L	Textile/Apparel/Leather				•					•	Complied with Global Data Synchronization Network initiatives
INSIGHT Inc. (Manassas, VA)	Otis Spunkmeyer (San Leandro, CA)	M	Food/Beverage/Tobacco		•	•	•	•	•	•			Net reduction in combined warehouse and transportation costs 5%
Integrated Warehousing Solutions (Downers Grove, IL)	JMK/IIT (Bridgeview, IL)	M	Dist/Whole		•	•	•	•	•	•			33% reduction of labor cost, 20% increased throughput capacity
Intentia Americas (Schaumburg, IL)	CGR Products Inc. (Greensboro, NC)	M	Plastic/Rubber	•	•	•	•	•	•	•			Productivity gains >30%; customer queries resolved more quickly
IQNavigator (Denver, CO)	Large financial institution (New York, NY)	L	Other Non-mfg	•	•	•	•	•	•	•			Automated contract labor processes; services spend cut average 15%
IQS, Inc. (Cleveland, OH)	MTD (Cleveland, OH)	M	Other Mfg		•	•	•	•	•	•			100% defensible supplier scorecard, millions in cost recovery
John Galt Solutions (Chicago, IL)	Syngenta Crop Protection (Greensboro, NC)	L	Plastic/Rubber									•	Standardization, automation reduced manual workload, planning

* Key:
 F100, 150, etc. =
 Fortune 100, 150,
 etc.;
 G100 = Global 100;
 Mfg =
 manufacturer;
 CPG = consumer
 packaged goods

Chart continued on the next page.

Chart continued on the next page.



Enabler	Customer*	Size	Industry	O/DC	S	Pr	F/L	Pa	CRM	PLM	SCI&TI	DS	Comments
JRG (San Mateo, CA)	Wise Foods (Berwick, PA)	M	Food/Beverage/Tobacco	•	•	•	•	•	•	•	•	•	Changeovers cut 10%; reduced finished goods 28%
Ketera Technologies Inc. (Santa Clara, CA)	Top tooling solutions supplier (Northeast U.S.)	L	Other Mfg	•	•	•	•	•	•	•	•	•	Reduced maverick spend 90%; 150% ROI in one year
Kinaxis (formerly Webplan) (Ottawa, Canada)	Teradyne (Boston, MA)	L	Elec/App/Comp	•	•	•	•	•	•	•	•	•	Reduced lead times, enabled more flexibility with customers
LeanLogistics (Holland, MI)	Orange Glo International (Denver, CO)	M	Chemicals	•	•	•	•	•	•	•	•	•	Improved transportation planning; freight transaction cost cut to \$9
LeftBrain (McLean, VA)	F500 power systems manufacturer (Atlanta, GA)	L	Machinery	•	•	•	•	•	•	•	•	•	Savings >\$30 million in first year; better procure-to-pay visibility
Logility (Atlanta, GA)	Remy International (Anderson, IN)	L	Auto/Aftermarket parts	•	•	•	•	•	•	•	•	•	Finished goods inventory down 17%; service levels up to 99.6%
MARC Global (Atlanta, GA)	Fosters Brewing (Melbourne, Australia)	L	Food/Beverage/Tobacco	•	•	•	•	•	•	•	•	•	Reduced labor 25%; inventory hold cost cut 62%
Metreo Inc. (San Mateo, CA)	Owens Corning (Toledo, OH)	L	Computer/Electronic	•	•	•	•	•	•	•	•	•	Eight-figure ROI to date on six-figure investment
MfgQuote Inc. (Atlanta, GA)	Johnson Space Center (Houston, TX)	L	Auto/Air/Trans	•	•	•	•	•	•	•	•	•	Sourcing process shortened 95%
NextLinx Corp. (Rockville, MD)	Fairchild Semiconductor Intl. (South Portland, ME)	S	Trans/Logistic	•	•	•	•	•	•	•	•	•	Compliance with export/re-export law; 90% shipments pre-cleared
Nistevo Corp. (Eden Prairie, MN)	Tractor Supply Co. (Nashville, TN)	L	Retail	•	•	•	•	•	•	•	•	•	Transportation management costs down 20%; on-time deliveries up 10%
Noosh Inc. (Santa Clara, CA)	G100 CPG manufacturer (Greenwich, CT)	L	Food/Beverage/Tobacco	•	•	•	•	•	•	•	•	•	Cut print spend 20%; reduced internal resources to manage print
Orbian Corp. (Norwalk, CT)	Global mfg. of tools, hardware products (Northeast U.S.)	S	Biz/Consult	•	•	•	•	•	•	•	•	•	Reduced payment processing costs 95%
Perfect Commerce (Lee's Summit, MO)	Honeywell (Morristown, NJ)	L	Auto/Air/Trans	•	•	•	•	•	•	•	•	•	Established global procurement process; transaction costs cut >80%
Procuri Inc. (Atlanta, GA)	Blyth Inc. (Greenwich, CT)	L	Other Mfg	•	•	•	•	•	•	•	•	•	Streamlined sourcing process; 10-15% cost savings in first year
Prorizon Corporation (Kennesaw, GA)	Computer Sciences Corporation (Dallas, TX)	L	Profess/Scientific/Tech	•	•	•	•	•	•	•	•	•	Consolidated IT purchasing for seven countries in Latin America
Provia Software (Grand Rapids, MI)	Spencer Gifts (Egg Harbor Township, NJ)	M	Retail	•	•	•	•	•	•	•	•	•	Established automatic replenishment; back order rate down to 1%
Quadrem (Plano, TX)	RioTinto (Australia)	S	PrimaryMetal	•	•	•	•	•	•	•	•	•	Automated procure-to-pay processes with key supplier
Rearden Commerce (San Mateo, CA)	Mfg. of major home appliances (Benton Harbor, MI)	L	Elec/App/Comp	•	•	•	•	•	•	•	•	•	Reduced employee business services spend; increased compliance
RF Code (Mesa, AZ)	pH Europe Ltd (Huddersfield, UK)	S	Trans/Logistic	•	•	•	•	•	•	•	•	•	Improved asset utilization, tracking for intermediate bulk containers
Ross Systems Inc. (Atlanta, GA)	Litehouse Foods Inc. (Sandpoint, ID)	M	Food/Beverage/Tobacco	•	•	•	•	•	•	•	•	•	Product fill rates up >20%; finished goods inventory down 6%
SAQQARA Inc. (Pleasanton, CA)	F500 mfg., elect. products, tools, hardware (Houston, TX)	L	Elec/App/Comp	•	•	•	•	•	•	•	•	•	Improved buyers' ability to identify "best spend" decision
SciQuest (Morrisville, NC)	Research-based pharmaceutical company	L	Other Mfg	•	•	•	•	•	•	•	•	•	\$2 million savings in first year; contract compliance rose to 71%
Servigistics (Atlanta, GA)	Sun Microsystems (Santa Clara, CA)	L	Computer/Electronic	•	•	•	•	•	•	•	•	•	Created worldwide parts visibility; saved/avoided \$40 million
Silver Oak Solutions (Boston, MA)	F150 diversified conglomerate (Northeast U.S.)	L	Other Business/Educ Svcs	•	•	•	•	•	•	•	•	•	21% savings (7:1 ROI); diversity spend accuracy up 75%
Silvon Software, Inc. (Westmont, IL)	M.J. Pipe & Supply (Rochester, NY)	S	Dist/Whole	•	•	•	•	•	•	•	•	•	Fill rates up to 99.27%, inventory down 14.2% in less than 4 months
SmartOps Corp. (Pittsburgh, PA)	Deere & Co. Commercial & Consumer Equip. (Moline, IL)	L	Other Mfg	•	•	•	•	•	•	•	•	•	\$1 billion inventory reduction; increased on-time delivery to 92%
Smart Software Inc. (Belmont, MA)	No. American division of \$6.3 billion European company	L	Auto/Air/Trans	•	•	•	•	•	•	•	•	•	Reduced net value of inventory >\$1million; 95% service levels
SSA Global (Chicago, IL)	Averitt Express Inc. (Cookeville, TN)	M	Trans/Logistic	•	•	•	•	•	•	•	•	•	Increased customer satisfaction; decreased customer status inquiries
Staples Contract Division (Framingham, MA)	Financial services company (Midwest U.S.)	L	Biz/Consult	•	•	•	•	•	•	•	•	•	Procurement efficiency up; ensured lowest total delivered cost
Stellent Inc. (Eden Prairie, MN)	Emerson Process Management (Marshalltown, IA)	L	FabricatedMetal	•	•	•	•	•	•	•	•	•	\$20,000 annual savings per supplier
SupplyWorks Inc. (Bedford, MA)	Danaher Sensors and Controls (Gurnee, IL)	L	Elec/App/Comp	•	•	•	•	•	•	•	•	•	Increased inventory turns; 56% reduction in expedites
Swift Technologies, Inc. (Elgin, IL)	DSFI, LLC. (Addison, IL)	M	Wood/Paper/Petrol./Coal	•	•	•	•	•	•	•	•	•	Order and line item volume increased >35% without adding staff
Symbol Technologies (Holtsville, NY)	Ocean Spray (Lakeville-Middleboro, MA)	L	Food/Beverage/Tobacco	•	•	•	•	•	•	•	•	•	Inventory accuracy >98%; inventory levels cut 121,000 cases
SYSPRO (Costa Mesa, CA)	Chocolate Potpourri (Glenview, IL)	S	Food/Beverage/Tobacco	•	•	•	•	•	•	•	•	•	Enabled small company to compete on with large competitors
System Design Advantage (Bloomington, MN)	BancTec (Irving, TX)	M	Computer/Electronic	•	•	•	•	•	•	•	•	•	ROI in first month; moved to variable per use parts cost model
Technology Group International (Toledo, OH)	West Coast Novelty (Alameda, CA)	S	Dist/Whole	•	•	•	•	•	•	•	•	•	Peak season shipments up 40%; better sales order flow, fill rates
TECSYS INC. (Montreal, Canada)	Focus Products Group LLC (Vernon Hills, IL)	M	Dist/Whole	•	•	•	•	•	•	•	•	•	EDI compliance with retailers drove 100% increase in business
Terra Technology (Norwalk, CT)	Campbell Soup (Camden, NJ)	L	Food/Beverage/Tobacco	•	•	•	•	•	•	•	•	•	Near-term weekly forecast accuracy up to 80%; safety stock reduced
Tompkins Associates (Raleigh, NC)	Williams-Sonoma (Memphis, TN)	L	Retail	•	•	•	•	•	•	•	•	•	ROI within few months; shipping accuracy at 100%
ToolsGroup (Boston, MA)	BP Castrol (Milan, Italy)	L	Plastic/Rubber	•	•	•	•	•	•	•	•	•	Reduced total network inventories 35%; service levels up 9%
TradeBeam (San Mateo, CA)	Neiman Marcus (Dallas, TX)	S	Trans/Logistic	•	•	•	•	•	•	•	•	•	Reduced duties paid; maintain "low risk" shipper status
Transplace (Plano, TX)	AutoZone (Memphis, TN)	L	Retail	•	•	•	•	•	•	•	•	•	Transportation costs down 20%; private fleet utilization up 20%
TrenStar (Greenwood Village, CO)	Carlsberg UK (Northampton, U.K.)	M	Other Non-mfg	•	•	•	•	•	•	•	•	•	Reduced asset losses 50%; 10% reduction in costs
UGS (Plano, TX)	Major CPG manufacturer (U.S.)	L	Other Mfg	•	•	•	•	•	•	•	•	•	Increased innovation, reduced time-to-market and costs
Verian Technologies (Charlotte, NC)	Wayne Supply (Lexington, KY)	M	Retail	•	•	•	•	•	•	•	•	•	Eliminated \$500,000 in maverick spending in first year
Verticalnet (Malvern, PA)	Delta Airlines (Atlanta, GA)	L	Trans/Logistic	•	•	•	•	•	•	•	•	•	\$500 million in cost savings since 2000
Viacore, Inc. (Irvine, CA)	F500 electronics mfg. (Silicon Valley, CA)	L	Computer/Electronic	•	•	•	•	•	•	•	•	•	1100% ROI in first 2 years of project; reduced global landing cost
Vitria Technology (Sunnyvale, CA)	MasterBrand Cabinets (Jasper, IN)	L	Other Mfg	•	•	•	•	•	•	•	•	•	Cut customer service rep telephone traffic 40%; ROI in < 12 months
WhereNet Corp. (Santa Clara, CA)	NYK Logistics (Long Beach, CA)	L	Trans/Logistic	•	•	•	•	•	•	•	•	•	ROI in < one year; daily throughput of yard up 38% in peak season
Xelus (Fairport, NY)	Jabil Global Services (St. Petersburg, FL)	M	Other Non-mfg	•	•	•	•	•	•	•	•	•	Higher throughput on shop floor and supporting inventory
Xign Corp. (Pleasanton, CA)	Payless ShoeSource (Topeka, KS)	L	Retail	•	•	•	•	•	•	•	•	•	Reduced order-to-pay cycle 60%; operational cost reductions 80%
Zycus Inc. (Princeton, NJ)	F100 chemicals company (Wilmington, DE)	L	Plastic/Rubber	•	•	•	•	•	•	•	•	•	Established repeatable global spend analysis process to reduce costs

* Key:
F100, 150, etc. =
Fortune 100, 150,
etc.;
G100 = Global 100;
Mfg =
manufacturer;
CPG = consumer
packaged goods