MULTI-ECHELON INVENTORY OPTIMIZATION

MEIO

Tracy Coon
Supply Chain Education Consultant
Blue Ridge





WHAT IS MEIO?

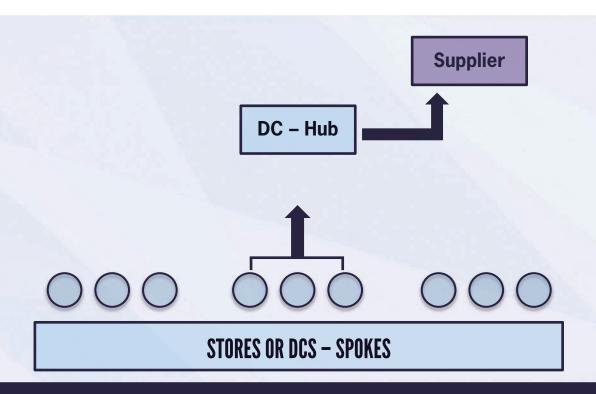
A solution that manages the demand signals for a supply chain that has multiple levels:

- Retail stores
- Multi-tier distribution
- Supplier collaboration
- Production items
- Kits and components



MEIO IN A MULTI-ECHELON ENVIRONMENT

- Lower Echelons order from an upper echelon
- Upper Echelon orders from supplier using the projected orders from the lower echelon





MEIO | FORECAST TYPES

Stochastic

- Tries to predict how consumers will react to an item. Statistical forecast method estimates averages and patterns.
- In stores, the demand is stochastic due to the fickle nature of the consumer and our inability to predict when/why/how much they will buy.

Deterministic

 PREDICTABLE method for forecasting future lower echelon orders. Demand is more certain, or not heavily influenced by chance. Deterministic forecast method shows actual forthcoming demand.



MEIO | DEMAND TYPES

- Independent Demand
 - For example, consumer-level demand on the item. This is the demand that a "stochastic" forecast attempts to predict.
- Dependent Demand
 - Demand placed on a higher supply chain tier (for example, a DC) to support the replenishment needs of a lower tier...(for example, stores).



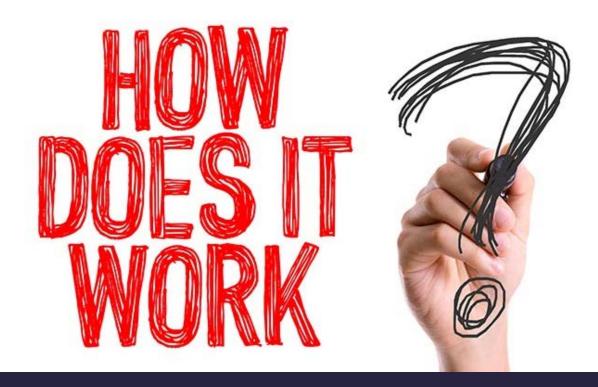
MEIO | WHAT ARE THE BENEFITS?

- 1. MEIO orders at the upper echelon support projected orders at the lower echelon. Projected orders are based on the actual SOQ considering buying constraints (such as pack size and bracket building), hold-outs, MOQ's, reserves, events, etc.
- 2. MEIO is designed to:
 - Eliminate redundant safety stock *
 - Achieve customer service goals
 - And do this on most profitable investment

^{*}Safety Stock for lower echelon is calculated daily and is part of the demand signal sent to the upper echelon as Dependent Demand resulting in less safety stock at the upper echelon.



MEIO | HOW DOES IT WORK?



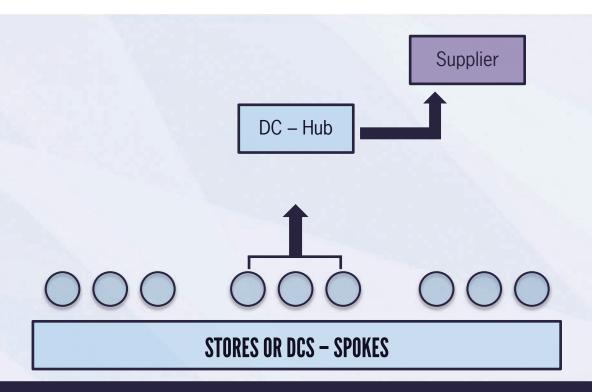


MEIO IN A MULTI-ECHELON ENVIRONMENT

Projections

Calculated for <u>every item</u>, <u>everyday</u> for <u>all levels</u>.

LE SOQs are UE Dependent Demand Signals.





MEIO | DAILY ITEM ORDER PROJECTIONS

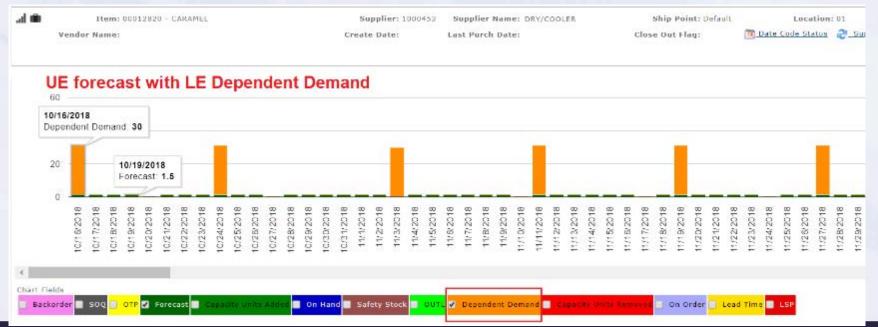
Lower Echelon SOQs drive Upper Echelon Dependent Demand Signals





MEIO | DAILY ITEM ORDER PROJECTIONS

Upper Echelon sees Lower Echelon SOQs as Dependent Demand Signals





MEIO – UE ORDER ITEM DETAIL

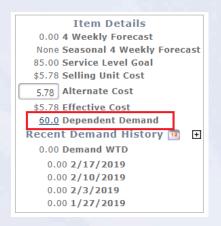
Upper Echelon with Dependent Demand





MEIO – UE VIEW OF DEPENDENT DEMAND

Link to Dependent Demand



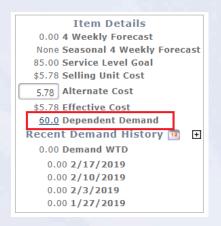
These 3 locations are dependent on location 016 for supply

_					
	Item ID	Description	Location	SOQ	Projected Dependent Demand
4	OCG302	Olivia's Cl Gel 2 oz	011	58	58
3	OCG302	Olivia's Cl Gel 2 oz	013	0	0
3	OCG302	Olivia's Cl Gel 2 oz	014	0	2



MEIO – UE VIEW OF DEPENDENT DEMAND

Link to Dependent Demand



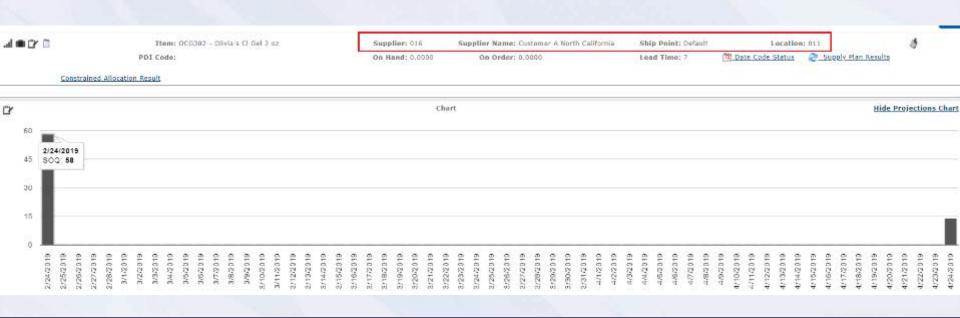
These 3 locations are dependent on location 016 for supply

	Item ID	Description	Location	500	Projected Dependent Demand
ĝ	DCG302	Olivia's Cl Gel 2 oz	011	58	58
\$	DCG302	Olivia's Cl Gel 2 oz	013	0	0
3	oCG302	Olivia's Cl Gel 2 oz	014	0	2



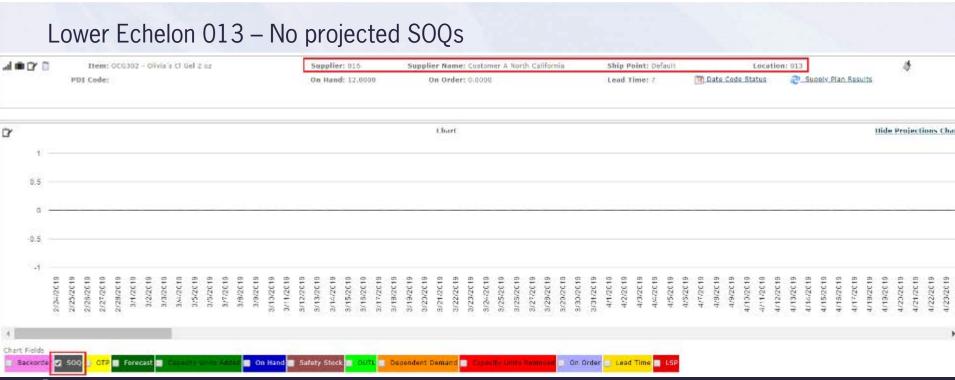
MEIO - LOWER ECHELON SOQ PROJECTIONS

Lower Echelon 011 SOQs





MEIO - LOWER ECHELON SOQ PROJECTIONS



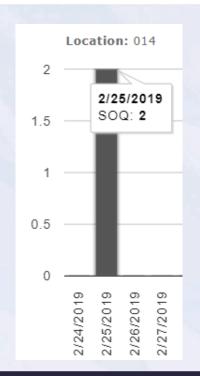


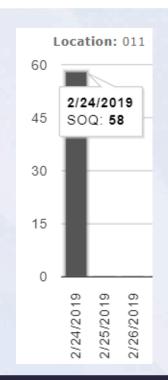
MEIO - LOWER ECHELON SOQ PROJECTIONS

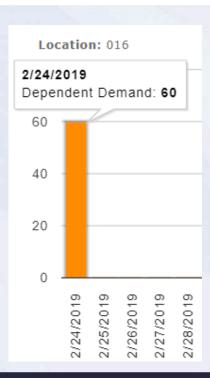




MEIO - LOC 011 SOQ, LOC 016 DD PROJECTION









MEIO - UPPER ECHELON DEPENDENT DEMAND PROJECTIONS

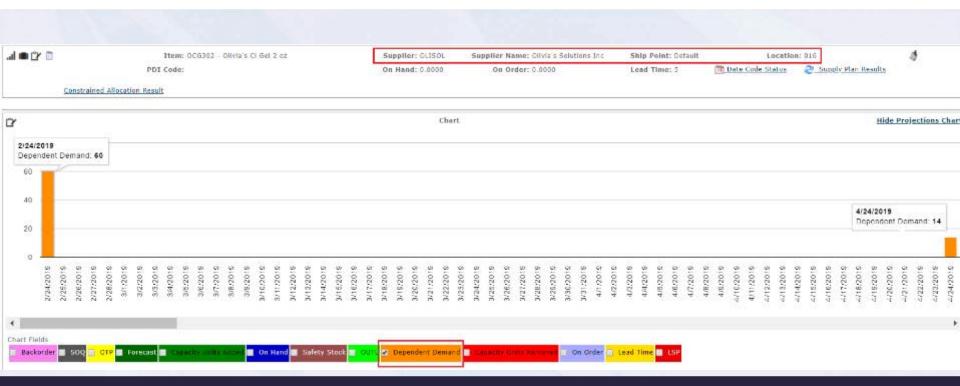


HOW DOES DEPENDENT DEMAND IMPACT TODAY'S ORDER?





DEPENDENT DEMAND & OUTL?





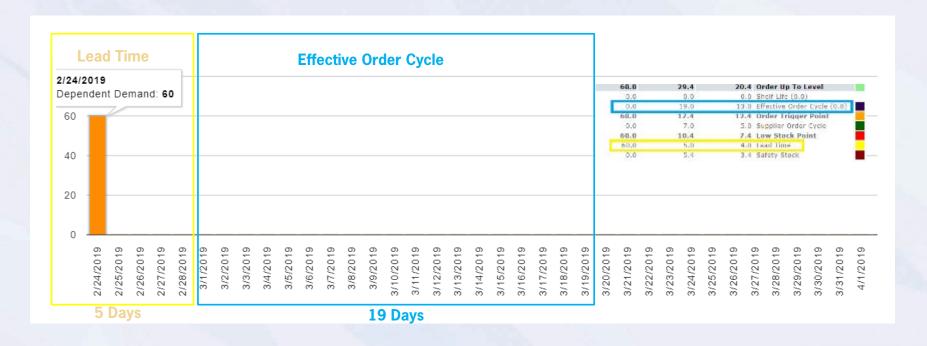
MEIO - UPPER ECHELON OUTL

Dependent Demand is spread through the UE Lead Time and Effective Order Cycle

			00 40
Units	Cal Days	Sell Days	.00 *.0
72.0	180.0	128.0	SOQ
0.0	0.0	0.0	Capacity
0.0	0.0	0.0	Maximum Qty (0.0)
0.0	0.0	0.0	Precision
0.0	0.0	0.0	Warehouse Multiple (0.0)
12.0	54.9	38.9	Buying Multiple (24.0)
0.0	0.0	0.0	Minimum Qty (24.0)
0.0	0.0	0.0	Days Adjusted (0)
0.0	0.0	0.0	Special Orders
0.0	0.0	0.0	Event (0.0)
0.0	0.0	0.0	Fwd Buy (0.0)
60.0	125.1	89.1	Need
0.0	0.0	0.0	Balance
0.0	N/A	N/A	On Hand
0.0	N/A	N/A	On Order
0.0	N/A	N/A	Backorder
0.0	N/A	N/A	Reserved
0.0	N/A	N/A	Held Qty (0.0)
60.0	29.4	20.4	Order Up To Level
0.0	0.0		Shelf Life (0.0)
0.0	19.0	13.0	Effective Order Cycle (0.0)
60.0	17.4	12.4	Order Trigger Point
0.0	7.0	5.0	Supplier Order Cycle
60.0	10.4	7.4	Low Stock Point
60.0	5.0	4.0	Lead Time
0.0	5.4	3.4	Safety Stock



MEIO – UPPER ECHELON DD THROUGH LEAD TIME AND EOC





MEIO - UPPER ECHELON DD THROUGH LEAD TIME AND EOC



ORDER SUMMARY - UPPER ECHELON & LOWER ECHELON

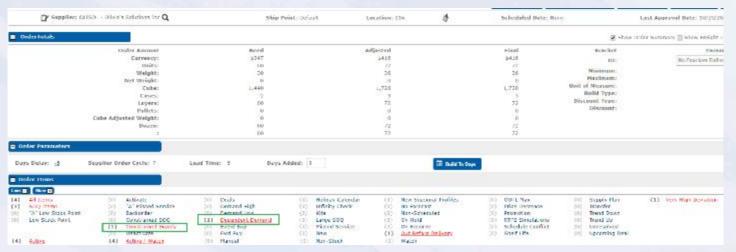




MEIO – UPPER ECHELON ORDER SUMMARY

Order Item Alerts

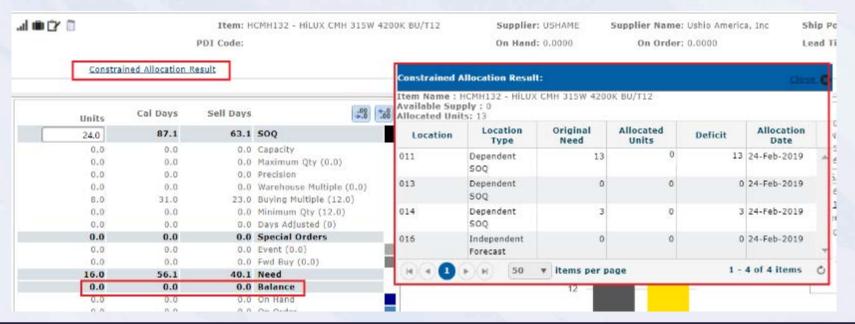
- Constrained Supply
- Dependent Demand





MEIO - UPPER ECHELON ORDER ITEM DETAIL

Constrained Supply Alert, Constrained Allocation Result

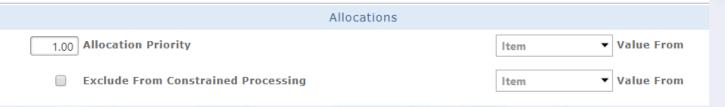




MEIO - CONSTRAINED ALLOCATION

Constrained Allocation



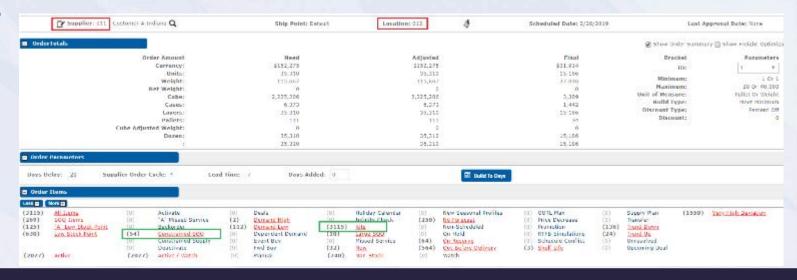




MEIO – LOWER ECHELON ORDER SUMMARY

Order Item Alerts

- Constrained SOQ
- Kits

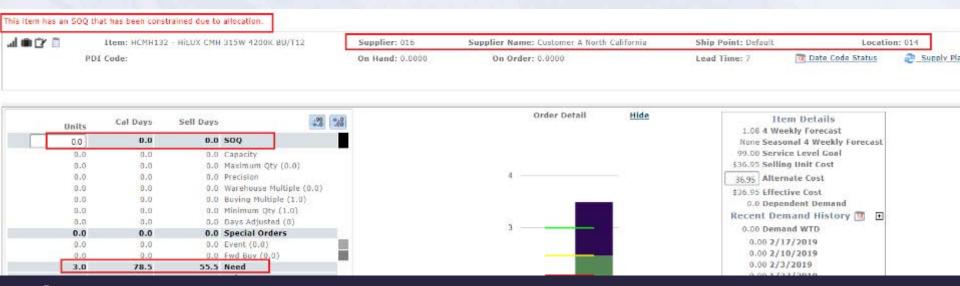




MEIO – LOWER ECHELON ORDER SUMMARY

Order Item Alerts

Constrained SOQ, zero or portion of needed SOQ





MEIO – LOWER ECHELON ORDER SUMMARY

Order Item Alerts

Kits – Identifies the Lower Echelon items. Supplier ID will be the location the items are supplied from.

Supplier: 016

Supplier Name: Customer A North California

Ship Point: Default

Location: 014



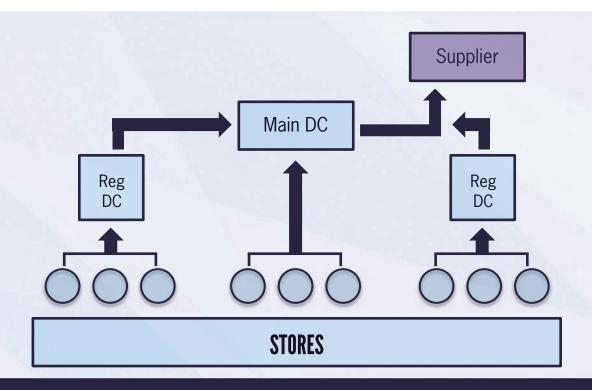
MORE THAN 2 TIERS OF DISTRIBUTION?





MEIO IN A MULTI-ECHELON ENVIRONMENT

- Lower Echelons order from an upper echelon
- Upper Echelon order from suppliers (or other upper echelons) using the projected orders from the lower echelon





MEIO – MULTIPLE TIERS

```
Loc 016 – UE purchase from Supplier
```

Loc 014 – LE suppled form Loc 016

Loc 013 – LE supplied from Loc 016

Loc 012 – LE supplied from Loc 011

Loc 011 – LE supplied from Loc 016 & UE for Loc 009 & 010

Loc 010 – LE supplied from 011

Loc 009 – LE supplied from 011

Item Lis List		Item 1D:OCG302;									
	Item 1D	Description	Supplier ID	Ship Point	Location *	Activity Code	500	Buying Multiple (Units)	LI (Days)	Units On Hand	Units On Order
al 🚳	OCG302	Olivia's Cl Gel 2 oz	OLISOL	Default	016	A - Active	72.00	24	5	0.00	0.00
al m	OCG302	Olivia's Cl Gel 2 oz	016	Default	014	A - Active	0.00	1	7	0.00	0.00
al 🕮	OCG302	Olivia's Cl Gel 2 oz	016	Default	013	A - Active	0.00	1	7	12.00	0.00
al m	OCG302	Olivia's Cl Gel 2 oz	011	Default	012	A - Active	0.00	1	7	0.00	0.00
al 🛍	OCG302	Olivia's Cl Gel 2 oz	016	Default	011	A - Active	58.00	1	7	0.00	0.00
al m	OCG302	Olivia's Ci Gel 2 oz	011	Default	010	A - Active	0.00	1	7	0.00	0.00
al 🖷	OCG302	Olivia's Cl Gel 2 oz	011	Default	009	A - Active	7.00	1	. 7	0.00	0.00



MEIO - INDEPENDENT AND DEPENDENT DEMAND

DD is visual only. It's not included in the forecast, deviation or trend at the UE.





MEIO - INDEPENDENT AND DEPENDENT DEMAND & FORECAST

DD can be viewed in the Charts and History Edit box





MEIO - DAILY PROJECTIONS, FORECAST + DEPENDENT DEMAND



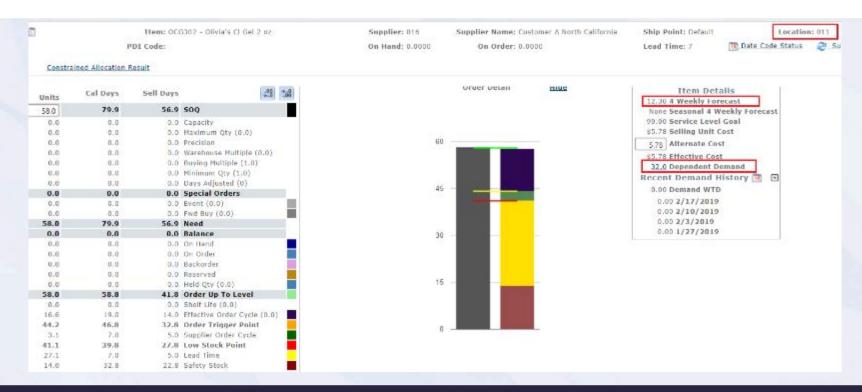


MEIO - PROJECTIONS GRID

Date	Item Number	Order Id	On Hand	On Order	oun	Economic Cirder Cycle	OTP	Vendor Order Cycle	LSP	\$S	LT	SOQ	Sackorder	Receipt Quantity	Forecast	On Hold	On Reserve	Balance	Delay Days	Dependent Demand Units
2/24/2019	OCG302	299438	0	0	58	0	44.1591605	0	41.08330260	14.00744464	27.07585796	58	0	0	12	0	0	0	0	12
2/25/2019	OCG302	299438	0	58	46	0	31,9840230	0.3	28.90616504	13.83230700	15.07585790	0	0	0	8.615171590	0	0	58	10	9
2/25/2019	OCG302	299438	0	58	46	D	31,9840230	0	28.90616504	13.83230705	15.07585798	0	0	b	4.515171590	0	0	58	9	4
2/27/2019	OCC305	299438	0	58	46	0	31,9840230	0	28.9081650/	13,83230708	15,07585798	0	п	n	0.615171592	0	0	58	8	
2/28/2019	OCG302	299438	0	58	46	0	31,9840230	0	28.90816504	13.83230708	15.07585798	0	0	0	0.615171592	0	0	58	7	
3/1/2019	OCG302	299438	0	58	46	0	31,9840230	0.0	28.90816504	13.83230708	15.07585798	0	0	0	0.615171590	0	0	58	6	
3/2/2019	OCG302	299438	0	58	46	0	31,9840230	0	28.90616504	13.83230706	15.07585790	0	0	0	0	0	0	58	5	
3/3/2019	OCG302	299438	59	U	46	0	31,9840230	. 0	28.90616504	13.83230/0E	15.0/585798	0	U	58	0	0	0	58	4	
3/4/2019	OCG302	299438	58	0	46	D	31.9840230	0.0	28.90816504	13.83230708	15.07585796	0	0	þ	0.615171592	0	0	58	3	
3/5/2019	OCG302	299438	57.38482840	D	46	0	31.9840230	0	28.9081650/	13.83230708	15.07585798	0	D	0	0.615171592	0	0	57.3848284	W 2	
3/6/2019	OCG302	299438	56,76965681	0	46	0	31,9840230	0.0	28.90816504	13.83230708	15.07585798	0	0:	0	0.615171592	0	.0	56.7696568	81-1	
3/7/2019	OCG302	299438	56.15448522	0	34	0	28.3326706	0	17.25681270	14.18095474	3.075857960	0	0	0	0.615171592	0	0	56.1544853	2.3	
3/6/2019	OCG302	299438	55.53931360	0	34	0	28.3326706	0.0	17.25681270	14.18095474	3.075857960	0	0	0	0.615171590	0	0	55.5393130	1.2	
3/9/2019	OCG302	299438	54.92414200	0	34	0	28.3326706	0	17.25681270	14.18095474	3.075857960	. 0	D	ti .	D	0	0	54.9241420	11.1	
3/10/2019	OCG302	299438	54,92414205	0	26	0	20.1591605	F 0	17.08330260	14.00744464	3.075857960	0	0	D	D.	0	0	54.9241420	13.0	
3/11/2019	OCG302	299438	54,92414205	0	26	0	19.9840230	0.7	16,90816500	18.83.230708	3.075857960	0	0	0	0.615171592	0	0	54,9241420	E 9	
3/12/2019	OCG302	299438	54,30897044	0	26	0	19.9840230	0	16.90816504	13.83230708	3.075857960	0	0	0	0.615171592	0	0	54.3089704	8 14	
3/13/2019	OCG302	299438	53,69379885	0	26	0	19.9840230	0.0	16.90616504	13.83230706	3.075857960	. 0	0	0	0.615171590	0	0	53.6937988	5.7	
3/14/2019	OCG302	299438	53.07862720	0	26	0	19,9040230	0	16,90616504	13.83230708	3.075857960	0	0	0	0:615171590	0	0	53.0786272	6.38	
3/15/2019	OCG302	299438	52,45345561	0	26	0	19.9840230	0	16,90816504	13.83230705	3.075857960	. 0	0	0	0.615171596	0	0	52.4634556	0 5	
3/16/2019	OC5302	299438	51.84828407	0	26	D	19.9840230	0	16.90816504	13.83230705	3.075857960	0	D	D	Я	0	0	51.8482840	17.4	- 8
3/17/2019	OCG302	299438	43.84828407	0	26	0	19.9840230	0.0	16,90816504	13.83230708	3.075857960	0	0	0	0	0	0	45.8482840	11.3	
3/18/2019	OCG302	299438	43.84828401	0	26	0	19.9840230	0	16.90816504	13.83230708	3.075857960	0	0	0	0.615171592	0	0	43.8482840	7 2	
3/19/2019	OCG302	299436	43,23311246	0	26	0	19.9840230	0.0	16.90816504	13.83230706	3,075857960	0	0	0	0.615171590	0	0	43.2331124	E 1	
3/20/2019	OCG302	299438	42.61794089	0	34	0	20,3326706	0	17.25681270	14.18095474	3.075857960	. 0	0	0	0.615171590	0	0	42.6179408	15 0	14
3/21/2019	OCB302	299438	42.00276930	0	34	D	20,3326706	0	17.25681270	14.18095474	3.075857960	0	0	3	0.615171590	0	0	42.0027693	E 20	8



MEIO - INDEPENDENT & DEPENDENT





MEIO - INDEPENDENT & DEPENDENT

58.0	58.8	41.8	Order Up To Level	
0.0	0.0	0.0	Shelf Life (0.0)	
16.6	19.0	14.0	Effective Order Cycle (0.0)	
44.2	46.8	32.8	Order Trigger Point	
3.1	7.0	5.0	Supplier Order Cycle	
41.1	39.8	27.8	Low Stock Point	
27.1	7.0	5.0	Lead Time	
14.0	32.8	22.8	Safety Stock	

Item Details
12.30 4 Weekly Forecast
None Seasonal 4 Weekly Forecast
99.00 Service Level Goal
\$5.78 Selling Unit Cost
5.78 Alternate Cost
\$5.78 Effective Cost
32.0 Dependent Demand

- Safety Stock Independent only 22.8 x 0.62 = 14 units
- Lead Time Independent + DD (5 x 0.62 = 3.1 units + 24 DD units) 27.1 units
- EOC Independent + DD (14 x 0.62 = 8.68 units + 8 DD units) 16.6 units
- OUTL 57.7 rounded to 58 units



MEIO | TIPS & TRICKS

Some places to look:

- Are the forecasts correct at the store level? Are forecast exceptions reviewed?
- If there is put-away time at the store, is that incorporated into the lead time forecast at the store? At the DC?
- Are store orders received on the expected delivery date? At the DC?
 Is LT Deviation set correctly?
- Are the service level goals correct at the store level? At the DC?
- Are store orders approved when they are due? At the DC?
- Are non-due orders with LSP alerts reviewed and action taken if necessary?



QUESTIONS?



MULTI-ECHELON INVENTORY OPTIMIZATION

THANK YOU!

