

Telecom Post-Merger Integration and Supply Chain Planning Design and Implementation

▶ CASE STUDY



HIGHLIGHTS

- **Helped design and implement an order management and fulfillment solution using JDA Manugistics supply chain software**
- **Provided a scalable platform to manage redeployment of costly network infrastructure**
- **Project reduced the scrap rate for salvageable materials to almost zero**
- **Successfully deployed an off-the-shelf supply chain solution in a non-standard environment**

CHALLENGE

Following the acquisition of a rival tier-one mobile network operator, a major US cellular phone service provider had ambitious growth and cost-reduction targets to achieve. The combined company was left with an infrastructure network with redundancy in some geographic regions and the need to expand into others. The ability to combine the operations of the two networks was a major value proposition of the merger and needed to be executed quickly. At the same time, it was critical to redeploy existing equipment wherever possible given the high cost of telecom equipment and overall environment of cost pressure.

APPROACH

The client realized that redeploying infrastructure assets, primarily installed equipment to support cell towers and switches, was a major logistical challenge that existing supply chain operations could not support and that an entirely new set of supply chain processes and tools would need to be developed to execute the redeployment activities quickly and efficiently. Spinnaker's supply chain experts were engaged to help the client and third-party integration consultants design and implement an order management and fulfillment solution using JDA Manugistics supply chain software. The solution managed tear-downs and new builds as orders to be scheduled and optimized the inventory movements associated with these activities to achieve the efficient redeployment of their key network assets.

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RESULTS

The supply chain solution developed by the Spinnaker team provided a scalable platform to manage the redeployment of costly network infrastructure and allowed the network consolidation activities to occur in an expedited timeframe versus original projections. By effectively matching supply of reworked equipment with new demands the project reduced the scrap rate for salvageable materials to almost zero, which created additional savings versus original projects. The Spinnaker team’s ability to quickly understand the client’s business requirements and deploy an off-the-shelf supply chain solution in a non-standard environment was a significant enabler of these time and dollar savings.

