Paper Products Manufacturer Restores JDA System to Peak Performance

**The Challenge:** A large paper products manufacturer did all the right things to make its JDA implementation successful, committing significant investments of time and money to designing and developing the system, staffing the dedicated project team and training of the users. As the company moved its new JDA application to production, users began to realize the benefits of the advanced planning system. But once the implementation team disbanded, the company no longer had the dedicated internal resources to resolve issues and perform enhancements. Critical and non-critical system initiatives languished, and the company’s JDA team struggled to keep up with small enhancements, major module or version changes, regression testing of patches, the addition of new lines of business and even new user training. The system struggled under its current volumes of batch data and on-line concurrent users, but the company believed its system design was capable of processing much larger volumes.

As the performance and stability of the JDA system degraded, so did both batch processing and user satisfaction. Beginning to lose faith in the ability of its JDA system to meet the anticipated return on investment, the company reached out to Spinnaker for assistance.

**The Approach:** In close collaboration with the client, Spinnaker leveraged proven methodologies to perform a system and process review. The results of the review

### Highlights

- Assumed comprehensive functional and technical support for all JDA environments
- Implemented full issue tracking system with triage and resolution management
- Identified and resolved processing failures, leading to greater stability
- Designed and implemented routine system maintenance program to proactively enhance performance
- Provided subject matter expertise to support minor enhancement and incremental improvement delivery
- Assisted with design, development, testing and deployment activities related to the JDA solution
- Developed documentation baseline and helped client prioritize deficiencies
- Allowed client to redeploy valuable internal resources to other initiatives

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provided the groundwork to stabilize and optimize the system for both current and future needs. First, all processes were reviewed and discrepancies with industry best practices in processes, planning parameters, and exception management were reviewed with the client to reach agreement on the required changes. To establish a clear understanding of the current state, all processes, including imports and exports, were executed in order to determine baseline run times to improve against. Next, the Spinnaker team created a visual “Response Time Profile” to help identify internal bottlenecks to the JDA technical architecture. Communication times and speeds measured to identify technical performance constraints. Spinnaker then facilitated meetings between the business users, database administrators, system administrators, network administrators, storage experts and technical experts to methodically analyze each recommended system modification, making adjustments until both technical performance and user response met service level requirements.

In the process of establishing documentation benchmarks, documentation and knowledge transfer issues emerged. Spinnaker collaborated with the client’s end users and technical team to resolve documentation issues, initiating a new process to guarantee updates of technical and functional documentation going forward. The new process facilitates the implementation of new modules, reduces the time it takes to on-board new users and ensures a consistent business process.

**The Results:** The Spinnaker team’s knowledge, expertise and partnership approach convinced the client to engage Spinnaker for full technical and functional support of the newly improved JDA system. Spinnaker’s holistic assessment strategy and JDA Technical Support Services enabled the client to quickly realize important benefits:

- Batch processing time reduced by 72%
- Performance increased dramatically for business users
  - Searches and screens that took minutes now take seconds
  - Compound Workspaces respond instantly
  - Planners enjoy greater efficiency and productivity

Its faith in the JDA system restored, the client asked Spinnaker to assist with a challenging enhancement it had been wary to undertake: the conversion from Constrained Production Planning (CPP) to Master Planning to support simultaneous production constraints. With Spinnaker JDA Technical Support Services, the client has seen much more than significant performance and stability improvements: It has also found a trusted partner that understands their solution and their business, who’ll be there to enable future system enhancements and supply chain initiatives.

**Many companies find themselves in a similar situation after an initial software implementation:** Once the project is completed, JDA becomes “just another production system”. The capital investment in the advanced planning system can become marginalized with no clear recovery path.
About Spinnaker:

Spinnaker is a supply chain services company that helps clients grow, manage risk, reduce costs, and improve customer service by developing world-class supply chain capabilities. Our services help clients develop the right supply chain strategy for their business challenges and implement the process and technology solutions to improve Demand/Supply Planning, Procurement and Sourcing, Logistics and Warehousing, and Reverse Logistics business performance. Spinnaker offers a unique service delivery model that combines the strength of deeply experienced management and technology consultants with a seasoned team of business process outsourcing (BPO) and 3rd-party logistics (3PL) professionals. Founded in 2002, Spinnaker has offices in Boston, Columbus, Denver, Houston, Memphis, Pittsburgh, London, and Singapore.

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