Cracking the Digital Transformation Code

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BACK TO KIOSK MENU

January 2020 Poster Session

Motivation / Background

The US Army replaced 7 stand alone information systems with 1 ERP solution in 2017.



ERP has not met expectations

- Inaccurate information flows degrade situational awareness
- High customer wait time variability
- De-obligated funds are a multi-million dollar problem

Key Question / Hypothesis

How does an organization maximize the benefits of a digital transformation of its supply chain?

Expected Contribution

Provide a new framework for supply chain digital transformation that will decrease total cost and improve flow.

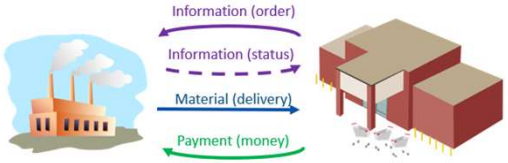
The Problem

Digital transformations do not always meet expectations.

Often organizations do not consider the three fundamental flows of a supply chain; information, material and payment.

Methodology

Analyze the Army's supply chain using the lens of information, material and payment flows.



Info/Payment

Material	Not Sent	Sent
Not Moved	Traditionally measured	Blindspot
Moved	Blindspot	Traditionally measured

Initial Results



Phantom Inventory



Duplicate property records for 58 M-4 Carbines discovered.





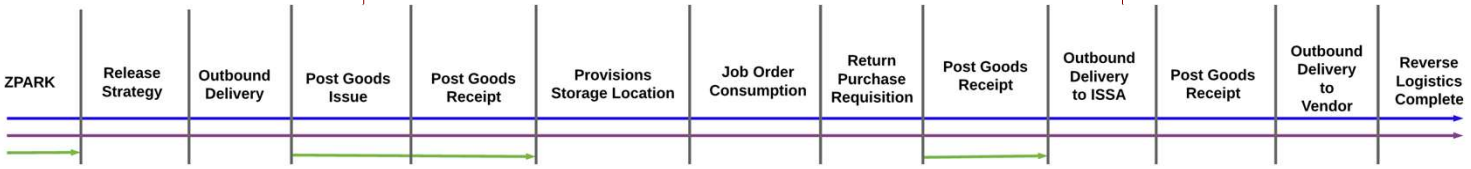
Payment Breakdown

$10+ MM in sales outstanding greater than 180 days

Relevant Literature

- Premkumar, G. P. (2000). Interorganization Systems and Supply Chain Management: An Information Processing Perspective. Information Systems Management, 17(3), 56.
- Saenz, M., Rice, J., & Cottrill, K. (2019, April). Do You Have the DT's? Why It's Time to Bring Digital Transformation Down to Earth.

TIMELINE of FLOWS



Michael Smith

