



## CASE STUDY

# Product Life Cycle Phases, Dates, and Gates

A seasonal, high SKU count product line, relying on various components and departments to deliver during key selling periods. It was imperative that the key dates, decision rights by owner, and the structure of the products relative to Market Demand were coordinated to ensure all components came together at the right time, in the right quantity, for the right price and profit.



Company Type

**Design and Manufacturing**

Location

**Domestic w/ Global Distribution**

Speciality

**Accessories**

## About Company

The accessory company is a domestic manufacturer with multinational distribution. It operates E Commerce, owned retail sales and wholesale sales through conventional retail customers. The company employs >500 employees in both Product Creation and Manufacturing.

## Overview

101 Solutions was engaged to assist the organization in improving DIFOT. Delivered in Full on Time. They also desired an increase in their full price sales. The company was dependent on many functional areas executing their deliverables on time and didn't have a clear, rigorous and centrally coordinated calendar. 101 led the organization through the building and implementation of an integrated and disciplined calendar. All functions were represented and clear stages with designated owners and gates were developed. Creation, Marketing, Sales, Production, Logistics were all engaged.

## Challenges

In working with the company, they faced the common challenges of all organizations that do not have an integrated, cross-functional development calendar. Poor communication and lack of visibility caused necessary components to often not be ready when needed due to no clear ownership of decisions (Gates). This caused finger pointing and needless delays that were jeopardizing their ability to deliver downstream.

### 01. Competing Priorities

With different functional areas developing their own initiatives caused in-fighting and many times multiple incomplete product offerings and lack of necessary marketing materials.

### 02. Limited Resources

The firm, like all organizations, had a limitation of dollars, people, and time that could be leveraged for initiatives.

### 03. Late Deliveries

With a lack of a clear owners of decision points (Gates) numerous products were delayed or necessary components weren't ordered on time.



## Listen And Eliminate

101 Solutions partnered with Merchandising and Product Development teams to bring all departments together to integrate their development responsibilities into ONE integrated calendar with CLEAR Stages and Gates.

Through this discovery, we met with stakeholders from all the functional areas needed to get a product to market to hear first-hand what each person was seeing and experiencing, as well as to help gather a baseline for the company on what was needed by each area to complete their job on time.

## Accelerating

Each Gate had a designated owner with decision rights. Decisions were made on time according to the calendar with clear visibility to the decisions made and the rationale behind them. Another Elimination was moving product that wasn't ready out of the delivery schedule and into a future delivery. If it wasn't ready it didn't go through the gate. The gate's date didn't move. This helped to gain buy in and to stop the dreaded re-visiting of the decisions that were made.

## Performing

Once implemented, the organization was able to shorten development time due to the discipline and elimination of late decisions. Building a coordinated calendar with all functions represented added to having the right visibility to issues and timing delays. The visibility that all departments had led to smarter decisions resulting in shortened supply lines and over-coming delays. DIFOT up. Cancel Down. Expedite Down.

The company used Payback to invest in a new product line they wanted, but hadn't had the money to fund.

Increased Revenue by More On-Time Deliveries

**\$860K**

Over 1-Year consolidating and being on time.

Sped Up Average On-Time Delivery By

**57%**

By not having competing priorities and gained visibility of the process.

Approximate Hours Recovered

**4,160**

3 FTE "trackers" to 1 eliminating waste. Many calendars to one.

Increased Net Margin based on Full Price

**12%**

On time delivery lowered expedite cost and cancellations.



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