

Planning Data Impacts and Best Practices

Executive summary of the Boeing Center for Supply Chain Innovation project with Bayer Crop Science

Executive takeaway: Kinaxis can help Bayer accelerate supply-chain decision making through real-time visibility and scenario analysis, but the value of the platform depends on strong governance. Clear process ownership, validated data, coordinated workflows, disciplined exception handling, and sustained user adoption are essential to prevent added system “noise” from undermining decision quality.

Business challenge

Bayer Crop Science is pursuing more real-time, end-to-end supply-chain visibility through Kinaxis. The project focused on a central implementation risk: when multiple users react to the same information or introduce data that has not been fully vetted, the platform can amplify “noise” rather than improve decisions. The Boeing Center team examined Bayer's S&OP and S&OE processes and drew on interviews with Kinaxis and Anheuser-Busch to identify practices that can protect data integrity and support effective adoption.

What the project found

- Start with business requirements and workflow design. Document the end-to-end process, handoffs, decision points and upstream/downstream dependencies before configuring the system. Kinaxis workflows should mirror how the business is intended to operate.
- Make data integrity a managed capability. Define validation rules, ownership, service levels and control limits for critical inputs. The AB InBev example suggests value in centralized master-data stewardship, KPI ownership and regular review of exceptions.
- Clarify ownership of data and decisions. Accountability should be explicit at each stage so teams know who can enter, approve, publish and act on information - and so problems can be traced to their source.
- Coordinate scenario planning before changes reach the master plan. Kinaxis enables individual “what-if” analysis, but published scenarios can create overlaps and conflicting actions. Real-time collaboration and controlled handoffs are needed to reduce discrepancies.
- Automate routine work; preserve human judgment for exceptions. Standard, repeatable processes can be automated within defined parameters, while data-driven exceptions should trigger review by the appropriate decision owner.
- Treat implementation as an operating-model change. User acceptance testing, training, hands-on adoption, ongoing support and root-cause analysis are necessary to sustain performance after launch.

Expected business impact

With these controls in place, Kinaxis can shorten the feedback loop between planning and execution, improve visibility into demand and supply exceptions, support faster scenario evaluation, and create a more disciplined flow of information back into long-term S&OP decisions. The recommended model combines real-time digital capabilities with clear human oversight, multi-level KPIs and continuous improvement so that faster information leads to better - not simply faster - decisions.