

# Customer case Koninklijke Gazelle

*“Significant improvement of the operational execution”*

## About Gazelle

From its humble beginnings as a small two-man business 117 years ago, Koninklijke Gazelle has grown into a leading international enterprise. Gazelle started with a sale of three bicycles in 1892 and has now become the biggest bicycle brand in the Netherlands, and currently produces 350,000 bicycles per year. It acquired Royal status, and saw its 13 millionth Gazelle bicycle come out of production in 2008. Gazelle continues to make the safest, most comfortable, durable and beautiful bicycles.

## Answers to management questions

The production process for the Gazelle bicycles is fairly complex. To handle this complexity even better, Gazelle wanted to increase their insight into the internal processes. In everyday practice, there was a need for extra operational control information.

The management at Gazelle wanted to answer the following questions with Every Angle:

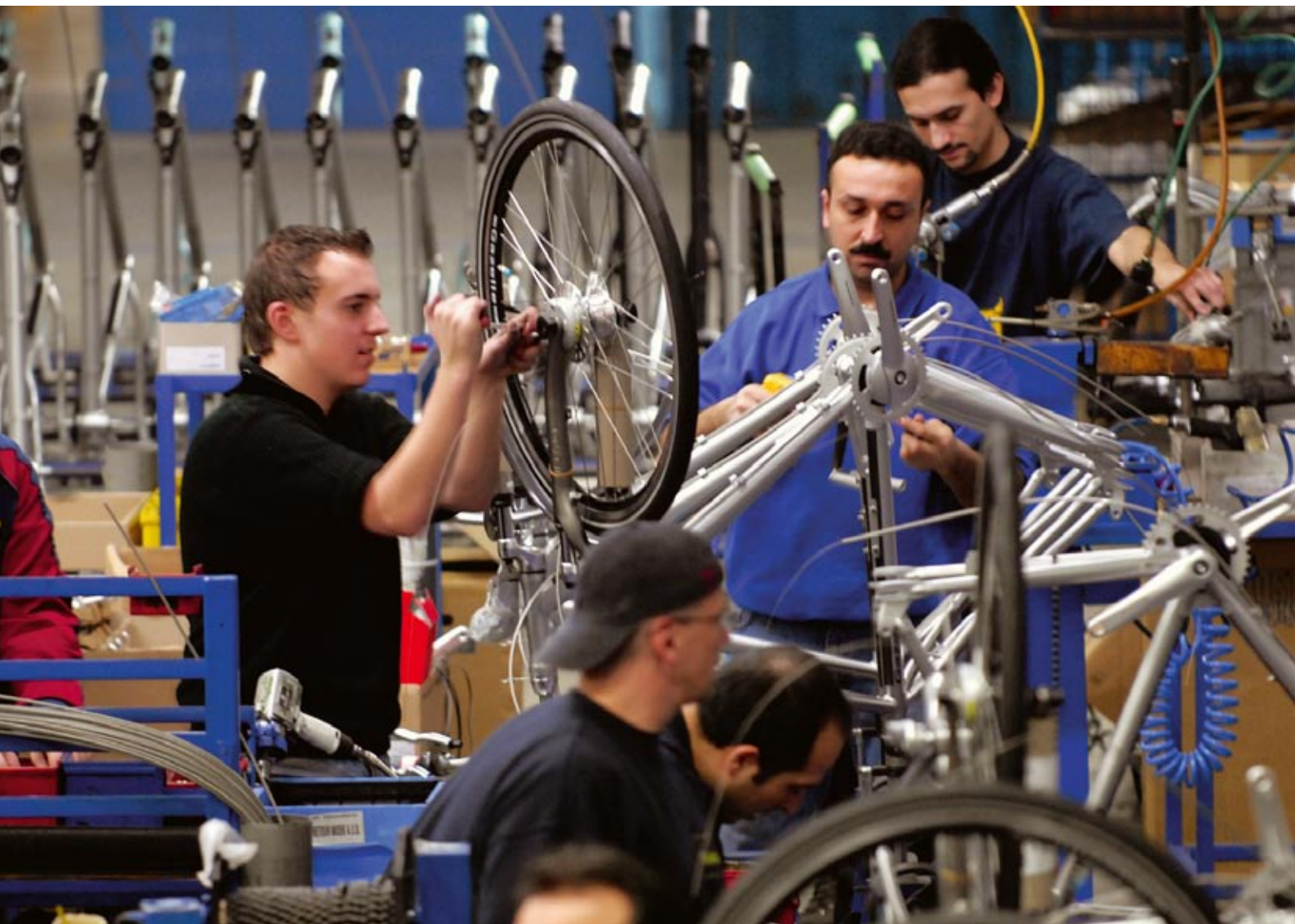
- How can we optimize SAP?
- How do we improve data integrity?
- How can we monitor our processes within Gazelle?

During the implementation kick-off for the first Every Angle training courses, these questions were reworked into specific objectives such as:

- Closing all orders that are outstanding in 2009;
- Monitoring supplier delivery reliability;
- Determining guidelines for good master data.

These guidelines and reports should provide the Gazelle management with the opportunity to answer these questions.

Gazelle develops and produces the safest, most comfortable, durable and beautiful bicycles.





## Results

By using Every Angle, Gazelle has achieved the following results:

- Every Angle fully live within 1 day;
- Clean order portfolio;
- Monitoring of the supplier delivery reliability;
- Flexible insight into operational bottlenecks;
- Improvement of knowledge levels of process and SAP configuration;
- Structured approach to process optimization.

### Implementation of Every Angle

After a demonstration for IT manager John Smits, Gazelle received an invitation to attend the Every Angle customer day to see a bit more of the possibilities that Every Angle offers. On this day, it was agreed immediately that Every Angle would be installed at Gazelle so that the planned demo a week later for a large audience would be a live demo, using SAP data from Gazelle.

The technical installation of Every Angle software took less than a day. Once the installation had been completed, a test download was carried out to check whether the system was ready for a full download from a technical point of view. Subsequently, the very first download could take place. Then a daily download was set up, so as to always have fresh data available. A week later, the live demonstration happened. Gazelle's own data on the system proved the added value: issues were recognized and made visible by Every Angle.

Since January 2010, Gazelle has been using the Every Angle software company wide.

### Examples

- **Optimizing master data**

One of Gazelle's objectives concerns the optimization of the master data. For example, parts lists are very important in the production process of a bicycle. From the very beginning, Gazelle has deployed Every Angle for making reports on parts lists. Gazelle kept Excel lists for monitoring the progress of NPI (New Product Introduction) statuses. With Every Angle, it is possible to track bicycles as well as the component parts. In Every Angle, the data can easily be linked so you can see everything at a glance. So the Excel list made way for an Every Angle report. Moreover, with all the links available in Every Angle, you can now also see whether the systems flags up the need for certain parts that have not yet been released on account of the NPI. The angle created shows the stages that articles are at, together with the expected level of demand.



- **Tjalling de Vries, Supply Chain Manager at Gazelle:**

*"Gazelle wanted to have a more accurate control, but previously quite often did not know how to get the right priorities and exception lists from SAP. With Every Angle we managed to do that."*

- **Rolf Verspuij, CFO at Gazelle:**

*"Every Angle is really very user-friendly. It is truly aimed at improving the operational execution by making data problems, under-performance and chain issues transparent in a simple way. And that is just what we need at Gazelle."*

- **Improved delivery reliability.**

As a follow-up to the angle used for tracking the needs in the system for new products, delivery reliability of the suppliers of these component parts is monitored. It is crucial for Gazelle to know whether the reserved parts are going to be delivered on time or that action must be taken to ensure that production can start on time.