



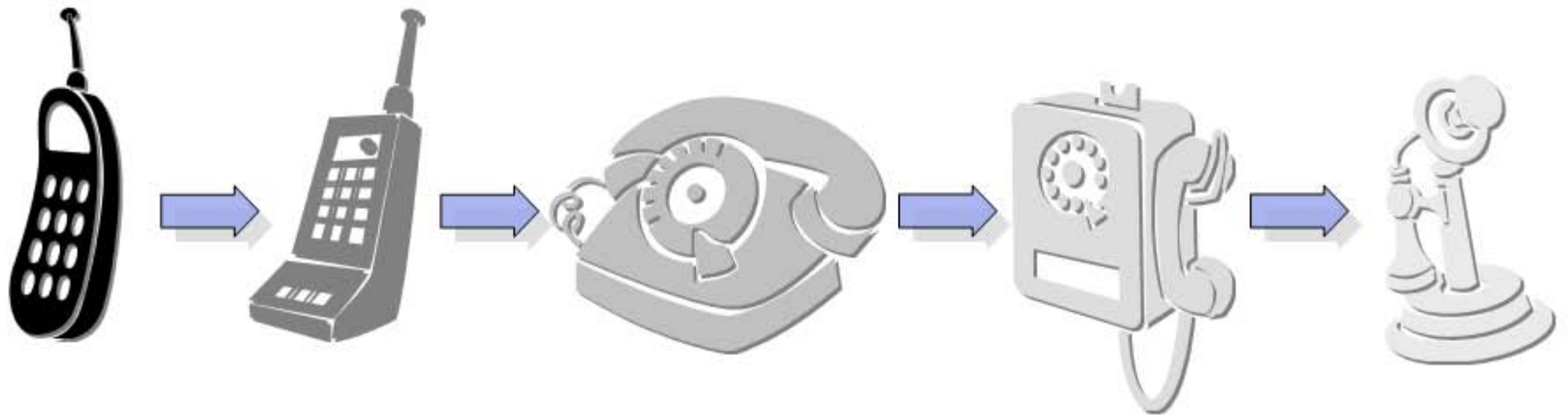
Global Business Services

Complex Programs: The Supply Chain's Response

Ralph Carpenter
IBM Global Business Services

Challenges for Suppliers in a Complex Program

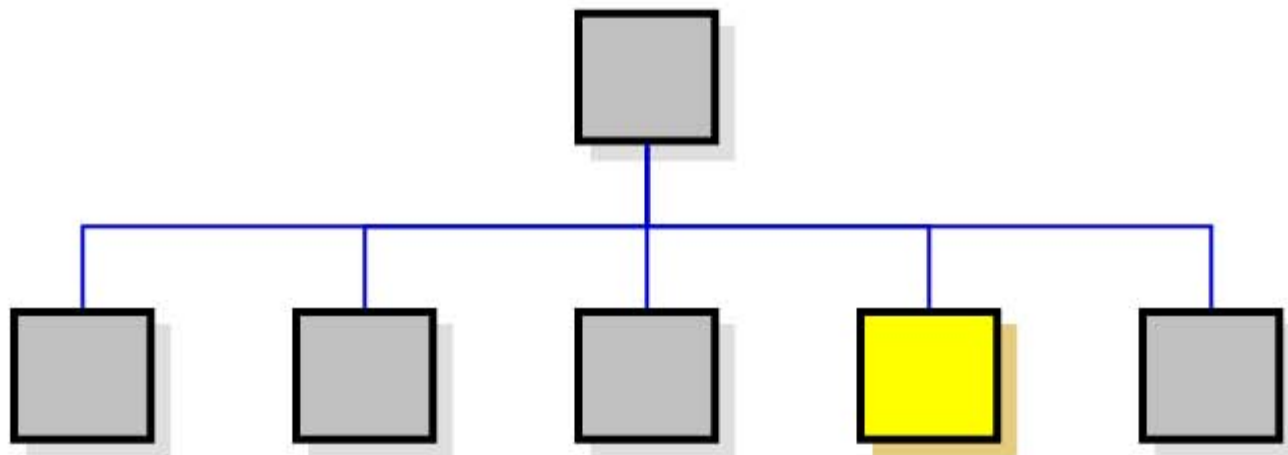
Filtered Communication



**Each Supply Chain handoff
changes the message and reduces clarity**

Challenges for Suppliers in a Complex Program

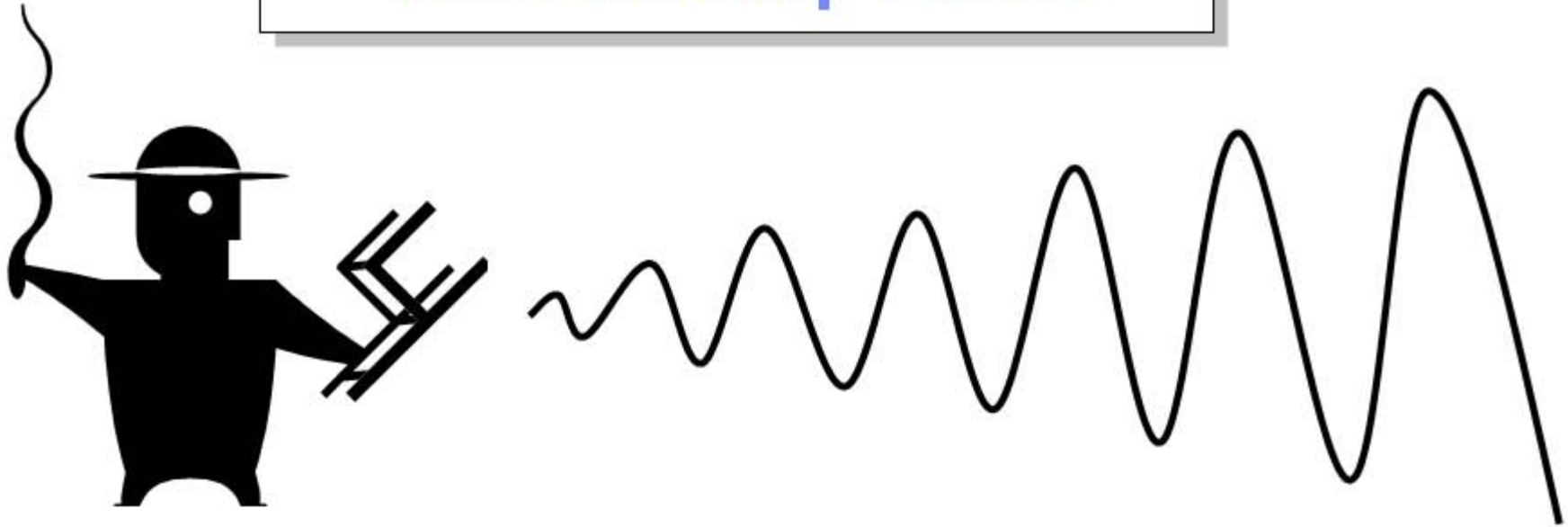
Interdependence



Performance issues at one Supplier
can affect the entire Supply Chain

Challenges for Suppliers in a Complex Program

The Bullwhip Effect



Small changes at the Customer
create major changes down the Supply Chain

Supply Chain Representatives



Curtis Reusser, Segment President - Electronic Systems



Roger Weiss, VP, Materiel & Supply



Ed Wheeler, President - Defense & Space Systems

Questions

1. How can communications be improved between Customers and Suppliers?
2. How can the impact of schedule changes (accelerations and decelerations) be flattened through the Supply Chain?
3. Are A&D Supply Chains collaborative or confrontational?
Are there any particular factors that drive that?
4. Do the FAR's help or hinder collaboration?
Do specific commercial practices help or hinder collaboration?
5. Is there specific advice you would give to your Customers that would improve the performance of the Supply Chain?