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Tmall P&G Store Supply Chain Innovation

天猫宝洁店供应链创新



DigitaleCommerce
P&G Serving Consumers. Everywhere

Davis Zhao

Director of eCom Supply Chain, P&G (China)



WORK HISTORY

- 2014.5~present eCommerce Supply Chain Director
- 2012.2~ 2014.5 Customer Logistics Director
- 2009.7~2012.1 Demand Planning Leader
- 2006.5~2009.6 External Supply Operation Leader
- 2002.5 ~2006.4 Category Supply Planning Manager
- 1998.7~2002.4 Plant Production Manager



A shopping cart filled with orange cans in a supermarket aisle. The cart is in the foreground, and the aisle is filled with shelves of products in the background.

Win Supply Chain,

Win eCommerce !

在电商，得供应链者得天下！

Win Supply Chain, Win eCommerce

得供应链者得天下

成本

Cost to
Serve

- Best: <9% of Sales
- Worst: >20% of Sales

速度

Speed to
Serve

- Best: Several hours
- Worst: >5 days

库存

Cash to
Serve

- Best: <7 days
- Worst: >45 days

Have we win our supply chain?



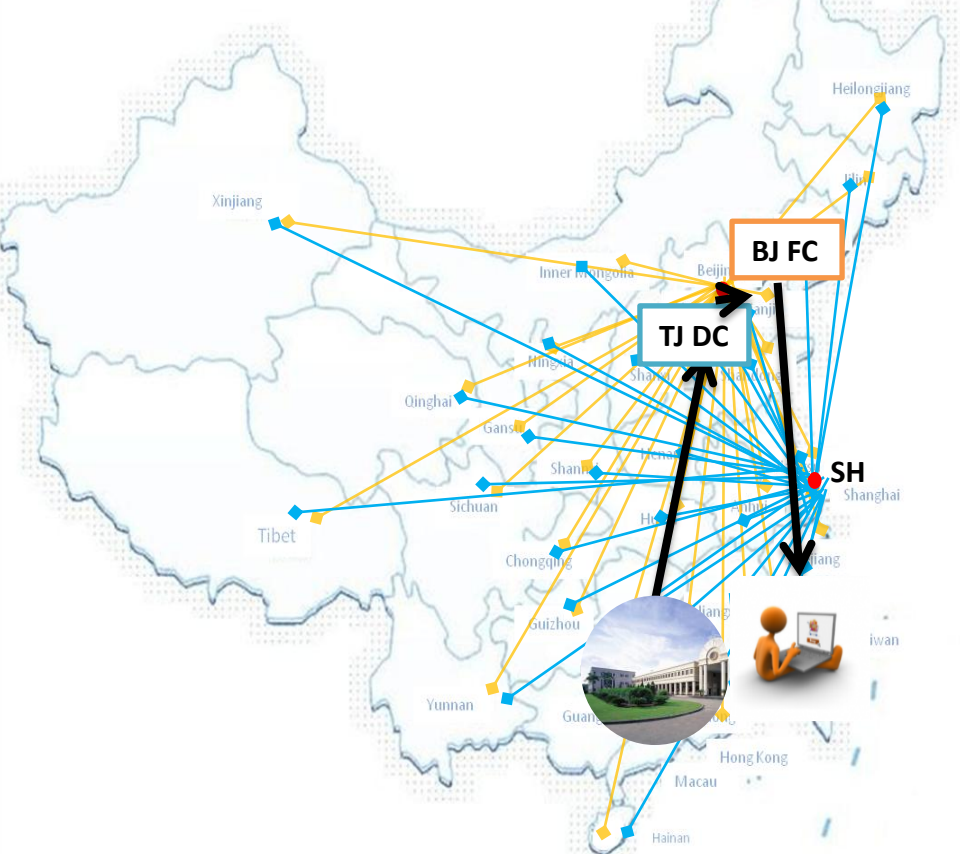
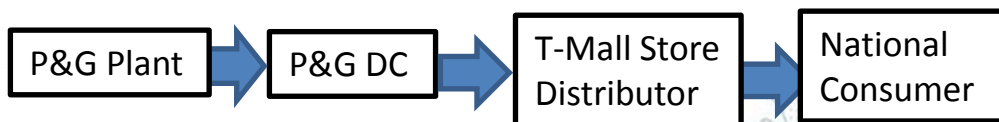
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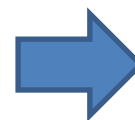
Background: Tmall P&G Store Business Challenge

项目背景：我们在天猫宝洁店面临的挑战

Previous Supply Chain



居高不下的供应链成本
High Cost to Serve



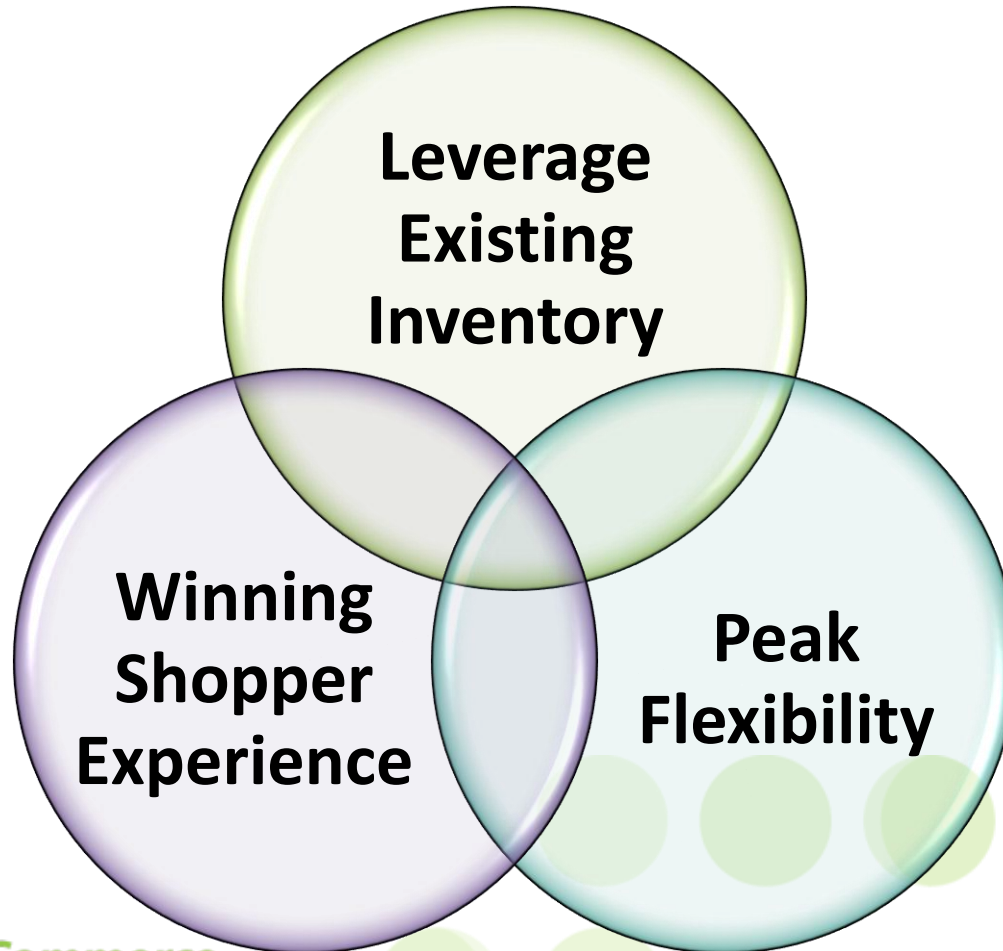
消费者需求满足速度慢
Slow Speed to Serve



高企的供应链库存
High Cash to Serve

Thinking: Create Value from Supply Chain Innovation

思考：如何通过供应链创新赢得生意



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Tmall P&G Store Supply Chain Innovation

天猫宝洁店供应链三大创新

- 1. Multi-FC Co-located with P&G DC and Direct to Consumer**
仓配一体化和消费者直运
- 2. Package Fit For Use**
包装革新
- 3. Big Event Supply To Order**
高峰订单按需供应

Innovation 1: Multi-FC Co-located with P&G DC and DTC

创新1: 仓配一体化和消费者直运

Before



After



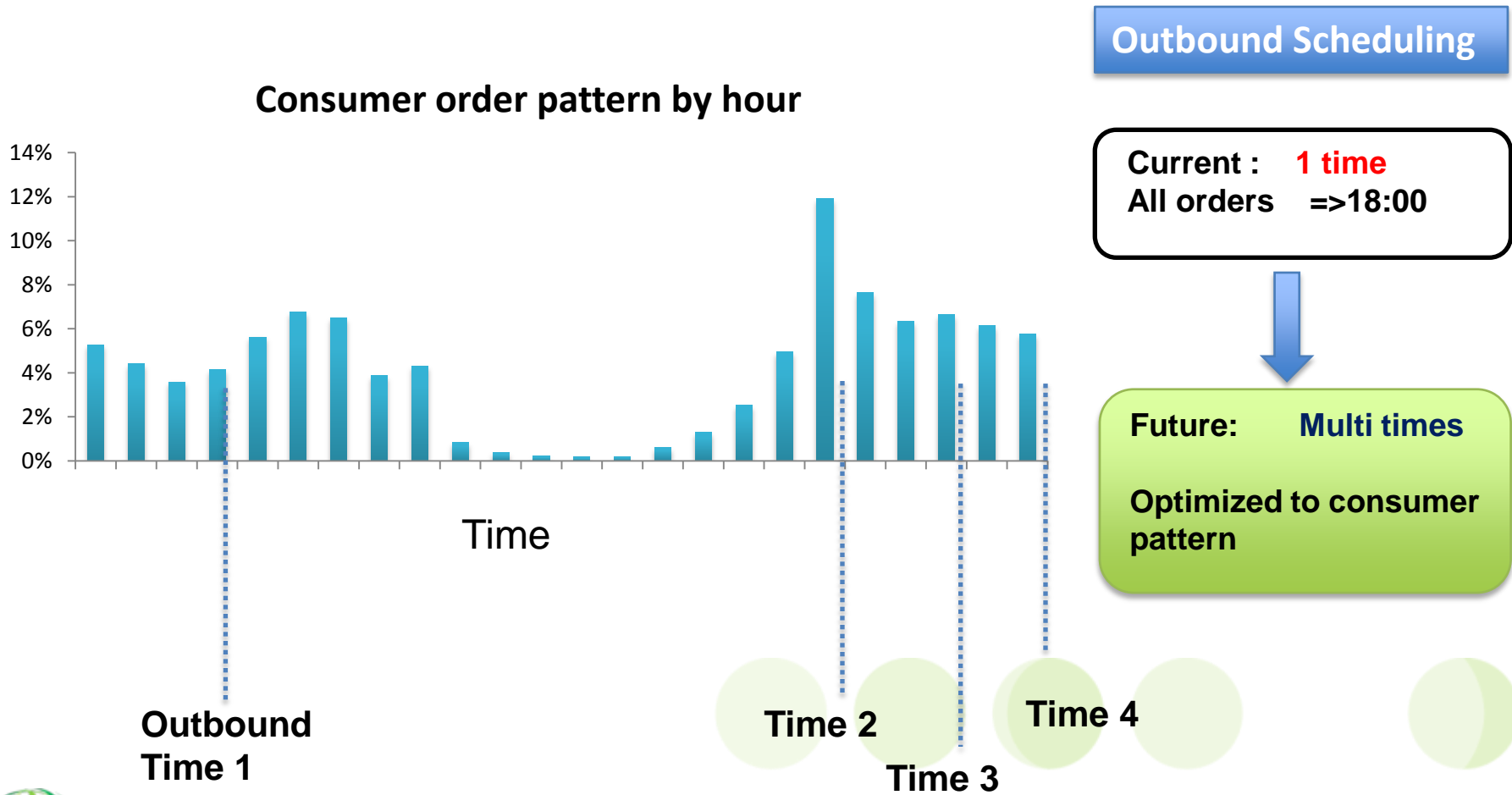
Key intervention-

1. Tmall P&G store FC co-located with P&G DC to direct ship products to consumer.
2. Expand co-located FC nationally to shorten consumer delivery distance.

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Innovation 1: Multi-FC Co-located with P&G DC and DTC

创新1: 仓配一体化和消费者直运



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Innovation 2: Package Fit For Use

创新2：包装革新



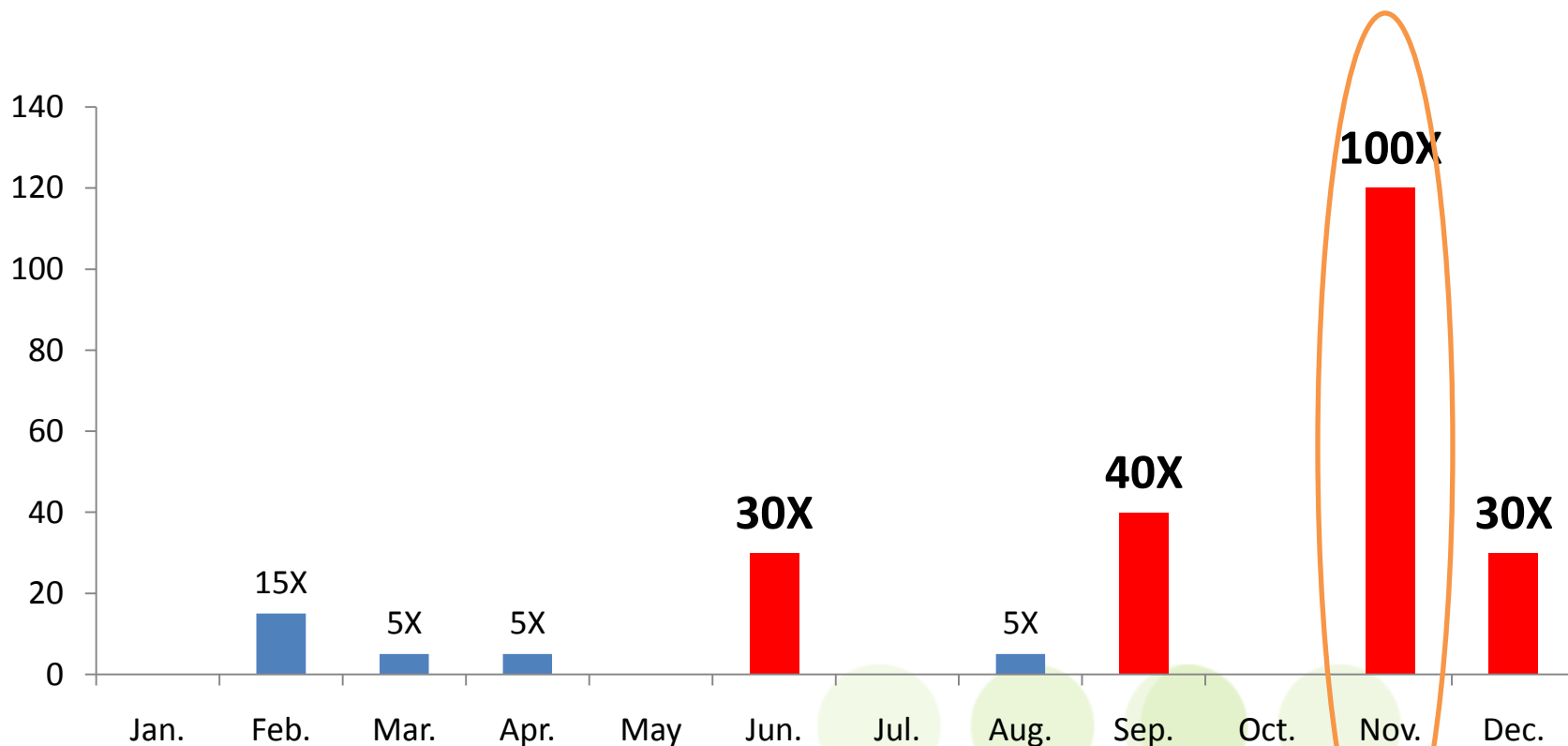
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Innovation 3: Big Event Supply To Order

创新3：高峰订单按需供应

11.11 is the biggest window – Daily sales at 100X vs. daily sales



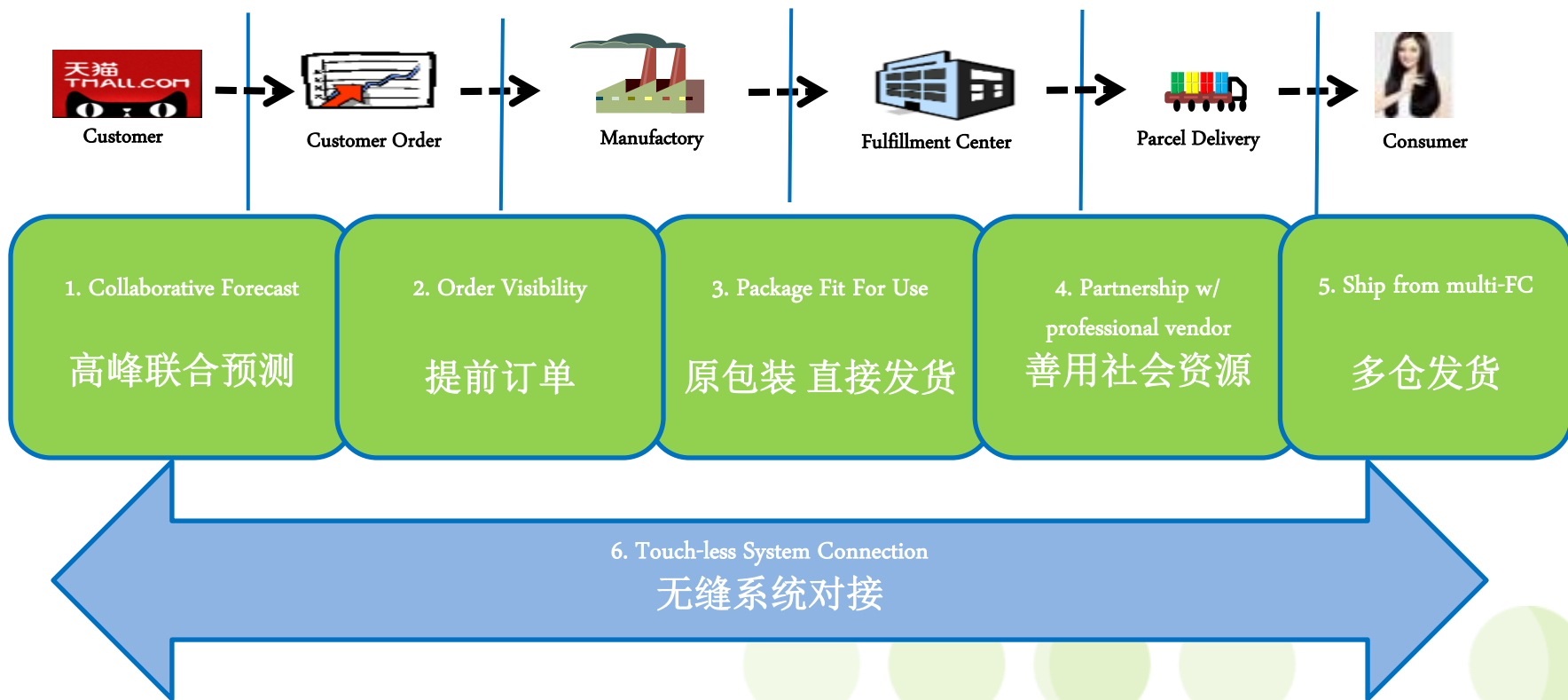
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Innovation 3: Big Event Supply To Order

创新3：高峰订单按需供应

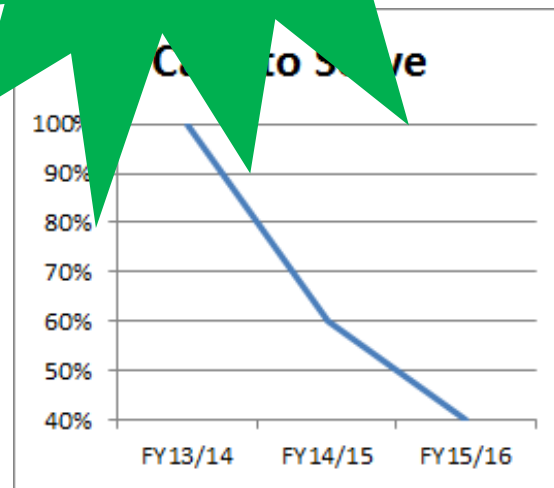
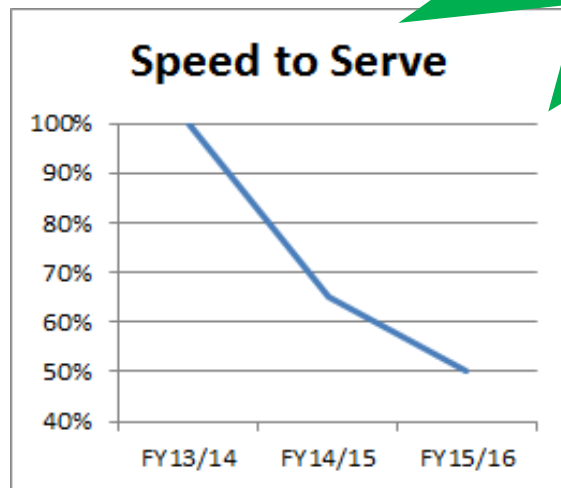
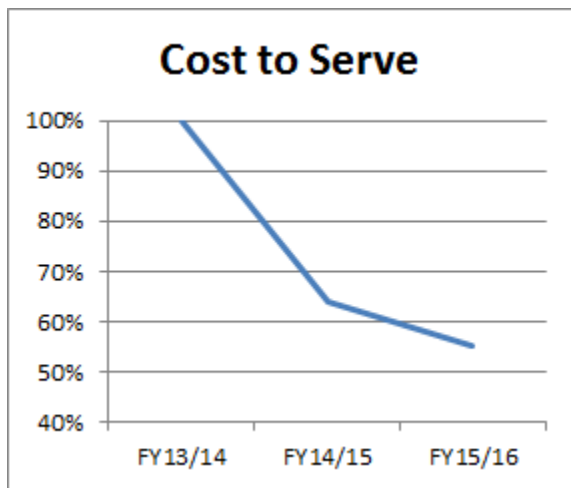
End-to-end supply chain breakthroughs:



Business Results Progress

供应链创新帮助赢在电商

Cost/Speed to serve at
>40% reduction
供应链成本节省40%和消费者
订单服务速度提高40%



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Thanks !

