

MillerKnoll

# 01

# Introduction

**Allison Lucas**  
**Operations Business**  
**Intelligence Manager**

# Navigating a Merger, Supply Chain Disruptions, and a Pandemic

## With Alteryx, Snowflake and Tableau

In Summer 2021, Herman Miller merged with another iconic design company, Knoll, to form MillerKnoll, a company with 19 brands and a global presence in over 100 countries. One of the key goals of the merger was to gain cost savings and efficiencies through a combined supply chain EXCEPT this merger happened to occur during a pandemic that was also a leading cause of major supply chain disruptions. In this session, we will explore how a business-embedded data analytics team was able to navigate these challenges, build an integrated data pipeline, and pave the path for savings and efficiency wins through the Alteryx, Snowflake, Tableau analytics stack.

# Allison Lucas

## Operations Business Intelligence Manager

- Global Operations Business Intelligence
- Insights and Decision Making through Data
- Self Service Analytics
- Alteryx, Tableau, Snowflake, Power Automate (msft)
- VP in Technology at Goldman Sachs
- Bachelor's in Journalism (Indiana University); Masters in Information Systems (DePaul University)
- Barrier Breaker, Mom, Watercolor Artist



# Who is MillerKnoll?

Collective of dynamic brands that comes together to design the world we live in



**Knoll**



**DATESWEISER**



**EDELMAN**  
LEATHER

**fully**

**GEIGER**

**HAY**

HOLLY HUNT

**Knoll**Textiles

**maars** LIVING WALLS

**maharam**

**MUUTO**

naught**one**

spinneybeck | filzfelt •

# Who is MillerKnoll?



Aeron Task Chair



Eames Lounge Chair and Ottoman



Womb Chair and Ottoman

# 02

**A Merger, a Pandemic,  
and a Supply Chain Crisis  
walk into a bar...**



## 2020 - 2021

### 2020

Covid-19 causes global pandemic, effectively shutting down in person activities in March



### 2021

Due to the pandemic and the invasion of Ukraine, global supply chains and shipments slow, causing worldwide shortages



### 2021 - July

Herman Miller completes acquisition of Knoll to form MillerKnoll



# What Wall Street wants...

## **Economies of Scale**

Similar products → similar supplier base / dual sourcing options

## **Supplier Leverage**

The larger the portfolio, the more spend, the more leverage with supplier pricing

## **Material Standardization**

Standardize materials across brands to take advantage of economies of scale / supplier tiered pricing

## **Manufacturing COE's**

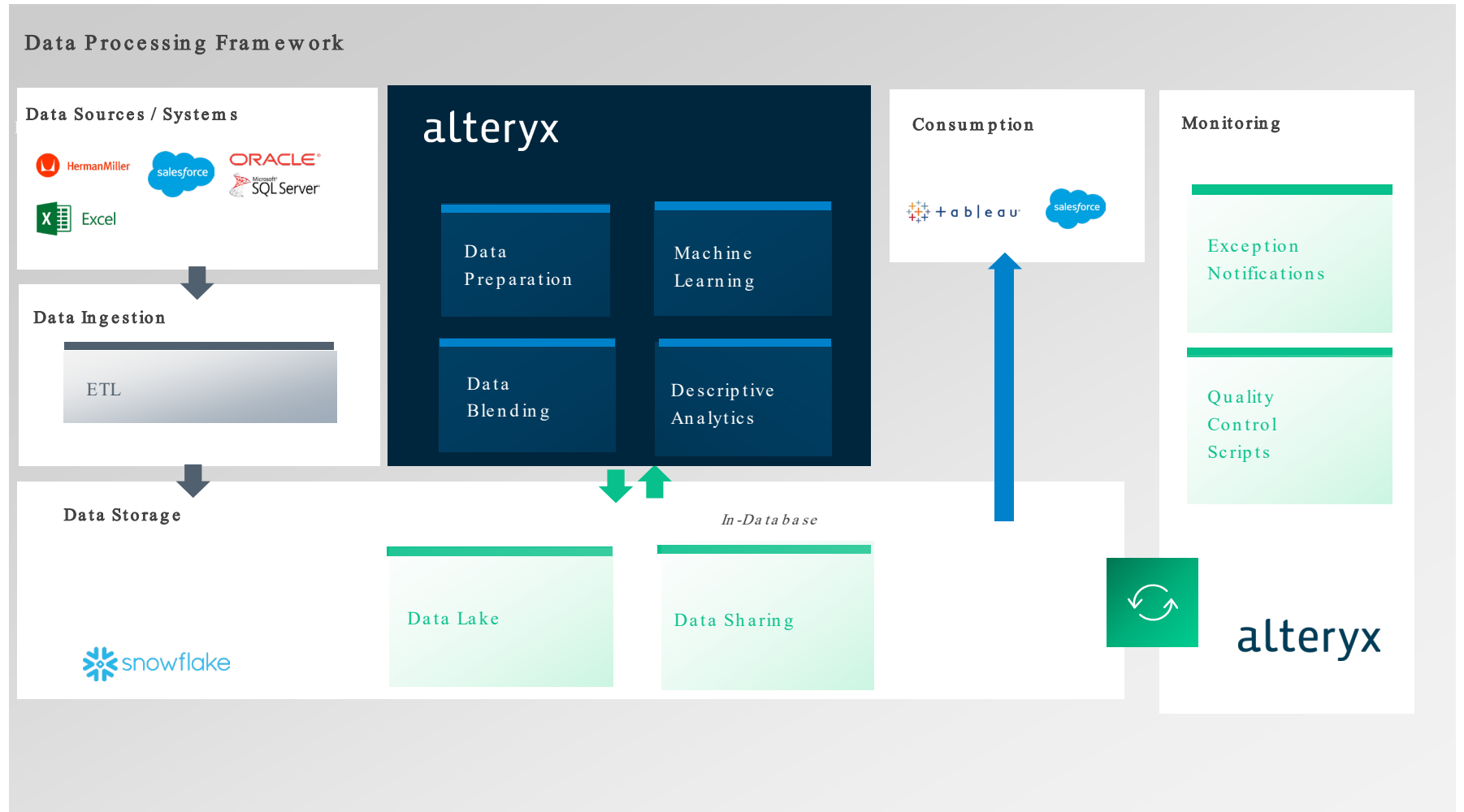
Establish Centers of Excellence between all the manufacturing sites so each site is focused on producing what they do best across multiple brands

03

# Survival of the Fastest

# The Technology: Establishing the SALT Stack

- Disparate Data Sources
- ETL Ingestion
- Data Storage
- Consumption
- Monitoring



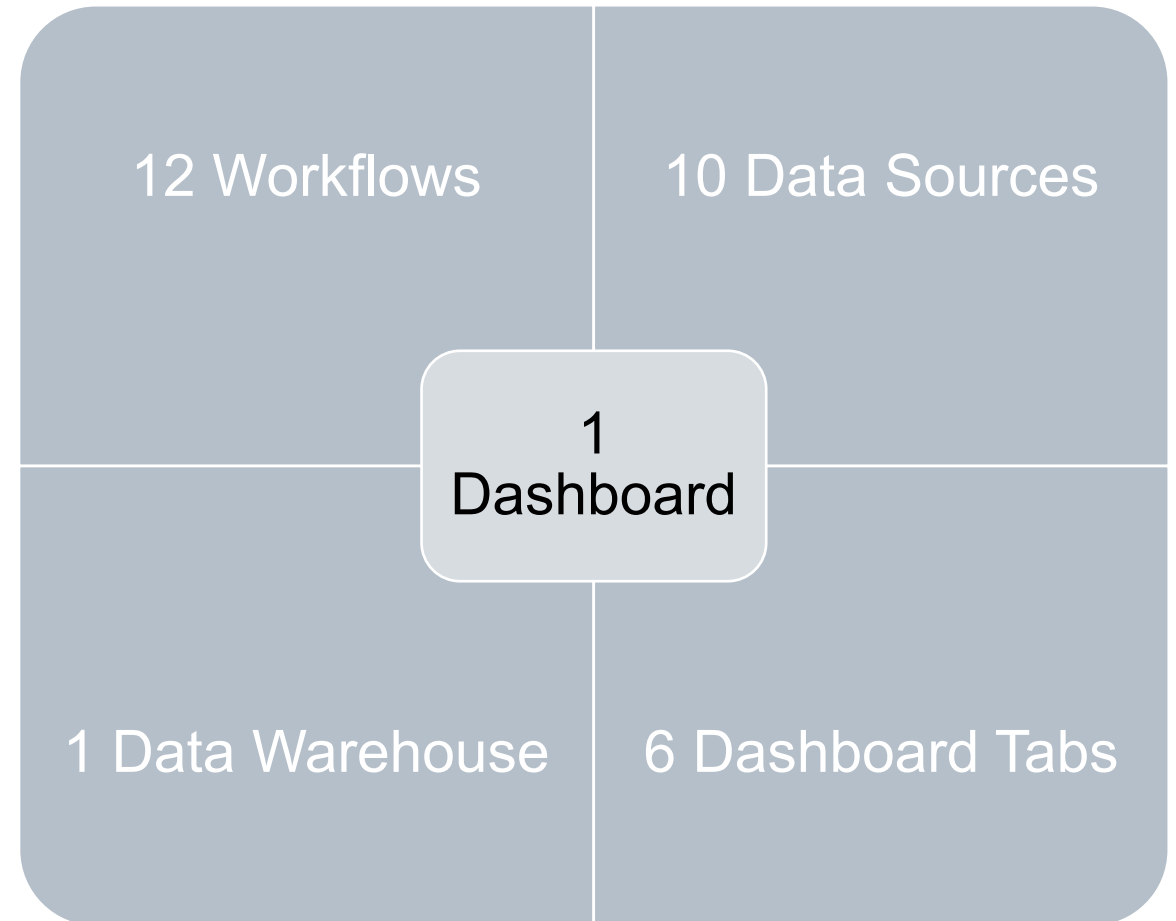
# Reliability is the Name of the Game

## One Word, Many Definitions

- OTC: On time to Customer
- OTR: On time to Receipt

## Order Backlog Tracking

- What are we behind on?
- How far are we behind on it?
- How long will it take us to catch up?
- What is the cause of the delay?
- How much revenue is tied up in the backlog?
- What future orders are being planned late?



# Everyone wants to see Dashboards

## Future Late (Expected)

*Definition for Future Late:*

All companies EXCEPT 110: ICO Date is Today or Later AND Available Date for Item is Later than ICO Date

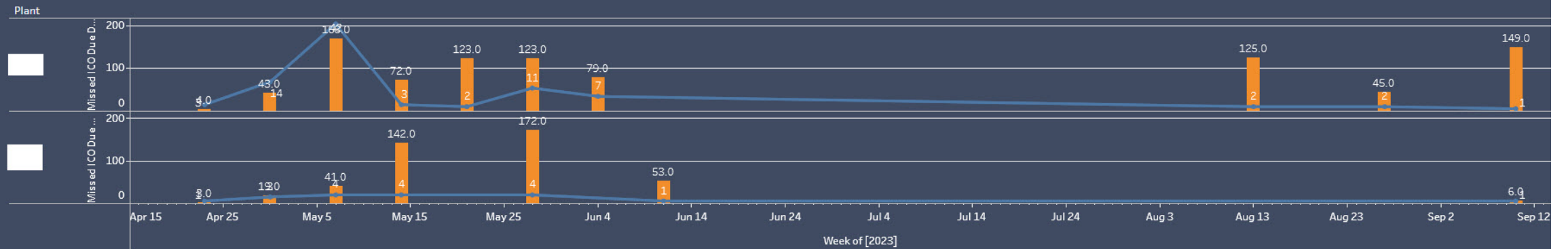
Purchase Complete (110): ICO Date is Today or Later AND Requested Ship Date for Order is earlier than ICO Date

Data Sources: Rapid Response Late Orders Reliability Report and Baan Order Data / Purchase Complete Data

Plant: (Multiple values) | Rhythm Resource: (All) | Sales Order # Search: | Item # Search: | Pending Orders:  (All)  N  Y | Week of: 4/23/2023 to 9/24/2023

### Expected Late Completions by Week

Hover over Plant to Expand to Resource



### Expected Late Completions by Week

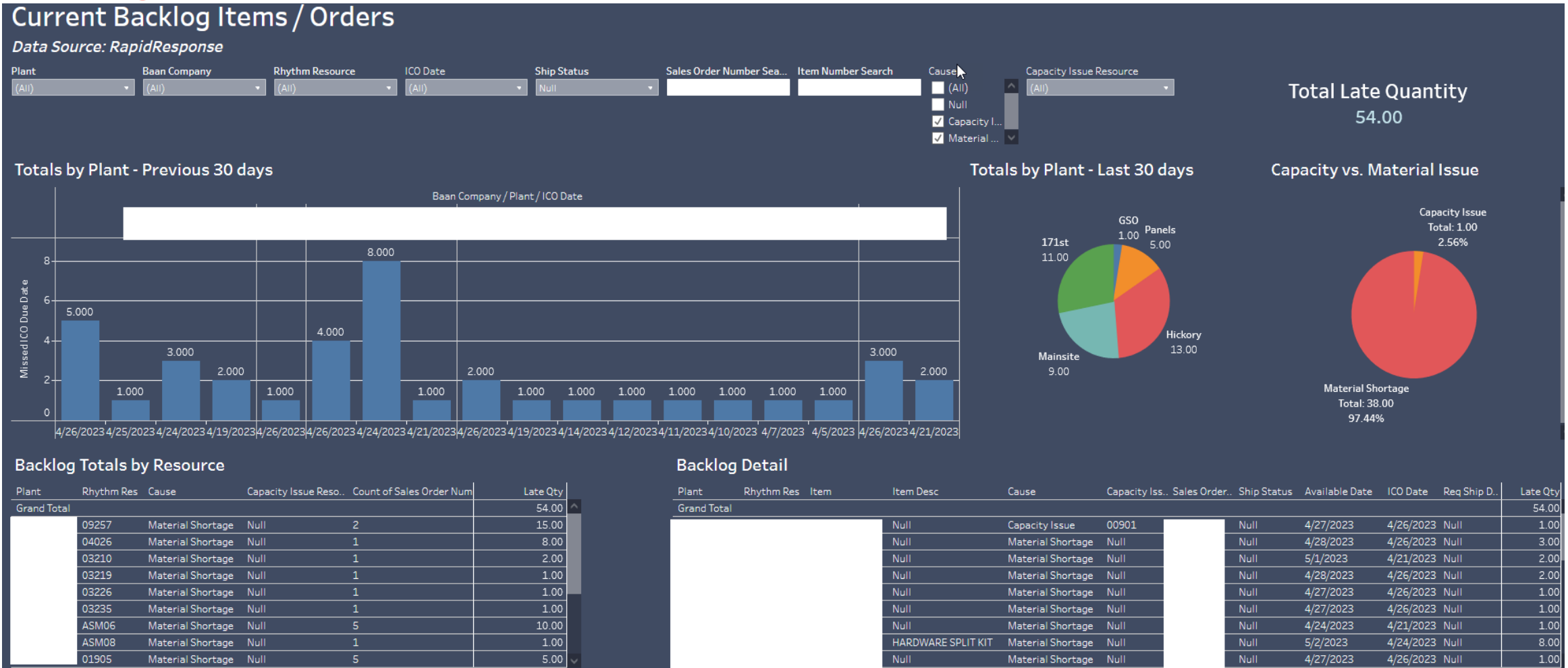
Hover over Plant to Expand to Resource

Plant	Week of										
	4/23/20..	4/30/20..	5/7/2023	5/14/20..	5/21/20..	5/28/20..	6/4/2023	6/11/20..	8/13/20..	8/27/20..	9/10/20..
[Plant]	4	43	168	72	123	123	79		125	45	149
[Plant]	3	19	41	142		172		53			6

### Expected Late by Part

Plant	Baan Comp..	Rhythm Res	Sales Order..	Item	ICO Date	Available D..	Req Ship Da..	Quantity
[Plant]					5/25/2023	5/26/2023	Null	10.0
[Plant]					4/26/2023	4/27/2023	Null	1.0
[Plant]					5/11/2023	5/12/2023	Null	10.0
[Plant]					5/10/2023	5/11/2023	Null	6.0
[Plant]					5/10/2023	5/11/2023	Null	1.0
[Plant]					5/10/2023	5/11/2023	Null	2.0
[Plant]					5/10/2023	5/11/2023	Null	1.0

# Everyone wants to see Dashboards



# Where is my Order?

## On Time to Customer

Did the order get shipped when we said it would?



Emailed Excel  
Report

- Macros



Automate Data  
Updates

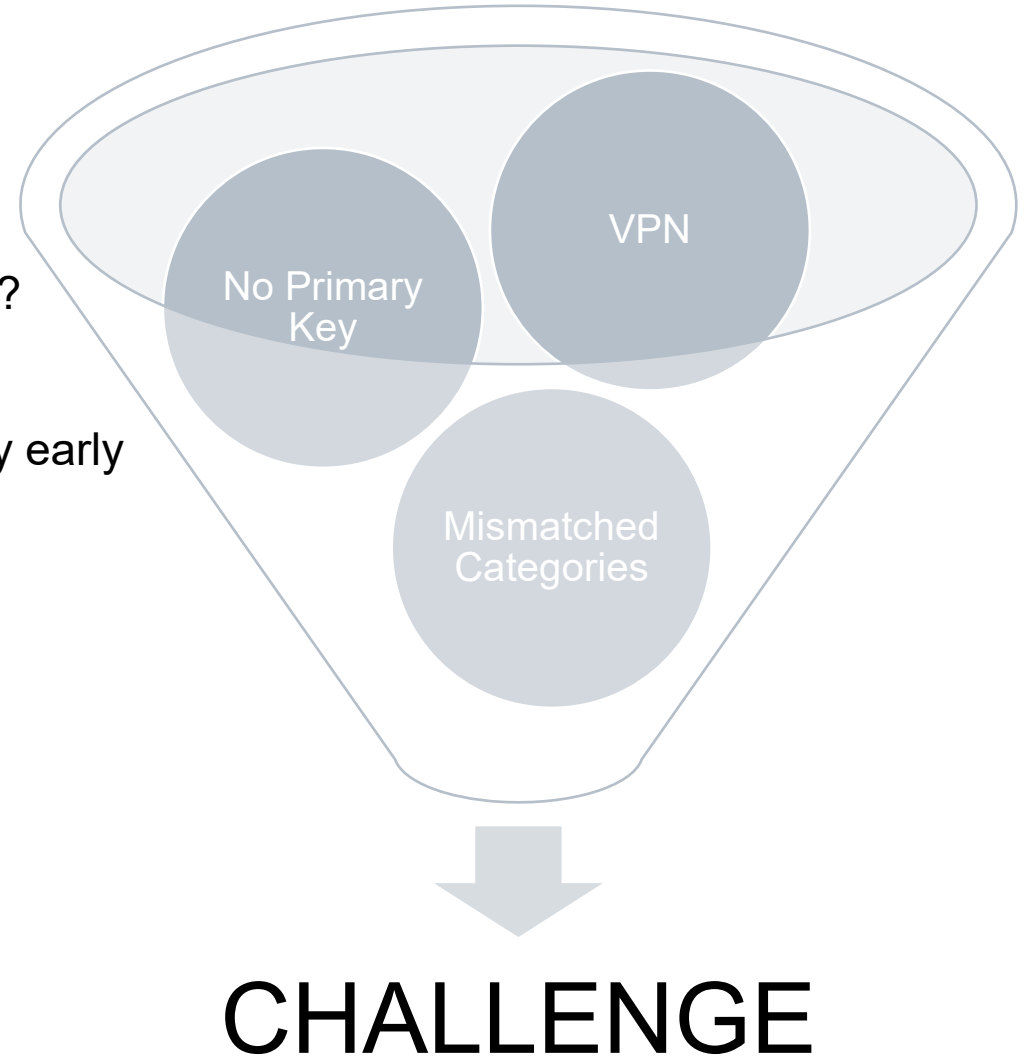
- Eliminate Manual  
Data Entry

# Where is my Order?

## On Time to Receipt

Did our supplier deliver our materials when they said they would?

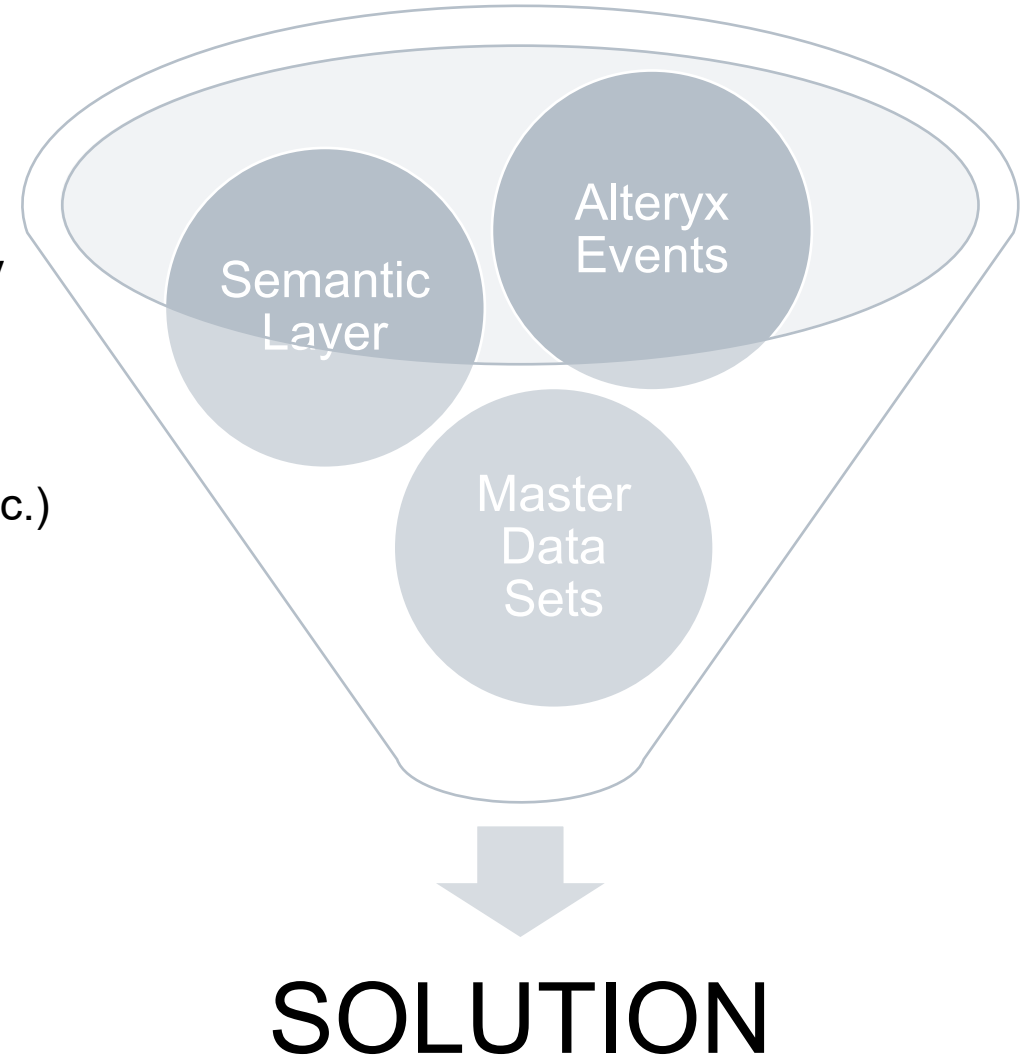
- Supply Management Teams from Knoll and Miller merged very early
- Priorities:
  - Supplier Spend synergies and strategy
  - Supplier Quality and Delivery



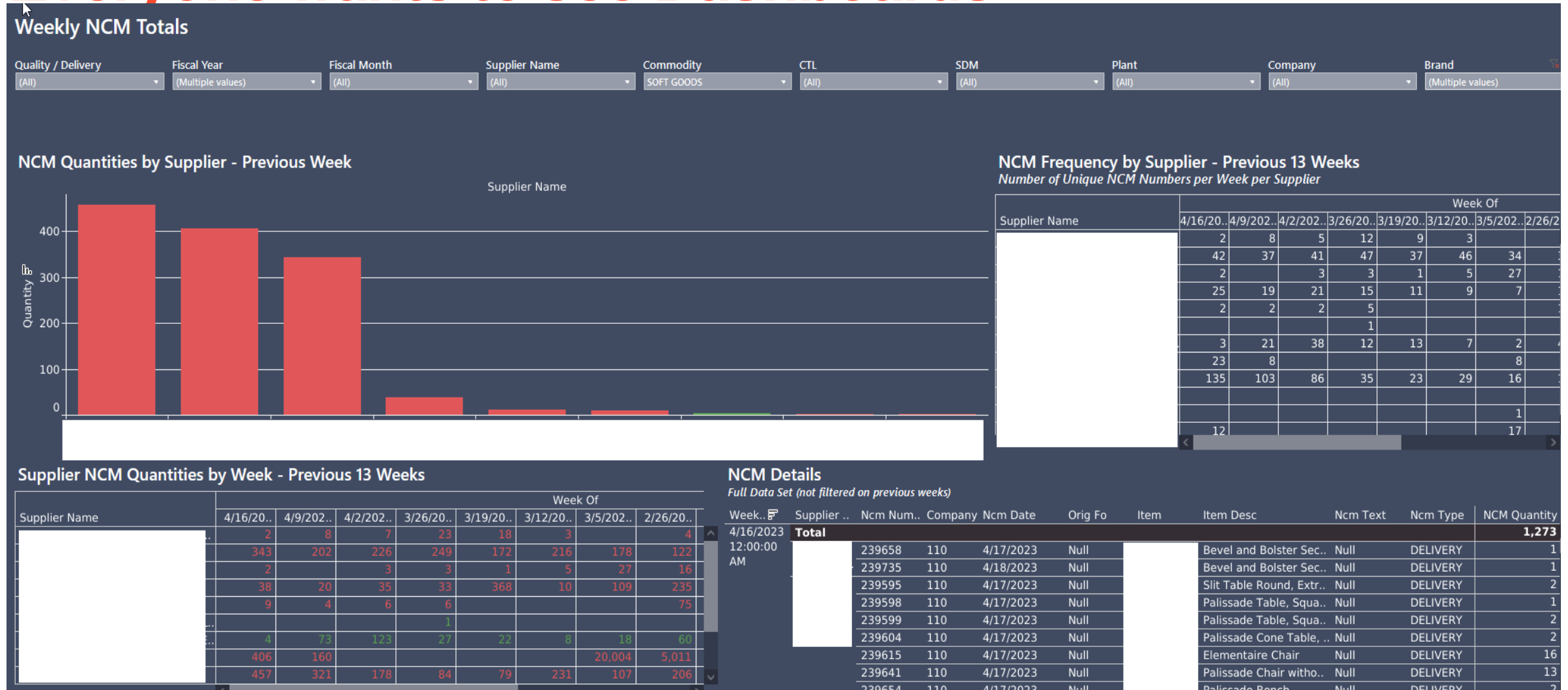


# Where is my Order?

- Establishing connectivity to Knoll data required a VPN... and created challenges to reaching Miller data simultaneously
- Used Alteryx to:
  - Review current state of Knoll Data
  - Identify data quality issues (no primary key, misspellings, etc.)
  - Create a Semantic Layer to match Miller data structure
  - Create Supplier Data Master
- Maintain Master Data in Snowflake
- Feed Tableau Dashboard from Snowflake Data Sources



# Everyone wants to see Dashboards



# Thank You