

JUNIPER NETWORKS

CASE STUDY

Excellence With No Boundaries

SITUATION

Juniper Networks, Inc. is the leader in high-performance networking. Juniper offers a high-performance network infrastructure that creates a responsive and trusted environment for accelerating the deployment of services and applications over a single network. The company's routing, security and switching technology and services run the world's largest and most demanding global networks, which include the top 100 global service providers, 30,000 enterprises, including 99 of the Global Fortune 100, as well hundreds of federal, state and local government agencies and higher education organizations.

Juniper delivers solutions and builds partnerships that support its customers' growth and operational efficiency objectives all over the world and has dedicated itself to developing new and innovative technologies. However, early in 2007, the company found itself in a situation where it required a quick and complete turnkey depot operations start-up across the southern border of the U.S. from its Sunnyvale, Calif., headquarters. It needed to accommodate new customers in Mexico, and it needed to set up the necessary logistics infrastructure in less than 30 days. Based on the experiences of several key Juniper personnel with Flash Global for more than a decade, it was clear that Flash was a logistics solutions provider that could get the job done both across the border and within the time requirements.

Juniper has a unique and fundamentally different way of looking at the challenges of the global network, and has developed and productized some of the industry's most groundbreaking innovations across every aspect of networking technology. However, it had a more immediate challenge in early 2007 - namely, how to open up 45 depots in Mexico in less than 30 days. The challenge was that the company needed to grow its in-country presence in Mexico fairly quickly in order to support its existing and growing base of customers.

Flash was chosen because it was perceived to have all of the capabilities necessary to support the Mexico geographic marketplace. So, the Juniper management reached out to Flash with a scenario for quickly building the necessary infrastructure to support its Mexico customers. Thus, in Q1 2007, Flash was asked to establish 45 depot locations in less than 30 days. In conjunction with this request, Flash was also asked to assist the company in building out its own electronic capabilities in terms of migrating from historical EDI capabilities to a more robust XML model.

CHALLENGE

The timeframe for accomplishing this critical market-entry endeavor on the part of Juniper could not have been tighter. Juniper asked Flash to first assist the company in supporting its customers throughout the LATAM (Latin American) geographic markets, preliminarily focusing on Brazil and, secondarily, on other Latin American countries. It soon became clear Flash had all of the requisite tools, resources and expertise needed to expand Juniper's infrastructure in terms of:

- Knowledge of the Mexico geographic marketplace.
- Internal IT operations skills and capabilities.
- XML knowledge and experience.
- A high level of customer service and support options.

All told, and after careful consideration, Flash was deemed a truly good fit with Juniper.



FlashGlobal

SOLUTION

On March 30, 2007, the Juniper's Global Service Operations organization opened 45 new 4-hour support depots in Mexico. This project was triggered in response to expanding business opportunities in the high growth market of Mexico and resulted in a significant increase in service coverage within the region. The Global Services Operations (GSO) team partnered with Flash, a proven third-party service supply chain solutions provider, to operate the expanded infrastructure. Flash was chosen on the basis of its high levels of expertise in supply chain management, customer delivery, call center operations and systems integration on a global scale, particularly within Mexico. The addition of these new depots gave Juniper the capability to provide all levels of support to approximately 70% of the major population areas in Mexico.

According to David Bertsch, senior supply chain manager, America's International, "The investment in this expanded infrastructure will undoubtedly give Juniper customers access to a broader range of services and the ability to leverage the Juniper supply chain as a competitive advantage."

The solution was quickly apparent. However, the process of moving forward could have been somewhat problematic until Flash entered the picture. Flash operates as one company with one single technology platform across many borders, acting in global unison to serve the needs of its clients worldwide. Flash has a global approach in every facet of the business, from the multilingual expertise of the team to the far-reaching global presence of its more than 750 forward stocking locations (FSLs) and 17 multi-client distribution centers (DCs) and three Global Service Centers in the Flash Network around the world.



Flash maintains five command centers, in Mountain Lakes, N.J.; Mexico City; Sao Paulo, Brazil; Tokyo; and Amsterdam, the Netherlands, and applies this global expertise to the relationships fostered among its network and all proprietary locations. As such, Flash has in-country expertise in every area of the world as well as the capability to support its customers through a holistic supply chain services portfolio. As one company across many borders, Flash routinely applies its trade compliance expertise and has delivered proven local solutions in every region of the globe, including Mexico.

PROCESS

In conjunction with the expansion of Juniper's service and support capabilities into Mexico, Flash was also asked to participate with the company in its implementation of XML capabilities as part of a related corporate initiative that went live in 2008. As Juniper continues its geographic expansion program, it will leverage Flash's capabilities as a means to increase its global footprint. The company currently uses multiple Flash locations in the United States, Canada and Mexico to support its customers.

The principal reasons why Juniper Networks selected Flash to assist in this key expansion program were based primarily on its expert knowledge of the Mexican marketplace; the preparation of a detailed, documented plan for moving forward; the IT skills, tools and expertise to make it all happen; and a full understanding of the time constraints associated with the depot rollout. In other words, Flash:

- Was a known and proven commodity to key Juniper management personnel who had worked with them while at previous companies over the years.
- Documented not only what needed to be done but how it was to be done.
- Replicated its global logistics solution support model to fit Juniper's specific needs.
- Proved they could meet all the company's requirements with respect to timeframe and footprint.
- Had the requisite depth, knowledge and understanding of operations in Latin America, an established in-country presence in Mexico as well as documented experience of working there successfully.
- Had the IT tools, resources and expertise to implement XML as the exchange capability.
- Was a global player and already had a call center operating in Mexico.

Juniper chose to enlist the services of Flash largely because of its:

- Overall support capabilities.
- Ability to find the right solution for the customer.
- Nimbleness, agility and flexibility.
- IT capabilities.
- Ability to respond quickly.
- Willingness to solve even the most complex issues.
- Ability to create innovative, customized solutions.

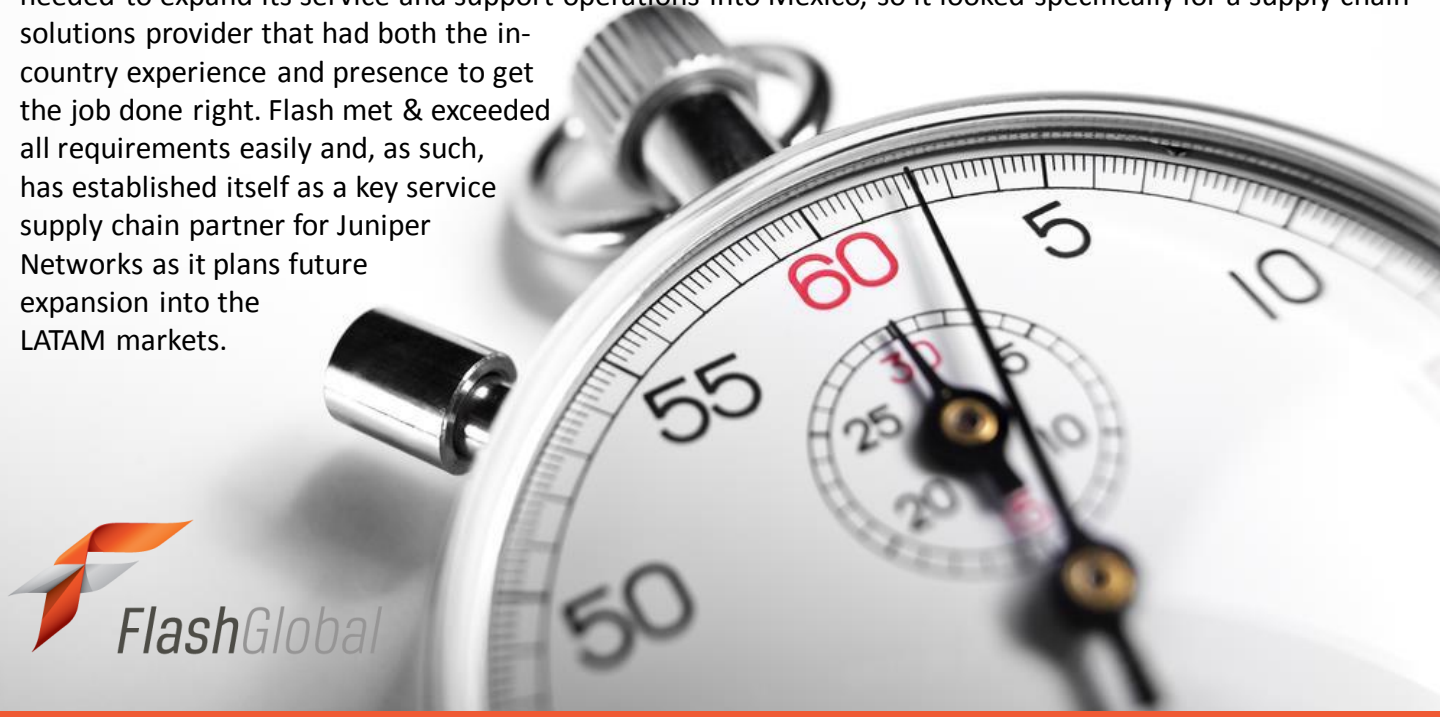
FlashGlobal

RESULTS

Ultimately, Flash's IT capabilities — driven by FlashTrac — were a key differentiator in the eyes of Juniper. FlashTrac is a proprietary, configurable, web-based system specifically designed for critical parts logistics operations, particularly inventory management and order processing. The benefits realized by the Juniper through Flash's logistics solution were many:

- Business expansion into the Mexico market was completed in less than 30 days, enabling Juniper to provide full logistics support to customers.
- The existing Next Business Day return-to-factory timeframe was upgraded to 2-4 hour support as a result of the upgraded geographic footprint.
- Distribution time to Mexico in terms of both pipeline and shelf-to-shelf was reduced by 75%.
- There was a 60% reduction in replenishment from the United States.
- Customer satisfaction levels among Juniper's clients in Mexico improved significantly.

Basically, Juniper management provided Flash with the challenges relating to its goals and objectives for supporting the Mexico market, and Flash was not only ready to go in 30 days – it completed the job in less than 30 days. That level of performance is a primary reason why Juniper turns to Flash for holistic supply chain solutions. Juniper's customer service management team also had past relationships and dealings with the Flash IT organization. Flash not only had the knowledge of XML that could be leveraged into Juniper's planned expansion into Mexico, but they also had specific knowledge of Juniper's XML capabilities throughout the entire organization. As an early adopter of XML technology, Flash had the expertise needed to take Juniper's IT capabilities to the next level. The challenge was initially how to most effectively and efficiently get Juniper fully entrenched in the Mexico geographic market. The solution Flash provided not only met those key challenges, but also was used to solve a data interface issue —the end result being the ability to measure, monitor and track logistics-related data/activity that Flash manages. Juniper said the ability to grasp this key facet of the business made Flash the clear choice over competing vendors. Not only that, but the customer-friendly nature of Flash's IT team made it a much more satisfying situation overall. The bottom line: Flash's experience and expertise helped Juniper achieve quicker start-up and implementation, reduced distribution time and related costs, and increased customer satisfaction. Juniper needed to expand its service and support operations into Mexico, so it looked specifically for a supply chain solutions provider that had both the in-country experience and presence to get the job done right. Flash met & exceeded all requirements easily and, as such, has established itself as a key service supply chain partner for Juniper Networks as it plans future expansion into the LATAM markets.



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