



**Visionary, Elegant & Robust Supply Chain Capabilities
Adexa iCollaboration Suite**

Solution Profile Series

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Executive Overview

Adexa has leveraged real vision into elegant SCM solutions that are robust enough to handle some of the most challenging problems in major manufacturing companies. Adexa's approach springs from the founders' deep experience as SCM users and at other SCM providers. They met their design objectives to overcome some of the shortcomings that have damped the real-world customer success of others.

Vision is a term frequently used to mean talking about things that won't be available for a long time, if ever. Adexa has never done that. In fact, their conservative marketing may have hurt growth, though it has helped credibility with customers. Adexa has had the *real* vision to understand what manufacturers need to run their businesses better – and they've developed effective software to meet that vision, anchored around a compelling value proposition.

Adexa provides industry-specific solutions that maximize the use of assets both within and beyond the four walls of an enterprise. For manufacturers and suppliers in complex environments such as semiconductors, electronics, textiles, apparel and automotive, Adexa delivers templates that map to specific business pains and industry initiatives. These solutions improve a company's return-on-assets (ROA) in three areas: (1) manufacturing capacity and equipment, (2) inventory and materials (both direct and indirect), and (3) people (including workers and management but also design and intellectual capital).

Elegance is the simplest, cleanest, most efficient approach to fully solve the problem. Adexa's genius is in simplifying the problem so that the solution can scale up and still deliver results fast – yet be accurate. Striving for elegance has also led them to develop, not buy, new software – and ensure it all works together seamlessly from a single data model.

Robust solutions are those that will truly solve a company's problems, even as the company grows and its business changes. In this case, the solutions have also proven robust enough to address different industries' needs effectively. Adexa's first production planning application was in semiconductor manufacturing, one of the most complex types of manufacturing to model. They have also tackled textiles, which has very different special requirements. Other major vendors' solutions could not fully model either of these production environments.

Adexa is a \$50M private company that more than doubled in size from 1999 to 2000 and held its own in the 2001 market downturn. It has strong customer reference accounts that consider Adexa a partner in solving tough problems. Adexa is growing partly because its customers are growing – and as others in their industries notice, they are buying, too. Adexa's vision has kept the suite abreast of the industry's needs; they've added collaborative solutions to the suite. Here, the speed of their elegant planning engines pays off in quick what-if analysis and replanning to accommodate change. They also recognize that collaboration is a cultural shift, and have an approach that meets customers' real adoption needs.

Using Adexa's iCollaboration software, major manufacturers report successful implementations in months rather than years – even in new industries – and dramatic ROI a few months after implementation. Customers such as General Motors, Toshiba, Philips, UMC, Firmenich, MiTAC and Pulse report high-dollar payoffs in repeat business with customers, faster time-to-market for new products, shorter cash-to-cash cycles, and lower costs for inventory, production and procurement.

Years later, Adexa's customers are still happy and improving their results. Collaboration and day-to-day management tools are much faster to implement. If this sounds like weak praise, many other SCM solutions – particularly in advanced production planning and scheduling (APS) – are shelved; only partially implemented; or if implemented, not used effectively. In contrast to better known top-tier competitors, Adexa has real reference accounts that have not only kept unique competitive processes, but also increased their performance.

Adexa's iCollaboration software offers pragmatic yet effective solutions to challenging problems. Their industry-focused approach delivers real capability to improve ROA across the value chain.

Industry Directions Assessment

Supply Chain Management (SCM) software for the largest manufacturers has often not delivered all of the benefits of its hype because the solutions are not fully implemented. This is due to a combination of complexity and the inability of first-generation SCM systems to model complex supply chains. Most SCM suites are composed of disparate technologies that don't integrate well. Also, many of their advanced features don't take into account how companies really work. There are many cumbersome and complex products that can solve only relatively simple problems effectively.

Adexa has designed its solutions to work together seamlessly, and solve very complex real-world problems. Two of Adexa's founders worked at other SCM solution providers previously. Both had created planning & scheduling solutions for manufacturers as well. This, combined with customer needs, has led to some great advances in the Adexa offering – and a well-grounded vision.

Adexa's robust solutions deliver outstanding capabilities for planning and managing supply chains. In addition to the key Adexa verticals for which iCollaboration provides full support, Adexa software can be adapted to other verticals through its powerful and configurable business rules. Adexa solutions are implemented at many large companies, where they accurately reflect some of the most complex and challenging production environments in the world. Their collaborative solutions have strong capabilities for control, security, and tailoring to unique processes and multi-tier value networks. Collaboration sales should launch Adexa into a broader market.

Planning optimization engines are the core of most SCM suites. What is rare is that Adexa built them in-house for scalability, speed, and adaptability to solve specific supply chain problems. Adexa has added collaborative capabilities for many planning and execution functions such as supply planning, demand planning, procurement, and order management. Under its collaboration umbrella, Adexa has developed monitoring, alerts, and workflow functions that form a platform for all its optimization and collaboration solutions. The user interfaces are intuitive, and perhaps most important, *the company and its solutions respect the cultural and process realities of complex manufacturing environments.*

Some of the software's strength comes from the fact that Adexa has developed it, rather than acquiring functionality. Different functions were each built specifically for their purpose. All iCollaboration solutions also operate off a single data model, so users can quickly move from one level of planning to another. Customers can start with supply chain planning and one set of assumptions, and then easily transfer the entire model over to the more detailed plant planning.

Using iCollaboration, Adexa's customers report major improvements in planning efficiency and day-to-day management that were deemed beyond the reach of first-generation APS packages or the latest add-ons to ERP systems. For example,

- A make-to-order manufacturer of cable needed detailed scheduling, since the BOM is generated when production begins. They were at capacity and found that their existing model did not have the fidelity to generate feasible customer commitment dates. With Adexa, the company is successfully driving production of the cable and identifying inventory imbalances from raw materials production.
- Those in textiles and semiconductor report that their complexity was beyond other solutions' ability to scale.
 - Quaker Fabric uses Adexa for detailed sequencing of 50,000 raw materials on 500 machines and introduces over 5000 new SKUs twice a year.
 - Philips and other semiconductor fabs use Adexa to schedule the processing of 1000s of orders onto 100s of machines with even more inventory locations in over 50 routes – and the engine processes it in 20 minutes.

On the topic of collaboration, we believe Adexa's vision is correct: the solution must overcome fear about security and loss of control. Companies are understandably skittish about sharing key information internally, let alone with trading partners. Companies need to mitigate the risks of sharing corporate secrets as well as their vulnerability to litigation over bad data. Adexa allows data owners to control access to their own data sets based on "trust profiles" defined by business roles. Adexa has automated resolution capabilities that can feed back into the optimization engines for automated response. However, since people may not initially be comfortable with the software making all decisions, Adexa allows a range from fully manual response to fully automated, so automation can be implemented in phases or as desired.

Adexa also has long had some capabilities that are rare or new in other SCM solutions:

Extensibility of the data model to include new rules seamlessly. Companies do work differently, and this software models unique processes, rather than hoping the process will change to match the software. And rules don't need to apply consistently. One customer reports using business rules to:

- Control which supply should satisfy a particular order (dye lot matching in textiles)
- Control when a single work order or lot should satisfy multiple demands.

Unified Data Model is perhaps the foundation of the Adexa suite's success with customers. The MTO cable manufacturer in our earlier example has found that the single data model across modules streamlines their use of the system. Normally people enter data into a screen for each planning module, but they now only do that in one system. That system populates all the others through this Unified Data Model.

Distributed planning allows companies not only to include more stakeholders into the loop but also to divide up a problem and have each planner solve his or her piece concurrently, putting it back together as a coherent plan after the fact. Most planning engines are designed for a single user per model or level. Some allow sequential collaboration, but this leads to more planning runs and lost time in the process.

Adexa has won deals due to its realistic vision and the planning technology it has developed to support scalability, speed, adaptability, and ease-of-use. Beyond robust planning, Adexa has added monitoring, alerts, workflow, and collaboration functions. Adexa has always recognized that manufacturers don't live in a theoretical world. So, for example, bottlenecks are used to simplify the problem to critical issues, yet the software is capable of handling multiple goals and constraints as fits a business. Adexa's customer base enjoys all of that and sees the company as a committed partner with integrity.

Solution Overview

Adexa offers supply chain planning, collaboration and event management for production and also planning for product development engineering activities. The iCollaboration suite covers strategic planning, tactical planning, and execution. Adexa started by providing optimization solutions for complex manufacturing environments. These core APS solutions are not strong in all SCM offerings. It has since expanded its footprint to cover business solutions for collaboration and business process automation.

Adexa iCollaboration is a focused suite of buy-side and sell-side lifecycle functionality compared to the top competitors targeting large companies. To round out its offerings, Adexa has developed alliance partners for most aspects of transportation, warehouse management, solution design, and sales and marketing.

One innovation is Adexa’s product development planner. This solution sprang from an automotive OEM’s desire to use Adexa’s modeling and optimization engines to plan major design projects based on limited and distributed resources (both people and equipment). By applying the techniques of constraint-based manufacturing planning to the “engineering supply chain,” product development planner speeds time-to-market for parts and assemblies.

As a suite, one of iCollaboration’s key differentiators is its Unified Data Model (which delivers many user benefits and should be distinguished from a single database or a single machine implementation). Another critical characteristic is iCollaboration’s ability to model nearly any situation, preference, or competitive advantage in process. This capability applies in either planning or collaboration.

Focused, Fast Planning & Scheduling

The foundation of Adexa’s iCollaboration suite, production planning and scheduling or APS, is still a strength. Speed of planning is a key to Adexa’s differentiation. The solutions shown in Figure 1 allow customers to focus on one or several constraints. Some customers with very complex operations, such as Quaker Fabric, found that modeling only the capacity-constrained operations delivered the full benefits they wanted with a manageable model and thus reasonable time to implement.

Adexa also achieves planning speed by bringing rules into play only for these strategic

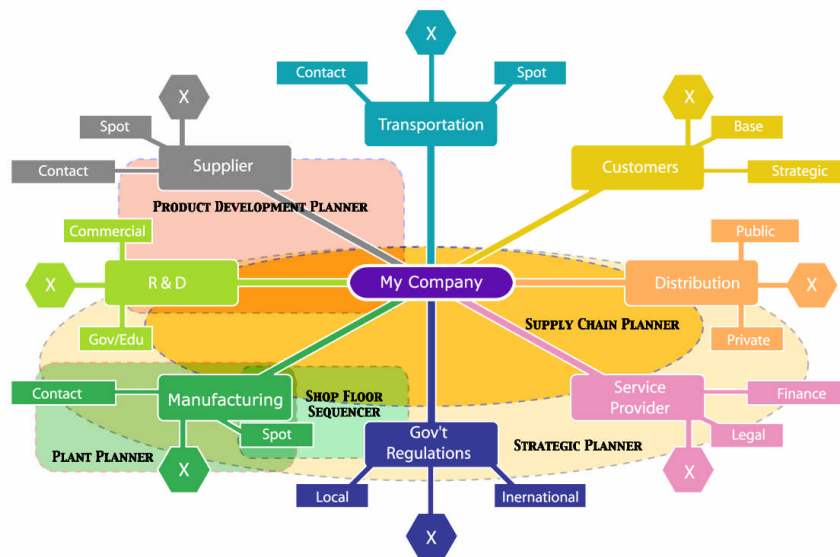


Figure 1: Adexa iCollaboration modules for planning focus on production and engineering with more detailed plans fitting inside broader tactical and strategic plans

decision points. Rules for things like sorting, sourcing, sequencing (light to dark, steps that must be performed in certain timeframes after previous steps, etc.) and

conditional branching make the models accurate and effective. Applying business rules order-by-order ensures the plan reflects how operations really run.

The algorithms themselves are another source of speed for Adexa’s planning engines. These are not generic solvers, but application-specific engines designed for speed. One factor is that

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their algorithms don't try ALL the possibilities like most optimizing solvers, but only those feasible based on the problem being solved. Generic solvers can't do this because they don't know the problem at hand and can therefore take orders of magnitude longer time to solve the same problem.

User-controlled Collaborative Applications

Collaboration between trading partners has become the watchword among SCM vendors in the past few years. Companies really do compete in value networks, so this makes sense. Adexa's collaboration solutions span both planning and execution on the demand and supply sides. (Figure 2.) They also are designed to address many of the cultural resistance and security issues that have stymied the adoption of collaboration to date.

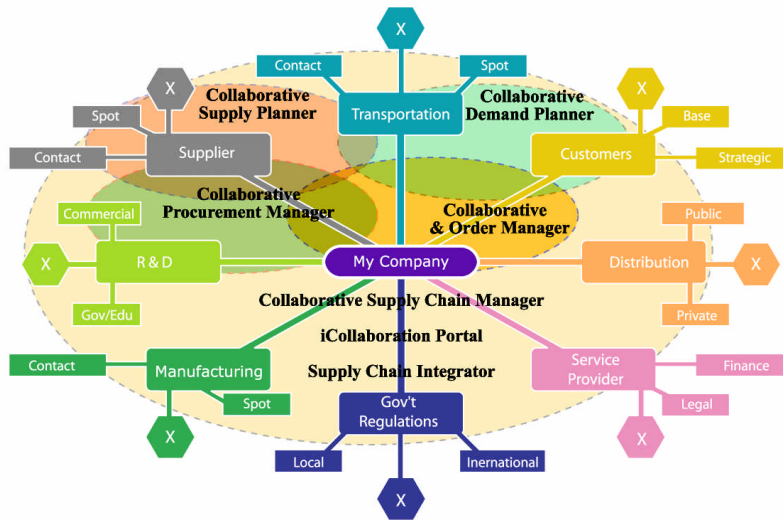


Figure 2: Adexa iCollaboration modules for collaboration cover the value chain

Adexa has developed a special collaborative framework and applications resting on that.

A key differentiator for the Adexa Collaboration solutions is that the owners of each set of data – whether the buying company or a trading partner – control access to that data. Using trust profiles, data owners can set up personalized access to information based on business roles and assign different levels of read/write privileges to various stake-holders across the value chain.

Adexa's collaboration processes can be automated – or not. Again, the user has control. Adexa's Agents can monitor business processes and collaborations, and automatically trigger software activities. We believe – and some Adexa Collaboration customers confirm – that companies want to automate collaboration for visibility, not necessarily for commitment. For example, a company might fully automate the confirmation of capability to meet a partner's plan – but for the final order confirmation, they would ensure a person makes the decision.

Another important aspect of SCM Adexa has brought in with its collaboration framework is performance management and data analysis. Adexa iCollaboration solutions are being

Adexa did not try to web-enable their core applications. The many software providers that took this approach have largely found that companies don't want to share the full functionality of their applications with trading partners. Even if they did, collaboration processes and users are not like those for planning. So Adexa has developed a

developed to proactively monitor trends, perform cause-effect analysis when a monitored data point passes a customer-determined threshold, and recommend actions. Collaborative Demand and Supply Planning also exploit the latest advances in online analytical processing (OLAP) technology to allow business users to drill down and slice-and-dice data intuitively to drive strategic decisions.

Adexa’s collaboration solutions include Collaborative Demand Planning, Collaborative Supply Planning, Collaborative Procurement, Collaborative Order Management, and Collaborative Supply Chain Management. Adexa has found – and our research concurs – that manufacturers not selling directly to retail customers have a greater need for collaborative input than statistical forecast accuracy in demand planning. So Adexa has combined statistical forecasting with collaborative demand planning, with an emphasis on collaboration.

Company Structure & Vertical Focus

Another key to Adexa’s success in its base is that it has focused on satisfying each customer. Harry Boltz of Quaker Fabric says, “They continue to support us as if we were their only customer.” Adexa also works with customers as beta sites and development partners for its offerings. The result is a deep understanding of customers and their vertical industries.

The company re-organized in 2001 to reflect this vertical industry focus more completely. Adexa now has four vertical industry groups: Semiconductor, Soft Goods, Electronics, and General Industry including Automotive, Aerospace & Defense, and CPG. Each group

competes for development resources and develops its own solution templates and detailed sales and marketing approaches based on industry needs.

We spoke with several of the beta customers in key industry segments for Adexa. They are delighted with Adexa’s integrity, responsiveness and the projects’ results. These companies have become advocates. Such strong reference accounts are key to sales in these times of buyer skepticism and project due diligence.

Two other aspects of Adexa’s new organization should further ensure continued strength. One is the formation of a solutions group, which includes product management, customer support, and a solutions SWAT team that focuses on translating customer issues into solution coherently. The other is the appointment of a Chief Customer Satisfaction Officer, responsible for auditing value delivered and overall cost of ownership. This group will also monitor software quality, implementations, service, and integration templates.

Industry	Sample Customers
Semiconductor	Philips TSMC MIMOS GetSilicon AMD Toshiba UMC
Textiles/ Softgoods	Quaker Gulistan Carpet Malden Mills Teijin Ltd.
Electronics	Pulse OFS Xerox COM2B MiTAC TECO Electric & Machinery
Automotive/ Industrial	General Motors Case New Holland
CPG	Unilever Firmenich Johnson & Johnson
Figure 3: Adexa target industries and sample current customers	

Technology Architecture

The characteristics of Adexa's technology are the foundation of the solutions' differentiation. While others may have gotten to market faster, or have a broader set of solutions, what Adexa has created is robust, intuitive to use, and implementable. Adexa's solutions are consistent, scalable, adaptable, able to model and automate business processes, inherently capable of being distributed, and are designed at a granular level of objects to allow accuracy and detail as needed.

Consistency

Adexa stands out among high-end SCM suites for the consistency of the solutions in the suite. First, they were all developed in-house, not acquired. Even the engines are mostly developed based on the Adexa team's long history of solving supply chain problems. While most SCM vendors have purchased many of their optimizing engines or "solvers" from ILOG, Adexa developed most of its own. It purchased just one from ILOG and uses ForecastPro as the statistical engine in its Collaborative Demand Planner. XML is the basis of transactions with the server - so collaboration and planning inputs always look the same. The models are comprehensive and tend to start at the most detailed level - so companies in Adexa's target industries will find they have less work to get started.

The **Unified Data Model** is fundamental to Adexa's strength and their customers' success. This eliminates the time-consuming data mapping many companies must perform to synchronize various SCM applications. The detailed models actually run inside the longer-range or broader-scope ones, and feed in results. Examples would be Plant Planner inside Supply Chain Planner, or Shop Floor Sequencer inside Plant Planner. Every customer we have talked to points out the value of this data model consistency.

Scalability

Adexa's founders established the company to overcome one major issue: large, complex problems bring other SCM solutions to their knees. They worked to create efficient planning models and optimization algorithms to change that baseline. Pioneering Adexa customer Philips Semiconductor reports that planning 6,000 batches may take 15 minutes, and planning 200,000 batches will only take about 40 minutes. Experience shows that most planning engines would require at least 10 times as long to increase the problem size by 30-fold plus.

Scalability in Planning comes through a variety of mechanisms. The elegant design of the Adexa data model, which removes all redundancies in data, is one. The efficient re-use of objects reduces model size, leading to a faster, more scalable solution. Adexa's "intelligent" algorithms also cut planning time by efficiently narrowing the optimization search space and propagating constraints across all planning levels. These application-specific solvers only examine feasible solution paths at each turn. (As a result, one customer reports 90 minutes to run a Master Production Schedule-level plan for 27 facilities, which would likely take some other systems most of a day.) Distributing the planning problem is another way to speed up

the process. The web- and XML-based client software results in streamlined connection of users, with no server connections and the distribution of multiple copies for scenario analysis.

Scalability in Collaboration is, of course, a different issue. Browser client interfaces use HTML and Java applets as appropriate. Alerts and exception monitoring combine with automation and reuse to minimize the burden on partners. The core supply chain model has security settings for multi-tier collaboration, as well. While most collaboration is currently just one tier, this feature lets Adexa customers set up multiple tiers appropriately, based on relationship need.

Adaptability

Adexa's solutions are a balance between standard applications and custom toolkits. Most Adexa customers feel the tailoring capabilities were essential to solving their real business challenges. We at Industry Directions find that packaged applications sometimes prevent manufacturers from keeping a competitive advantage in core business processes – or that users circumvent the software over time to correct for mismatches.

Adexa is making the solution templates for each industry as complete as possible, yet highly configurable. The underlying object model is extensible – so customers can include new rules without disrupting the overall model or changing code. They can also add attributes to objects as needed to represent their characteristics. The re-use of objects fosters fast model building. For example, operations, route segments, and BOM segments can all be re-used.

Mixed-mode and batch customers such as those in semiconductor and textiles have found other solutions lacking. This is because of their mix of characteristics and the complexity of their production problems. The range of verticals served shows that Adexa can handle batch process and discrete industries – those that are inventory focused and those that are order focused. Based on recent work, this is even true at a detailed level.

Business Process Enablement

Adexa has added extensive workflow capabilities – both within an application and between applications. Workflow is needed for true business process support, but is streamlined since the data model inherently shares data updates. Adexa's real-time integration for collaboration is based on Vitria, a leading Enterprise Application Integration provider, so it can easily integrate to other vendors' applications as well. Adexa's Unified Data Model ensures a single point of integration to other B2B middleware systems as well as to ERP systems and legacy applications. Agents automate localized activities. For example, an agent could allocate supply to new demands, choose inventory from set locations, or re-direct jobs to locations with available capacity.

Distributed Model

APS is traditionally designed for only one user at a time. Even collaboration suffers from centralized control by a “hub” customer. Adexa provides distribution of portions of a planning problem, so local contributions to supply chain challenges can be incorporated

Adexa iCollaboration Suite

quickly and without the delays of traditional collaborative processes. On the collaboration side, Adexa allows each data owner to administer the data they own and dictate access rights.

Business Benefits

All SCM solutions should deliver business benefits in terms of **increased speed and customer delivery performance concurrent with reduced inventory and operating costs**. Since Adexa's solutions have been more fully implemented than some – and implemented to fit the customers' business precisely – some of these benefits are magnified. Its customers specified the benefits they sought or achieved as:

- gaining inventory visibility and reducing inventory imbalances worldwide
- significantly cutting customer leadtimes
- improving delivery date performance
- improving the ability to make sound order promises quickly
- collaborating with customers as they request due to having accurate data easily available
- optimizing multiple drivers at once, such as delivery performance, throughput, inventory levels, etc.
- effectively sequencing complex operations to improve throughput.

By blending collaboration and transaction automation functionality with profit and cost optimization, Adexa positions its customers to slash inventory by 20% or more, raise throughput by as much as 15%, and achieve near-perfect on-time customer service. Together, these improvements exert a tremendous impact on the balance sheet. Beyond those typical SCM benefits, Adexa delivers additional results, including faster time-to-market for products and lower procurement costs.

Grows with the Business

Scalability and adaptability have been Adexa design objectives from the outset, and they have achieved them. Quaker Fabric is a customer that's experienced tremendous growth, even in a U.S. textile market that is deeply troubled. Quaker credits much of its ability to deliver rapidly to the Adexa solution, and indicates that even with an additional 50 planners, they could not handle the current volume and complexity without Adexa.

Enables Collaboration to Build

Very few manufacturers actually have extensive supply chain collaboration processes in place today. We believe that Adexa's focus on enabling more than one tier of partners and giving control to the data owners could begin to change all of that. Not only does this collaboration sit on top of non-Adexa systems, leveraging existing investments, it can operate without full implementation of planning modules. Any planning implementation can be time consuming, so de-coupling the collaboration from planning gives Adexa collaboration customers a fast track to success.

Time to Benefit

Because of the combination of industry templates and configurable business rules, customers can model their complex environments faster than a straight toolkit and far more accurately

than in a standard application. As a result of this combination, major manufacturers such as OFS (formerly a Division of Lucent) and Quaker Fabrics were able to implement broadly in about a year or less, and began gaining benefits shortly thereafter.

Cost of Ownership and Actual use

The initial investment to buy Adexa solutions is similar to that of other SCM solutions. However, we believe that many high-end APS solutions are not in full use, and some are not even implemented after years of effort. The extensibility, single data model, and variable collaboration and automation settings mean that companies can keep the Adexa system current as their business changes. One of the most significant costs for many large companies is getting partners on board for collaboration. Adexa's user control over collaboration and automation encourages trust among business partners.

Industry Solutions

Vertical industry templates further ease implementation. Those in semiconductor and textiles have few other solid choices; those in electronics, CPG, Automotive and A&D are starting to see some key differentiators in those solution sets also. With the new company structure, Adexa has a cadre of experts in its selected target markets. They not only understand the industry's problems, they act as internal advocates to get the features built into the solution that will serve their set of customers.

Corporate Overview: Adexa

Adexa was founded in 1995 by Dr. Cyrus Hadavi, who was a professor and ex-i2 employee, and Udo Dengler, a developer from Numetrix – which J. D. Edwards later acquired. Both had previous experience in planning at major manufacturers, too. Their experiences with other SCM software drove their design. They knew the gamut of needs, since one worked for an SCM selling primarily into discrete, order-oriented companies and the other one into process and inventory-oriented customers. They focused on scalability and adaptability, and have succeeded.

Since the beginning, they have worked closely with key customers to hone software to real-world issues and generate customer success. Their vision is not hype, but in tune with these customers' current and upcoming needs for software to foster their business competitiveness.

Customer requirements also drive new solution development at Adexa. Pulse, for example, helped drive the Collaborative Procurement Management solution. We have found that software providers that work closely with key customers enjoy the best success over the long run. Their solutions are used more effectively, and they create the most effective sales team possible – reference accounts.

A private venture-backed firm, we expect Adexa will pursue an Initial Public Offering (IPO) when market conditions are right. Investors include Sutter Hill Ventures, Information Technology Ventures, J&W Seligman & Company, Amerindo Partners, Vitria Technology,

and DRW Ventures. The reorganization and some recent executive additions appear to be preparation for the IPO. Even without an IPO, we expect the company will grow solidly.

In addition to direct sales, Adexa has several partners that OEM its software into ERP customer bases. These partners' strong vertical markets have been the impetus for Adexa's entry into Automotive, Aerospace & Defense, and CPG via the "General Industry" segment.

The company logged approximately \$50M in revenues in 2001, and we expect continued growth. At the high end of their semiconductor and textile target markets, there are few serious competitors. Experienced customers in electronics, automotive, CPG and A&D are finding that other solutions have not always delivered on promises and are looking for robust and elegant alternatives from companies with integrity. The new Collaboration solutions could also take Adexa into smaller companies and those outside their target markets.

Conclusion

Supply Chain Management – both planning and collaboration – has proven to be a critical support for manufacturers' success. Adexa has been a best-kept secret in the SCM market. In part, that's because they were not marketing-focused. They also maintain a philosophy of conservative approaches to ensure their integrity and reputation remain intact. When Adexa announces something, you can bet it's real and ready to launch into customer situations.

The pragmatic approach companies are now taking to buying software plays right into Adexa's hands. Their solutions are visionary, when you define vision as the clear-eyed version of what manufacturers need to accomplish. They are also elegant – Adexa has designed solutions to take the fastest path to an accurate solution. Finally, iCollaboration solutions are robust – they can scale up and accommodate change like few other applications.

Those in their key vertical markets – particularly textiles and semiconductor – will be hard pressed to find effective alternative solutions. Others with mixed-mode operations, special planning rules, and high levels of complexity will also find Adexa has compelling solutions. In the Collaboration and day-to-day monitoring and execution, we can see Adexa gaining ground far more rapidly than it has with planning. These solutions are easier to implement than planning and can work with any installed systems to deliver rapid benefits.

Industry Directions believes Adexa has solutions that are cleaner and more likely to foster long-term success than many other high-end SCM suites. Their innovation in Planning is now being matched by Collaboration capabilities suited to real-world use. Even those with other planning software may find it worthwhile to examine the Adexa iCollaboration suite for day-to-day management.