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SERVICE MANAGEMENT CONFERENCE & EXHIBITION AFRICA

MAPPING ROUTES TO RECOVERY



A Strategic ERP Investment African Sales Company Case Study

Dr James Robertson PrEng

James A Robertson and Associates

Paper together with Robert Priebatsch – CEO of ASCO and major shareholder

I.T. versus bridges

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Engineers do NOT design bridges to stand up

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Engineers design bridges NOT to
fall down

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Angus Struan Robertson

Experiencing failure

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Information technology

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An industry in crisis

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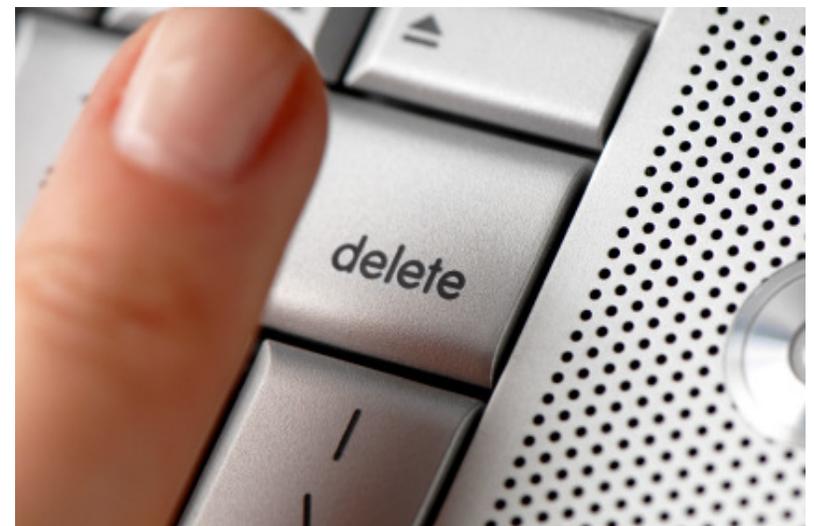


"19 out of 20 E.R.P. (business system) Implementations do NOT deliver what was promised"

"Attendees of Gartner's Business Intelligence Summit in London last month were not surprised to hear that most enterprises are still failing to use business intelligence (BI) strategically. Gartner's survey of over 1300 CIOs returned some unimpressive findings about the state of BI implementations: Gartner's vice president of research summed up the situation nicely by saying:

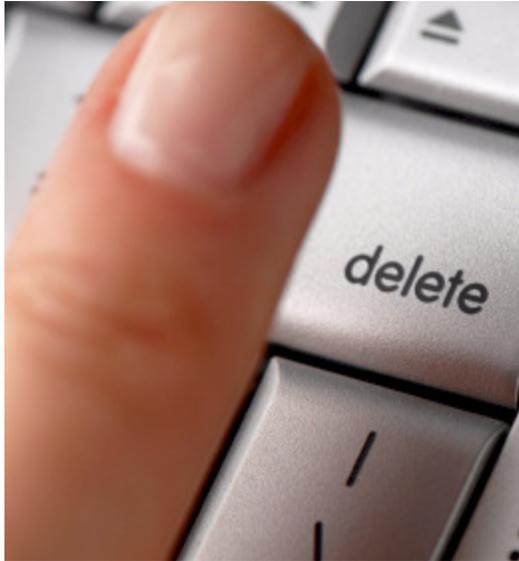
"Most organisations are not making better decisions than they did five years go."

1. Seven years and half a billion dollars -- international chemicals company
2. \$400 million -- multinational shoe corporation
3. Multinational entertainment giant -- \$878 million
4. Major supermarket chain -- \$195 million



vs Deleting a building

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**Business system failure can trash
your business**

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“The next corporate disaster waiting to happen”

Professor Richard Nolan – Harvard University

There is a need for a new approach **smexa**^{'10}



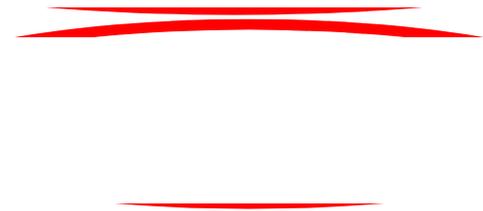
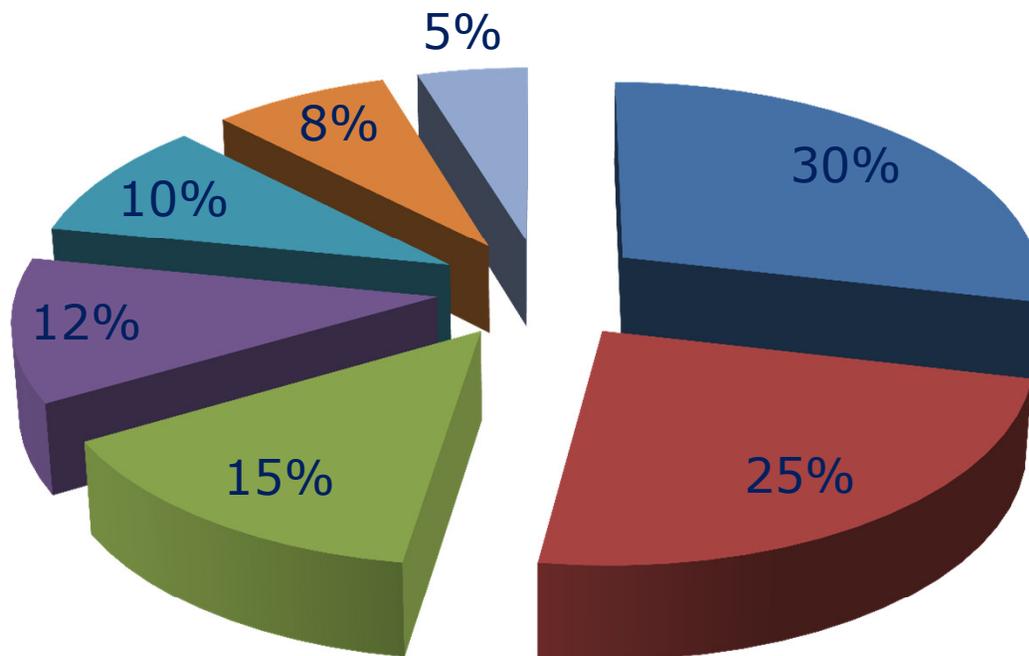
What is NOT an engineering approach?

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Factors causing IT failure



The value of technology is determined by the person using the technology

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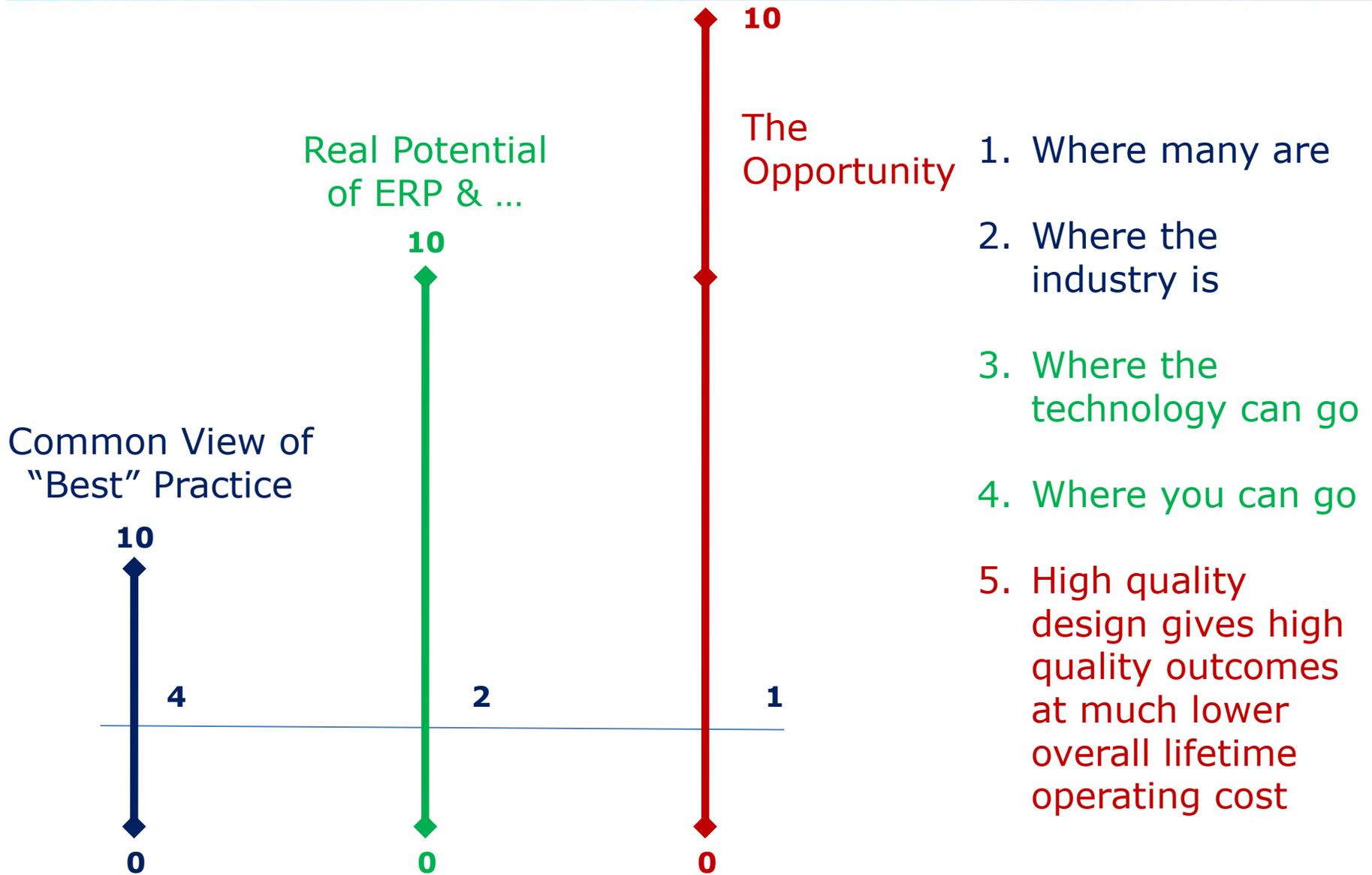
Technology is only 5% of what causes failure

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**Software defects CAN be prevented
Take a stand**



Implementation scenarios



1. Distributing and marketing fragrances
2. Service excellence
3. Supplies major retailers
4. Represents major European fragrance manufacturers
5. Receipt in bulk, issue in singles to tight delivery windows
6. 40% of turnover between October and mid-December
7. Strong relationships
8. Brand managers
9. Ageing system and ageing developer – *“we had no option but to change”*

1. Between Syspro and SAP Business One
2. Opted for Syspro
3. Third party Warehouse Management System bolt on
4. WMS been replaced recently
5. Implementation commenced January 2007
6. Stalled
7. James Robertson brought in in October 2007 to do Pulse Measurement and then took on role of Project Leader to bring to live operation end of March 2008
8. Some major benefits and some costly and traumatic failures

1. Strong engineering focus
2. Rigour
3. Laboratory testing but NOT all elements were tested due to time and budget constraints
4. Precision strategic configuration (data engineering)
5. Considerable emphasis on modelling the brand hierarchy in the Product Class and other attribute tables as well as the Chart of Accounts

Robert sums up the project as follows *"the project required interesting logic, it was a compelling project, there was much to learn, and in time we will look back and say 'it was a worthwhile experience, despite the stressful additional work load imposed under frustrating time deadlines'"*

1. Downturn in the economy masked flaws and benefits
2. Major benefit was modelling of full "*Advertising and Promotions*" budget across numerous brand lines and expense headings using Syspro's "*Projects and Contracts*" module accompanied by limited custom development
3. Accomplished through highly structured Product Class brand hierarchy taxonomy and a number of other custom taxonomies.
4. Brand costs are captured seamlessly from various sources.
5. An innovative use of the Projects and Contracts module
6. Also highly structured capture of product data

Custom data entry screen with custom taxonomies

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Inventory and A&P Maintenance System

Edit Stock Code

Barcode: [Load Stock Item](#)

SKU Description:

Brand Hierarchy (Product Class):

Item Masters

Product Status:

Target Gender:

Product Category:

Sales Category:

Qualifier Stockcode:

[Prev](#) [Next](#)

- Inventory Take-On
 - New Stock Item
 - ASCO Barcode
 - Temporary Barcode
 - Edit Stock Item
 - Replace Temp. Code
 - New Reference No
 - Generate EAN
- Reports
- Logout
- A&P Applications
 - Bonding Job Receipt
 - Bonding Job Posting
 - A&P Budget
 - Job Closure
 - Budget Roll-up
- EDI Applications
 - 1 s Prod. Info.
- Admin Menu
 - Brand Hierarchy

Custom code maintenance development for client specific taxonomy

Inventory and A&P Maintenance System

Brand Hierarchy (Product Class)

Inventory Take-On

- Stock Item
- ASCO Barcode
- Temporary Barcode
- Edit Stock Item
- Replace Temp. Code
- New Reference No
- Generate EAN
- Reports
- Logout

A&P Applications

- Bonding Job Receipt
- Bonding Job Posting
- A&P Budget
- Job Closure
- Budget Roll-up

EDI Applications

- Prod. Info.

Admin Menu

- Brand Hierarchy
- Expense Code Maint.
- Inv. Master Defaults
- Support

Hierarchy

- ⊕ M... - MAURER & WIRTZ
- ⊕ N... - ANNICK GOUTAL
- ⊕ P... - PROCTER & GAMBLE
- ⊕ Q... - LALIQUE
- ⊕ R... - SELECTIVE BEAUTY
- ⊕ U... - PUIG
- ⊕ X... - ALEXANDER MCQUEEN
- ⊕ Y... - YSL
 - ⊕ YB.. - YSL BEAUTE
 - ⊖ YF.. - YSL FRAGRANCE
 - ⊕ YFF. - FEMININE - YSL FRAGRANCE
 - ⊖ YFM. - MASCULINE - YSL FRAGRANCE
 - YFM7 - YSL - M7
 - YFMB - YSL - Body Kouros
 - YFMH - YSL - L'Homme
 - YFMJ - YSL - Jazz
 - YFMK - YSL - Kouros**
 - YFML - YSL - Live Jazz
 - YFMO - YSL - Opium pour Homme
 - YFMR - YSL - Rive Gauche pour Homm
 - YFMX - YSL Masculine - Ltd Eds
 - YFMY - YSL Masculine - Sumr Ed
- ⊕ Z... - ERMENEGILDO ZEGNA

Product Class:

Description:

Matching codes in unrelated modules provide logical integration

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Hierarchies for Job: CY002009

File Edit Options Job Query

Hierarchy

- [-] CY002009
 - [-] Y - YSL
 - [+] B - YSL BEAUTE
 - [-] F - YSL FRAGRANCE
 - [+] F - FEMININE - YSL FRAGRANCE
 - [-] M - MASCULINE - YSL FRAGRANCE
 - [+] 7 - YSL - M7
 - [+] B - YSL - Body Kouros
 - [+] H - YSL - L'Homme
 - [+] J - YSL - Jazz
 - [+] K - YSL - Kouros
 - zE. - MEDIA
 - zE1 - Advertising Space
 - zE2 - Mailers
 - zE3 - Billboards / Outdoor
 - zE4 - Production
 - zE5 - Television
 - zE6 - Promotional
 - zE8 - Other Media
 - zE9 - Rec Consult Fee -Distribn
 - zH. - LAUNCH COSTS
 - zH1 - Travel & Accomodation
 - zH3 - Venue Hire
 - zH5 - Catering
 - zH6 - Joint Launch Cost
 - zH7 - Materials
 - zH9 - Other Launch Costs
 - zI. - TRAINING
 - zI1 - Travel & Accomodation
 - zI3 - Venue Hire

Getting the software to do what it supposedly cannot do

Uniform integration pattern



A/R Sales Ledger Interface

File Navigate Options Functions View

Interface entries to view: Existing

C.	Product class	Geographic area	W/h	Sales	Sales returns	Trade discount	Cost of sales	IBT	IBT cost of sales
CT	1...			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1F..			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1FF.			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1FFE			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1FFF			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1H..			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1HH.			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1HHH			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1S..			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1SS.			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1SSS			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1T..			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1TC.			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	1TCW			31-11115-11	31-11116-11	31-11118-11	31-31511-11		
CT	A...			31-11111-11	31-11112-11	31-11113-11	31-31111-11		
CT	AA..			31-11111-11	31-11112-11	31-11113-11	31-31111-11		
CT	AAA.			31-11111-11	31-11112-11	31-11113-11	31-31111-11		
CT	AAAA			31-11111-11	31-11112-11	31-11113-11	31-31111-11		
CT	B...			31-11111-11	31-11112-11	31-11113-11	31-31111-11		
CT	BU..			31-11111-11	31-11112-11	31-11113-11	31-31111-11		

1. Failing to rigorously test the third party Warehouse Management System in a laboratory environment – fell over in a nearly catastrophic fashion after we went live and subsequently a problem with short shipments
2. Failing to rigorously test the third party Electronic Data Interchange module – also fell over in a nearly catastrophic fashion after go live
 1. Two retailers took three months to get working correctly
 2. In one case retailer was unable to receipt goods
 3. Largest retailer payments were rejected for ninety days

Robert says *“In our business, if you cannot transact electronically with your customers you do not have a business and we were close to this for several weeks. Rigorous testing would have prevented this entirely.”*

1. Core Syspro installation set up a laboratory and simulated most aspects of operations before go-live.
2. Now know the testing was not as rigorous as it should have been
3. The downturn in the economy masked the short shipments but *“if the economy had been booming the software errors could have crippled us”*
4. We did not test rigorously because of time and budget constraints
5. Also economized on time implementing the General Ledger Chart of Accounts and particularly on the GL integration with the result that financials were not reliable, there was difficulty auditing and in obtaining reliable financial reports
6. Robert – the biggest mistake was a lack of rigour -- *“everything you pass up you WILL regret”*.

GL integration problems

Heads/Sections				
Double-click to select				
Hierarchy	Description	WIP Control ledger	Tracking Cost Only	WIP Cost tracking ledger
Y /F /M /K /zE.	MEDIA		No	
Y /F /M /K /zE1	Advertising Space		Yes	10-337E1-11
Y /F /M /K /zE2	Mailers		Yes	10-337E2-11
Y /F /M /K /zE3	Billboards / Outdoor		No	
Y /F /M /K /zE4	Production		Yes	10-337E4-11
Y /F /M /K /zE5	Television		No	
Y /F /M /K /zE6	Promotional		Yes	10-337E6-11
Y /F /M /K /zE8	Other Media		Yes	10-337E8-11
Y /F /M /K /zE9	Rec Consult Fee -Distribn		Yes	10-337E9-11
Y /F /M /K /zH.	LAUNCH COSTS		No	
Y /F /M /K /zH1	Travel & Accomodation		Yes	10-337H1-11
Y /F /M /K /zH3	Venue Hire		Yes	10-337H3-11
Y /F /M /K /zH5	Catering		Yes	10-337H5-11
Y /F /M /K /zH6	Joint Launch Cost		No	
Y /F /M /K /zH7	Materials		Yes	10-337H7-11
Y /F /M /K /zH9	Other Launch Costs		Yes	10-337H9-11
Y /F /M /K /zI.	TRAINING		No	
Y /F /M /K /zI1	Travel & Accomodation		Yes	10-337I1-11
Y /F /M /K /zI3	Venue Hire		Yes	10-337I3-11
Y /F /M /K /zI5	Catering		Yes	10-337I5-11
Y /F /M /K /zI7	Materials		Yes	10-337I7-11
Y /F /M /K /zI8	Training Team		No	
Y /F /M /K /zI9	Other General Train Costs		Yes	10-337I9-11
Y /F /M /K /zL.	LOCAL POINT OF SALE MATERIAL		No	
Y /F /M /K /zL1	Local Transparences /Logos		Yes	10-337L1-11
Y /F /M /K /zL3	Local Materials		Yes	10-337L3-11
Y /F /M /K /zL5	Personalized Fixures / Counter		No	
Y /F /M /K /zL6	Product Sleeve (Instore)		No	
Y /F /M /K /zL7	Shelf Tools		No	
Y /F /M /K /zL9	Shelf Price Stickers		No	

1. *"The Highly structured product taxonomy product class linking to Projects and Contracts for Advertising and Promotion has given us a powerful strategic resource for conducting our brand management activities and has put us in position to give excellent financial reporting to our suppliers."*
2. *"Rigour in most of our classifications (taxonomies) has given us exceptional flexibility and ease of analysis and reporting in many areas. Areas where we did not apply this rigour, such as in debtors, are now a source of regret."*
3. *"Small things like rigour and discipline with regard to data capture standards, capitalization, spelling, etc. From the start we stressed high quality data and that is what we have, our invoices are neat and presentable and our reports do not require cosmetic surgery."*
4. *"Replacing the warehouse management system at this stage appears to be a great win."*

5. *"We have developed a disciplined culture in which we do not take short cuts. People understand the impact of their actions on other parts of the business"*

Things we did right – Project Leader view

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1. Degree of executive custody
2. High engagement by the CEO
3. Taxonomies are a major factor
4. Laboratory
5. Strategic focus – the essence of the business
6. Top down approach

What I would do differently -- CEO

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1. MORE RIGOUR – *“everything you bypass you will regret”*
2. Research and test all third party products thoroughly
3. Comprehensive and rigorous laboratory testing using real data
4. Greater rigour with regard to operational processes
5. Comprehensive taxonomies on ALL modules including Debtors and Creditors
6. Much more effort into reporting and analytics
 1. We are now appointing a senior analyst to do this
 2. We have a mountain of information we are not using to full potential

What I would do differently – Project Leader

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1. Advocate comprehensive laboratory testing much more strongly
2. Higher level of involvement in all the areas where we economized on my time
3. Stay engaged for the first year after go-live
4. Guide the realization of the full potential of the taxonomies in the analytics
5. Ensure comprehensive auditing of the installation before go-live – no mispostings and no missing configuration entries

Would we do it again?

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1. ***“YES, in time we will look back and say that was worthwhile and career enhancing”*** (Robert)
2. *“Yes, barring some rough patches it was one of the most positive project experiences of my career, the level of CEO involvement was a highlight of my career”* (James)

If you do not act within 48 hours you probably never will – act TODAY! ☺

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Design your IT solutions like bridges ...
NOT to fall down!

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MAPPING ROUTES TO RECOVERY



Questions?
Thank You