

# James A Robertson and Associates Effective Strategic Business Solutions



*Why your ERP is NOT delivering and how to fix IT*

*The Real Issues in World Class ERP and the Critical Factors for ERP Investment Success*

**Dr James Robertson PrEng**

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James@JamesARobertson.com

## 2. What is ERP? REALLY?



# A word of caution



This is a radically different way of looking at Business Information Systems and ERP

Please be open to different ways of thinking



# This is NOT in a Text Book



- Engineering
- Zoology
- Document cataloguing
- Military combat planning
- Methods of structured software design
- Strategic planning techniques
- etc
- Dozens of pulse measurements – what does NOT work and what does
- Cataloguing and analysing findings
- Trial and error
- Never did process BUT produced excellent results
- Then a client told me I was incompetent because I did not do process 😊
- Proven conclusively process close to irrelevant for ERP implementation



# The fundamental requirements for an ERP



- The answers to questions I have not yet thought to ask
  - Enable me to run the business MY way
  - Accurately model every aspect of my business
  - Totally integrated solution
  - Entirely reliable and dependable
  - Fundamentally support the essence of the business and how it thrives (strategy)
  - Fully support my day to day operational functions

The subject of this presentation is a way in which these requirements can be met in the financial arena

# Unlocking the TRUE potential of ERP vs The Factors Driving Mediocrity



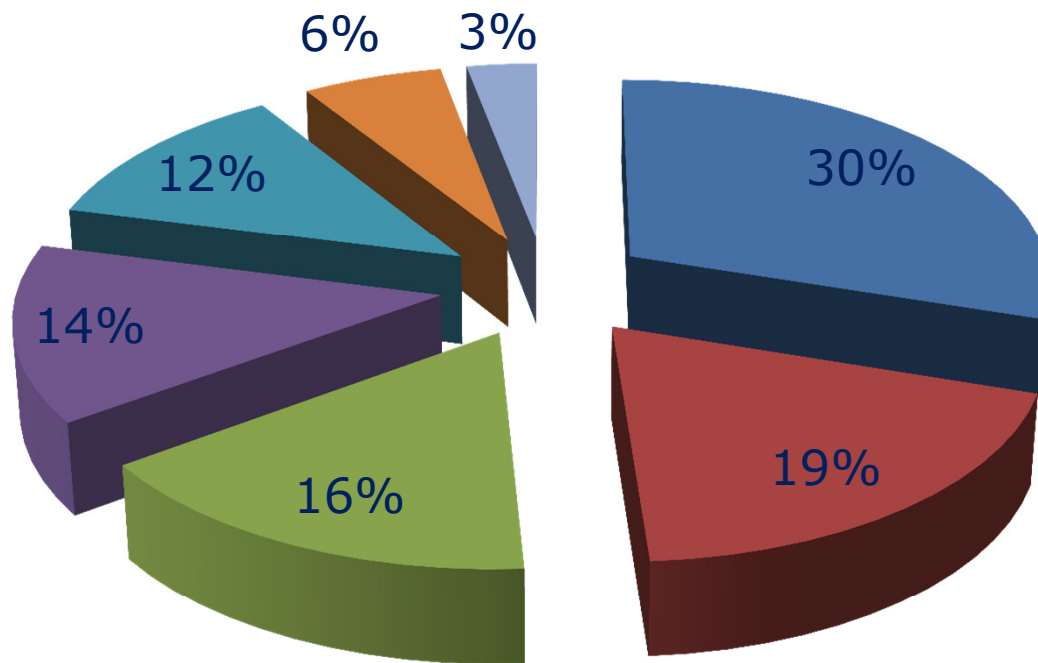
1. DO NOT know it is possible
2. Inappropriate Governance
3. Operational investment focus
4. No concept of how to deliver strategic advantage
5. Lack of a holistic Integrated Business Information Systems (IBIS) view
6. Unaware of the CRITICAL role of the strategic solution architect
7. The commercial model of implementation is diametrically opposed to a high value outcome
8. The average rate approach
9. Process and "as is" obsession
10. Technobabble
11. Sloppy configuration
12. Confusion regarding valid customization
13. Lack of awareness of the benefits of strategic customization
14. Sloppy CONTRACTS with no accountability
15. Unconscious incompetence is EVERYWHERE



**Engineers design bridges NOT to fall down**



# Factors causing ERP failure



- 1. Mythology, hype & tradition -- 30%
- 2. Executive custody, governance, policies -- 19%
- 3. Strategic architecture, alignment, etc -- 16%
- 4. Data engineering and configuration -- 14%
- 5. Soft issues and change impacts -- 12%
- 6. Engineering approach -- 6%
- 7. Technology issues -- 3%

**Strictly confidential – privileged information**

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





**Technology is only 5% of what causes failure**



---

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



# Is IT moving so fast you cannot keep up?



# Three alternative ERP value scenarios Unlocking the TRUE potential of ERP / IBIS 100 / 1,000 x the norm ???

This is the ONLY valid scenario but it seldom occurs

Relative **strategic** value measured in terms of business competitiveness, growth and profitability

1. Current industry norm for process based "Best Practice"

~~10~~ 0.01  
0

2. **Strategic** precision configuration with CEO Executive Custody

~~10~~ 1  
0

3. **Strategic** customization With CEO Custody

~~1,000~~ 10  
0

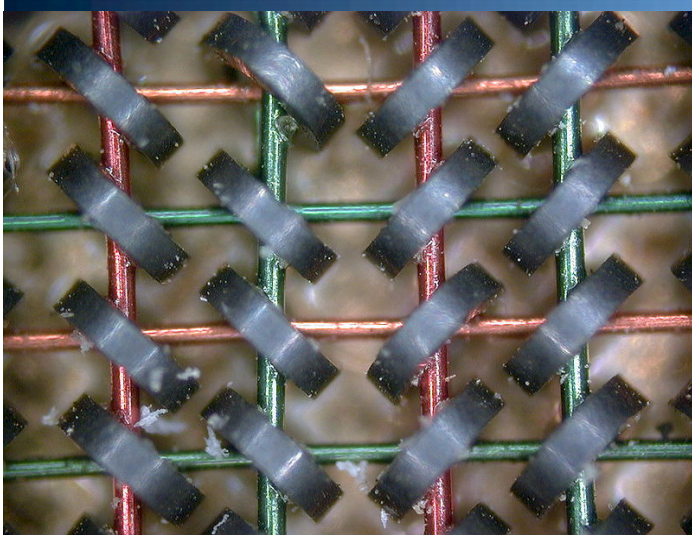
# What is a computer?

## A person

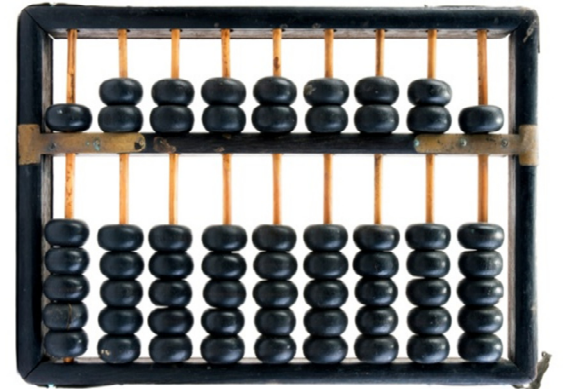


# What is a computer?

## Adding machine / calculator



0  
1  
 $1+1=10$   
 $1+1+1=11$   
 $1+1+1+1=100$

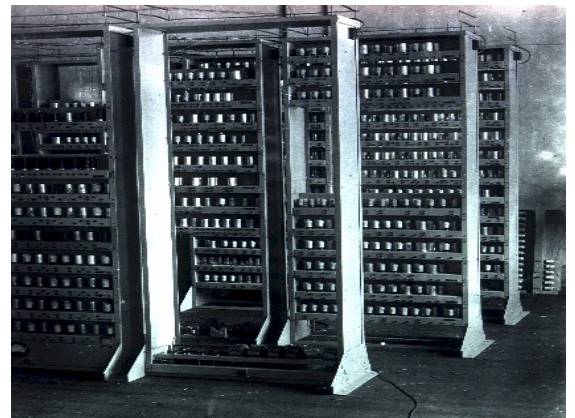
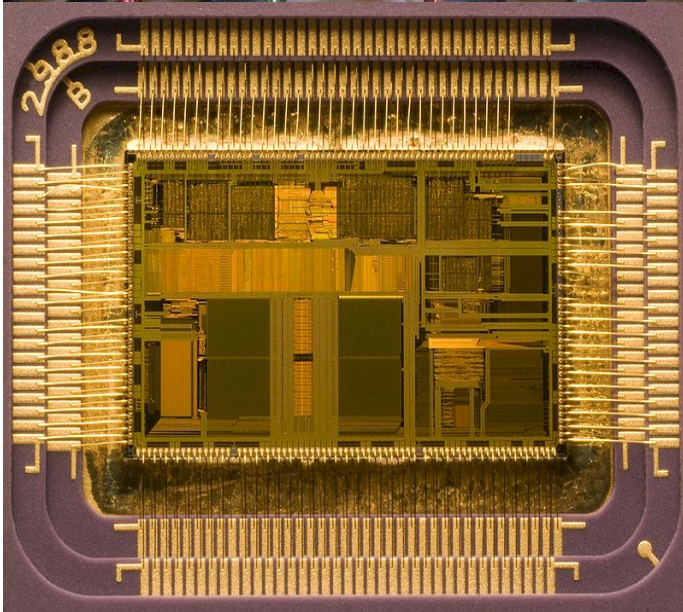


Called a "bit"

8 bits make a byte

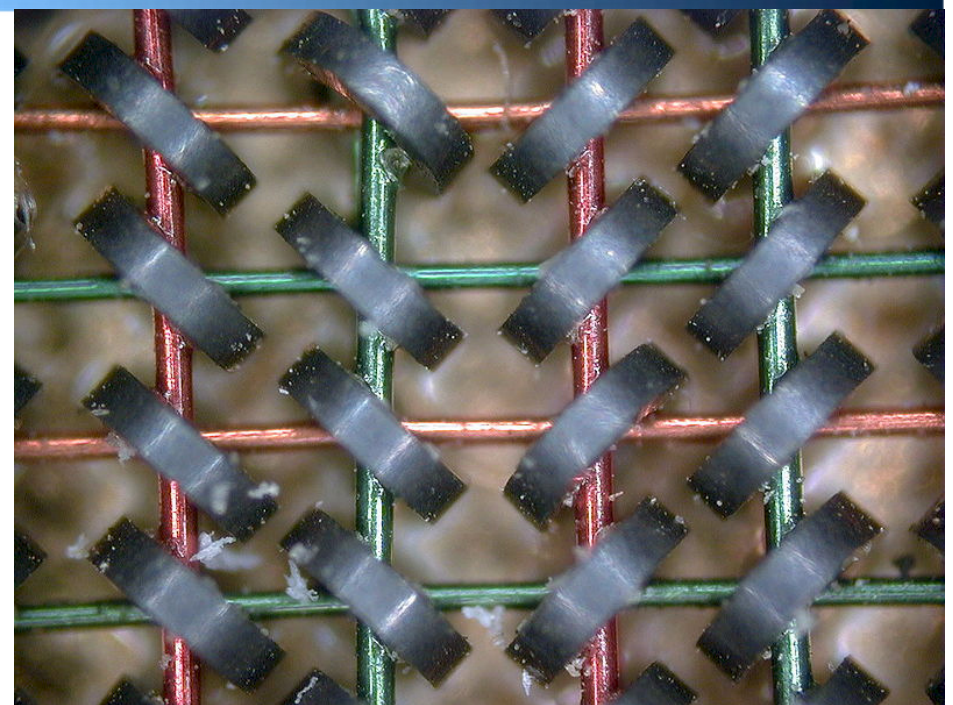
2 bytes make an  
ASCII character

A=41 hex



# What is a computer?

## Memory and disk



```
001101010101011010101010101  
0101010101011100010101010  
0000001111111001010101010  
101010101010101010101010101  
0101010110..... x billions of  
counts
```



# What is a computer?

## Databases



"001101010101011010101010101010101010101011100010101  
10000011111110010  
1010110....."



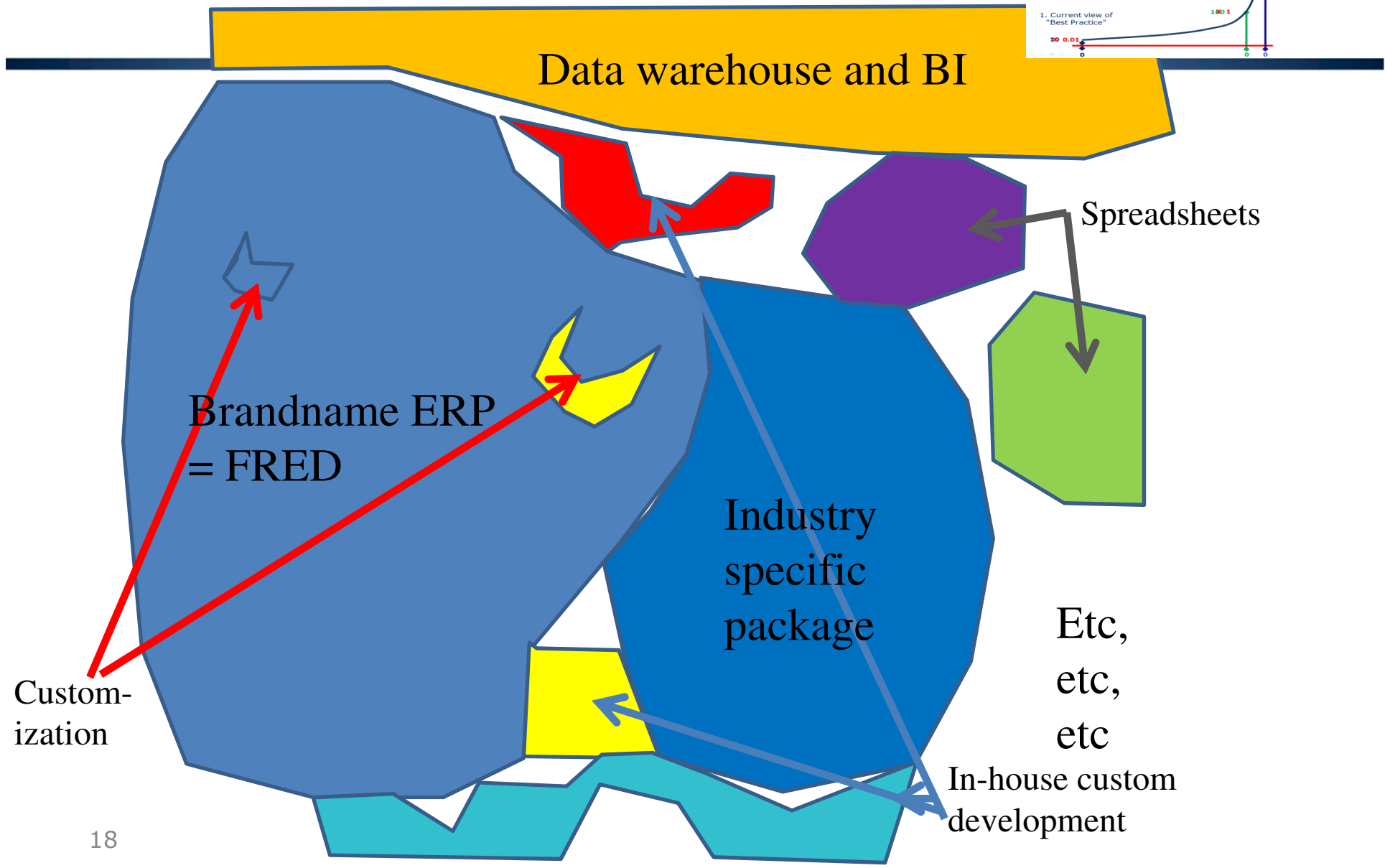
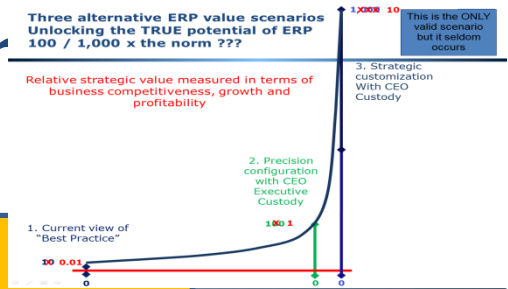
Filing cabinet  
Warehouse  
File  
etc







# IBIS – what every company REALLY



# What is a computer?

## Software – human output view



James: Executive Briefing- Why your ERP is NOT delivering -- how to fix - Message (HTML)

Message

Reply Reply to All Forward  
Respond

Delete Move to Folder Create Rule Other Actions

Block Sender Not Junk  
Junk E-mail

Safe Lists

Categorize Follow Up Mark as Unread  
Options


Find Related Select  
Find

You forwarded this message on 2009/10/08 02:42 PM.

From: James A Robertson Seminars [Seminars@JamesARobertson.com]  
To: James Robertson  
Cc:  
Subject: James: Executive Briefing- Why your ERP is NOT delivering -- how to fix

Sent: Mon 2009/09/14 09:40 PM

**Why your ERP is not delivering and how to fix it**



**An executive level understanding of ERP**  
and how to manage it -- simply explained by

**Dr James Robertson**  
**Tuesday 13 October 2009**  
(Half Day Executive Briefing with optional workshop)

Dear James,

**Are you frustrated with your ERP investment?**

**Do you want to understand simply why you are not getting what you expected?**

**And what to do to fix the problem?**

# What is a computer?

## Software – source code



### Why your ERP is not delivering and how to fix it v 191.txt - WordPad

File Edit View Insert Format Help



```
<!DOCTYPE HTML PUBLIC "-//W3C//DTD HTML 4.0 Transitional//EN">
<HTML><HEAD>
<META content="text/html; charset=unicode" http-equiv=Content-Type>
<META name=GENERATOR content="MSHTML 8.00.6001.18812"></HEAD>
<BODY aLink=#2d98ce link=#2d98ce bgColor=#f0f0f0 text=#020180 vLink=#2d98ce>
<TABLE border=2 cellSpacing=1 borderColor=#c0c0c0 cellPadding=10 width=620
bgColor=#020180 align=center>
<TBODY>
<TR vAlign=top align=left bgColor=white>
<TD colSpan=2>
<CENTER>
<H2><FONT face=Verdana,Arial,Helvetica,sans-serif><IMG border=0 hspace=0
alt="" align=right
src="C:\Data\2\2M\2M-C-SEM\2009\01_Executive Briefing -- Why your ERP is r
your ERP is not delivering and how to fix it</FONT></H2>
<P>&nbsp;</P>
<P>&nbsp;</P>
<H2><FONT face=Verdana,Arial,Helvetica,sans-serif>An executive level
understanding of ERP</FONT></H2>
<P><FONT face=Verdana,Arial,Helvetica,sans-serif>and how to manage it --
simply explained by</FONT></P>
<P>&nbsp;</P>
<H2><FONT face=Verdana,Arial,Helvetica,sans-serif>Dr James
Robertson<BR>Tuesday 13 October&nbsp; 2009</FONT></H2>
<H4><FONT face=Verdana,Arial,Helvetica,sans-serif>(Half Day Executive
Briefing with optional workshop)</FONT></H4></CENTER></TD></TR>
<TR height=3 bgColor=#7f7f7f>
<TD height=3 colSpan=2></TD></TR>
```

# What is a computer?

## Software – hexadecimal

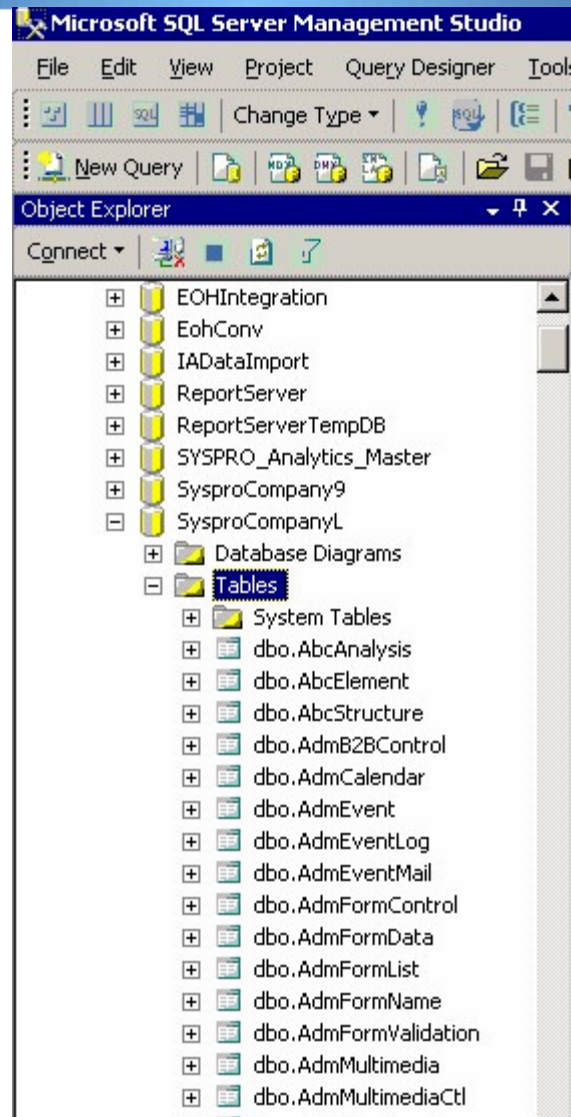


Binary Viewer : C:\Data\2\2M\2M-C-SEM\2009\01\_Exec B

File Search View Help

Address (Hex)	Hex	Text (ASCII)
00000150	30 20 63 65 6C 6C 50 61 64 64 69 6E 67 30	cellPadding=10
00000160	20 77 69 64 74 68 3D 36 32 30 20 0D 0A 6	width=620 ..bgC
00000170	6F 6C 6F 72 3D 23 30 32 30 31 38 30 20 6	olor=#020180 ali
00000180	67 6E 3D 63 65 6E 74 65 72 3E 0D 0A 20 2	gn=center>.. <T
00000190	42 4F 44 59 3E 0D 0A 20 20 3C 54 52 20 7	BODY>.. <TR vAl
000001A0	69 67 6E 3D 74 6F 70 20 61 6C 69 67 6E 3	ign=top align=le
000001B0	66 74 20 62 67 43 6F 6C 6F 72 3D 77 68 6	ft bgColor=white
000001C0	3E 0D 0A 20 20 20 20 3C 54 44 20 63 6F 6	>.. <TD colSp
000001D0	61 6E 3D 32 3E 0D 0A 20 20 20 20 20 20 3	an=2>.. <CE
000001E0	4E 54 45 52 3E 0D 0A 20 20 20 20 20 20 3	NTER>.. <H2
000001F0	3E 3C 46 4F 4E 54 20 66 61 63 65 3D 56 6	><FONT face=Verd
00000200	61 6E 61 2C 41 72 69 61 6C 2C 48 65 6C 7	ana,Arial,Helvet
00000210	69 63 61 2C 73 61 6E 73 2D 73 65 72 69 6	ica,sans-serif><
00000220	49 4D 47 20 62 6F 72 64 65 72 3D 30 20 6	IMG border=0 hsp
00000230	61 63 65 3D 30 20 0D 0A 20 20 20 20 20 2	ace=0 .. al
00000240	74 3D 22 22 20 61 6C 69 67 6E 3D 72 69 6	t="" align=right
00000250	20 0D 0A 20 20 20 20 20 20 73 72 63 3D 2	.. src="C:
00000260	5C 44 61 74 61 5C 32 5C 32 4D 5C 32 4D 2	\Data\2\2M\2M-C-
00000270	53 45 4D 5C 32 30 30 39 5C 30 31 5F 45 7	SEM\2009\01_Exec
00000280	75 74 69 76 65 20 42 72 69 65 66 69 6E 6	utive Briefing -
00000290	2D 20 57 68 79 20 79 6F 75 72 20 45 52 5	- Why your ERP i
000002A0	73 20 6E 6F 74 20 64 65 6C 69 76 65 72 6	s not delivering
000002B0	5C 30 32 5F 4D 61 69 6C 73 68 6F 74 20 4	\02_Mailshot Let
000002C0	74 65 72 5C 30 31 5F 46 69 72 73 74 20 4	ter\01_First Mai
000002D0	6C 73 68 6F 74 5C 4A 41 52 41 20 6C 6F 6	lshot\JARA logoJ
000002E0	50 45 47 20 54 68 72 69 76 65 20 6C 6F 7	PEG Thrive low r
000002F0	65 73 2E 6A 70 67 22 3E 57 68 79 20 0D 0	es.jpg">Why ..
00000300	20 20 20 20 79 6F 75 72 20 45 52 50 20	your ERP is
00000310	6E 6F 74 20 64 65 6C 69 76 65 72 69 6E	not delivering a
00000320	6E 64 20 68 6F 77 20 74 6F 20 66 69 78 2	nd how to fix it

# What is an ERP? Tables



# What is an ERP?

## Executable programs



Program Version Numbers

Program name	Program	Version
Sales Analysis Transaction Maintenance	IMP002	6.0.001
Inventory Document Print	IMP003	6.0.020
WIP Trial Kitting	IMP005	6.0.014
List of BOM Cost/Work Centers	IMP006	6.0.002
BOM Route Cards	IMP009	6.0.013
Inventory Movements	IMP010	6.0.105
Inventory Journal Report	IMP011	6.0.021
BOM Structures and Routings	IMP012	6.0.049
Browse on Operations	IMP015	6.0.009
Browse on Structures	IMP016	6.0.013
Browse on Component Where-used	IMP017	6.0.019
Inventory On-line Inspection Document	IMP018	6.0.015
WIP Link for A/P and Cash Book to WIP	IMP019	6.0.017
P/O Receipts & Inspection	IMP01A	6.0.101
WIP Job Receipts	IMP01B	6.0.066
LCT Receipt in from LCT	IMP01C	6.0.052
Serial Entry for Receipts	IMP01S	6.0.029
Inventory Serial Entry for Inspection	IMP01Y	6.0.006
BOM Routing Import	IMP020	6.0.011
List of Machines	IMP022	6.0.001
List of Narrations	IMP023	6.0.002
List of Employees	IMP024	6.0.001
A/P Import Supplier/Stock Cross-Ref	IMP025	6.0.006
S/O Header Maintenance	IMP042	6.0.037
S/O Sales Orders SCT Inventory Update	IMP043	6.0.022

Programs: 2,077

Microsoft SQL Server Management Studio

File Edit View Query Project Tools Window Community Help

SysproCompanyL Execute

Object Explorer

Connect

- Database Diagrams
- Tables
- Views
- Synonyms
- Programmability
  - Stored Procedures
    - System Stored Procedures
    - dbo.A\_DC\_Mrp\_Sub\_1
    - dbo.A\_DC\_Mrp\_Sub\_2
    - dbo.A\_DC\_Mrp\_Sub\_3
    - dbo.Adjust1
    - dbo.Adjust2
    - dbo.Adjust3
    - dbo.BudgetRollup
    - dbo.ChangeallStockCodeName
    - dbo.Proc\_AscForecast
    - dbo.SalesOrderInfo
    - dbo.SalesOrderInfoFilter
    - dbo.SalesOrderInfoFilterOnDate
    - dbo.a\_get\_data\_From\_ia\_MrpOut
    - dbo.a\_pop\_table\_ia\_MrpOut
    - dbo.dcP\_MrpReport
      - Parameters
        - @dt (datetime, Input, No default)
        - Returns integer
    - dbo.dcP\_MrpReport\_New
    - dbo.dkP\_InvoicePrint
    - dbo.dkP\_InvoicePrint2
    - dbo.dkP\_SupendedOrders
    - dbo.dkP\_TransferOrders
    - dbo.gfsP\_AscFC\_Prep
    - dbo.gfsP\_ETL\_SalesCube
    - dbo.gfsP\_GetSysproSales
    - dbo.gfsP\_InvPriceListing
    - dbo.gfsP\_MrpReport
    - dbo.gfsP\_OutOfStock
    - dbo.gfsP\_PrepWkSlFlash

ASCOSQL01.Sys...SQLQuery1.sql Table - dbo.InvMaster Summary

```

set ANSI_NULLS ON
set QUOTED_IDENTIFIER ON
go

ALTER proc [dbo].[dcP_MrpReport] @dt datetime
as
--EXEC [a_get_data_From_ia_MrpOut]

declare @peg char(1) select @peg = 'Y'

select MrpDate = @dt , a.*
, im.Description , im.StockUom, im.ProductClass , pc.Brand, pClassDesc = p
, im.LongDesc
, im.Buyer, im.LeadTime , 'EBQ' = im.Ebq
, c.QtyOnHand , c.QtyAllocated , c.StockAvailable
, ValueOnHand = c.StockAvailable * c.LastCost
, c.LastCost
, pc.House , fd.Status |
, Supplier = rtrim(ap.Supplier) + ' ' + ap.SupplierName , ReqVal
from
(
    SELECT Typ = '1Po', po.PurchaseOrder , po.Line
    , StockCode = po.MStockCode , MLatestDueDate
    , 'PoBalance' = MOrderQty -MReceivedQty
    , ph.OrderEntryDate
    , 'PoValue' = (MOrderQty -MReceivedQty ) * MPrice
    , ReqVal = 0.00,null as 'ParentPart'
    FROM MrpPoMasterDet po
    join PorMasterHdr ph
    on po.PurchaseOrder = ph.PurchaseOrder
    where MWarehouse in ('01','02','03','04')
    and MLatestDueDate <= dateadd(Month,1,@dt) and MLatestDueDate >= d
    union all
    SELECT '2Req', a.Requisition
    , Line = null
  
```

Connected. ASCOSQL01 (9.0 RTM) ASC01\Administra



# What is an ERP? Examples



**Stock Code Maintenance**

Stock code: 3365440003811    << >>    Kourros EDT 100ml

Descriptive    General    Replenishment    Production    Tracking    Sales    Other    Trade Promotions Pricing

Description: Kourros EDT 100ml

Long description: 80100

Drawing number:

Warehouse to use: 02    Main Warehouse ASCO DC

Part category: B - Bought out

Product class: YFMK    YSL - Kourros

Stocking unit of measure: EA

Mass per stocking unit: 0.000000

Volume per stocking unit: 0.000000

Specific gravity: 0.0000

**Alternate unit of measure**

Unit: EA    Factor: 1.000000

Multiply     Divide    Test

**Other unit of measure**

Unit: EA    Factor: 1.000000

Multiply     Divide    Test

Preferences

Defaults

Last Item

Save

Close

# What is an ERP?

## Examples



Stock Codes							
File Edit Navigate Functions Options Include Sequence							
Select [Icons] Play							
Stock code	Description	Long description	Promotion Item:	Grey Mkt Scan	Stocking u/m	Alternate u/m	
3365440003811	Kouros EDT 100ml	80100	B	Y	EA	EA	E
3365440003842	Kouros EDT 50ml	81050	B	Y	EA	EA	E
3365440003866	Kouros EDT 100ml	81100	B	Y	EA	EA	E
3365440003910	Kouros After Shave Toner 50ml	82050	B	N	EA	EA	E
3365440003927	Kouros After Shave Toner 100ml	82100	B	N	EA	EA	E
3365440021105	Kouros Alc Free Deo Stick 75g	83128	B	N	EA	EA	E
3365440023710	Kouros Fraicheur EDT 30ml	87031	B	Y	EA	EA	E
3365440024311	Kouros Mini Waterproof Box	93200SO	T	N	EA	EA	E
3365440026643	Kouros EDT 1.2ml Sample	81002S1	T	N	EA	EA	E
3365440028821	Kouros Dummy	D80100DE000	T	N	EA	EA	E
3365440036482	Kouros EDT 10ml Miniature	80100SE	T	N	EA	EA	E
3365440038301	Kouros EDT Tester	T81100	T	N	EA	EA	E
3365440038356	Kouros Fraicheur EDT Tester	T87100	T	N	EA	EA	E
3365440057456	KourosFraicheur EDT50ml+AS30ml	84121	P	N	EA	EA	E
3365440059306	Kouros Deo Spray 150ml	83147	B	N	EA	EA	E
3365440116078	YSL Blotters Pack Of 50	73282	T	N	EA	EA	E
3365440200227	Kouros 10ml Miniature	81010SF	T	N	EA	EA	E
3365440200234	Kouros EDT Spray 15ml GWP	81010SO	T	N	EA	EA	E
3365440220591	Kouros Sport SG 200ml	83161	B	N	EA	EA	E
3365440220638	Kouros Sport EDC 100ml	87101	B	N	EA	EA	E

# What is an ERP?

## Examples



**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		

# What is an ERP?

Example -- the @\$%^&\*XX^#% system has LOST my data!!!



## 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	

# What is an ERP?

## Reports



Report	Description	Primary table	Table description	Last printed
INVMAS-3	Missing Warehouse	InvMaster	Inventory Master	Date: 2008/04/03 Time: 09:40
INVMAS-4	Report on Inventory Master	InvMaster	Inventory Master	Date: 2008/12/07 Time: 14:10
INVMAS-5	Report on Inventory Master	InvMaster	Inventory Master	Report never run
INVMAS-6	Inventory Gross Req Rule	InvMaster	Inventory Master	Date: 2009/03/30 Time: 15:11
INVMAS-7	Report on Inventory Master EBQ	InvMaster	Inventory Master	Date: 2009/09/14 Time: 15:59
INVWAR-1	Missing Selling Prices	InvWarehouse	Inventory Warehouse	Date: 2008/08/21 Time: 08:47
INVWAR-2	Stockcodes without Unit cost	InvWarehouse	Inventory Warehouse	Date: 2008/08/19 Time: 11:31
INVWAR-3	Missing Selling Prices	InvWarehouse	Inventory Warehouse	Date: 2008/10/23 Time: 11:27
INVWAR-4	Missing Selling Prices 02 Excl Fashion	InvWarehouse	Inventory Warehouse	Date: 2009/03/30 Time: 15:56
INVWAR-5	Report on Inventory Warehouse	InvWarehouse	Inventory Warehouse	Date: 2009/03/19 Time: 16:11
INV_HOUSE	Report on Inv - House Brand and Line	UsrInvLineBrandHse	Table not in Data Dictionary	Date: 2007/04/20 Time: 11:09
LCTCOS-1	Report on LCT Costing Register	LctCostingReg	LCT Costing Register	Date: 2008/07/31 Time: 14:41
LCTCOS-2	LCT REPORT	LctCostingReg	LCT Costing Register	Date: 2008/07/31 Time: 14:48
M-ARADJ	DEBTORS ADJUSTMENTS	ArCshJnlDet	A/R Cash Journal Payments and Adju...	Date: 2009/10/08 Time: 08:14
M-ARPAY	DEBTORS PAYMENTS	ArCshJnlDet	A/R Cash Journal Payments and Adju...	Date: 2009/07/20 Time: 08:44
M-C/NOTES	LIST OF CREDIT NOTES	ArTrnSummary	A/R Sales Transaction Invoice Summ...	Date: 2009/10/08 Time: 08:13
M-C/NOTES1	LIST OF CREDIT NOTES1	ArTrnSummary	A/R Sales Transaction Invoice Summ...	Date: 2008/04/10 Time: 12:56
M-CHGIW	Change cost multiplier to 1 on InvWare	InvWarehouse	Inventory Warehouse	Date: 2007/07/03 Time: 11:30
M-CHKAP	CHECK AP DATA FILES	ApInvoice	A/P Supplier Invoice Detail	Date: 2009/09/04 Time: 12:03
M-CHKGLMAS	CHECK GL MASTER	GenMaster	G/L Master	Date: 2009/09/04 Time: 09:54

Preview of 'Missing Selling Prices' - Page 1 : (Print To File)

File Edit Goto Search Font Help

Print First Previous Next Last Email... Close

Prepared : 08/10/2009 11:01 AFRICAN SALES COMPANY PTY LTD Page : 1  
 Report : INVWAR-1 Missing Selling Prices

Stock code	Description	Long desc	Qty on hand	Selling price	Pr
0732149002248	J2 Steamer	J2	2.000	2,100.00	SA
0732149006031	J6 Steamer Hand Held	J6	33.000	990.00	SA
3137370118626	Memoire D'Homme Deo Stick 75g	P410	2.000	220.00	SA
3274871508966	NS Plasti Sculpt Coffret	P150896	1.000	811.40	SA
6006239027782	Sp	A2491	20.000	14.95	SA
6006239027980	Black Red Bags	A2570	1.000	60.00	SA
6006239028024	Handbags	A2611	4.000	550.00	SA
6006239028048	Handbag	A2764	1.000	0.00	SA
6006239028055	Handbag	A2765	1.000	595.00	SA
6006239028079	Handbag	A2769	1.000	0.00	SA
6006239028147	Bag C	A2802	1.000	340.00	SA
6006239028215	Handbag	A2809	2.000	0.00	SA
6006239028239	Handbag	A2811	1.000	0.00	SA
6006239028260	Handbag	A2814	1.000	0.00	SA
6006239028338	Leather Bag Argentina	AR6	2.000	0.00	SA
6006239028345	Brown Bag Handles/Sling	AR7	1.000	1,500.00	SA
6006239028536	12"Berry Heart	C143	3.000	0.00	SA
6006239028550	Sp	C145	2.000	24.00	SA
6006239028574	20" Centre Piece	C148	3.000	40.00	SA
6006239028604	6"Crystal Grape Cluster	C150	22.000	16.00	SA
6006239028611	7"Grape Cluster	C151	20.000	0.00	SA
6006239028628	Pick	C152	30.000	0.00	SA
6006239028635	6"Crystal Grape Candle Ring	C154	1.000	0.00	SA
6006239028642	Photo Frame	C158	14.000	30.00	SA
6006239028659	Photo Frame Blue/White	C159	22.000	0.00	SA
6006239028697	Photo Frame	C163	39.000	30.00	SA
6006239028710	Small Frame Col Flower	C165	10.000	18.00	SA
6006239028789	Under Plates Sq Small Red	C180	60.000	0.00	SA
6006239028796	Satin Butterfly Frame	C185	28.000	0.00	SA
6006239028802	Frame Butterfly Satin	C186	8.000	20.00	SA
6006239028857	Potpourie Holder	C193	1.000	0.00	SA
6006239028895	Fashion Goods	C200	14.000	150.00	SA
6006239028901	Fashion Goods	C204	24.000	0.00	SA
6006239028949	Clocks	C210	3.000	100.00	SA
6006239028956	Boxes	C219	11.000	37.50	SA
6006239028998	Cream Jewellery Stand	C224	88.000	30.00	SA
6006239029021	Xmas Item 20250	C228	2.000	0.00	SA
6006239029038	Xmas Item 20794	C229	1.000	0.00	SA
6006239029045	Xmas Item 25846A	C230	50.000	8.50	SA

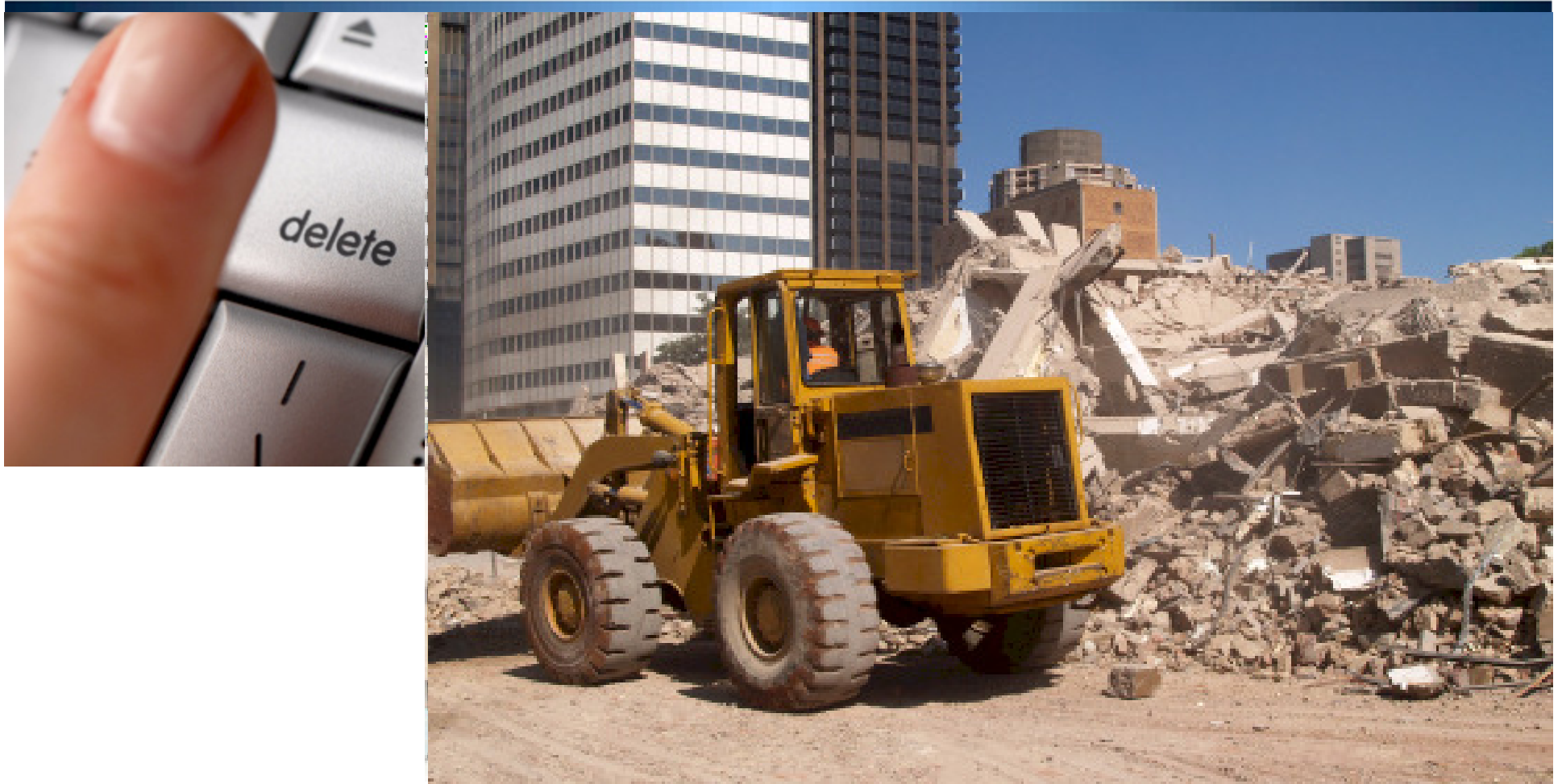


# What is an ERP? REALLY?





## vs Deleting a building



# What is an ERP? Refurbish



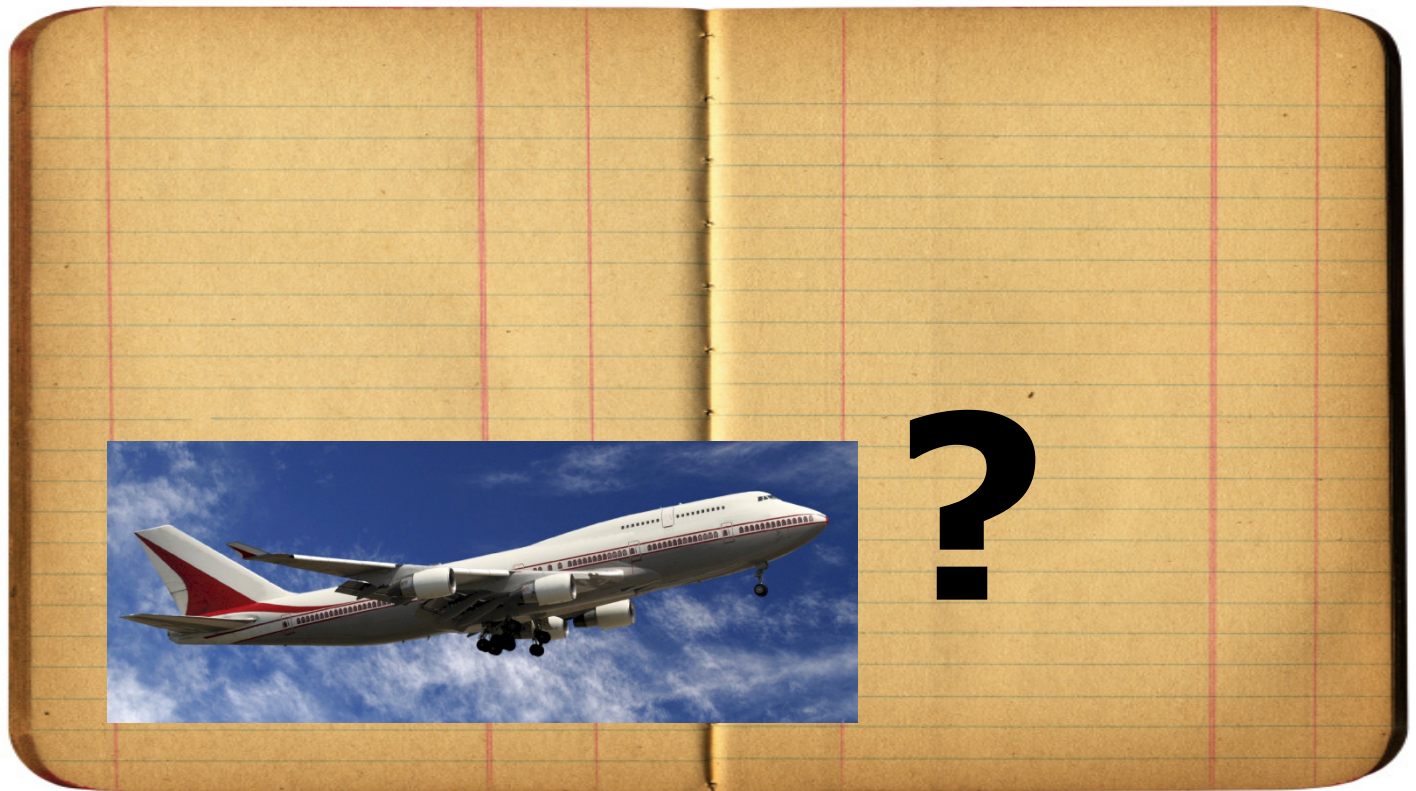
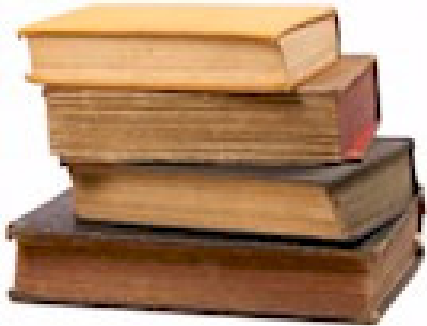
# What is IT? REALLY? The MOST important skill?

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# What is an ERP?

## General ledger



# What is an ERP? REALLY?



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**"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."**

# Questions?



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