

# 180 Systems

INTRODUCTION



# 180 Systems Experience



**Michael Burns** MBA, CPA, CA, PMP, CITP

- Founder of 180 Systems , previously headed up PWC mid-market consulting practice and part-time professor at University of Toronto



**Alex Miles** MBA, BEng, BA

- 6 years experience in Advisory Consulting, Systems Selection, and Implementation across Canada, USA, and Europe



**Gordon Hertzman** MBA

- Extensive expertise in the design, development and implementation of technology solutions based on 25 years of service across a wide variety of industries



**Navaid Khan** MBA, CCP, CMA

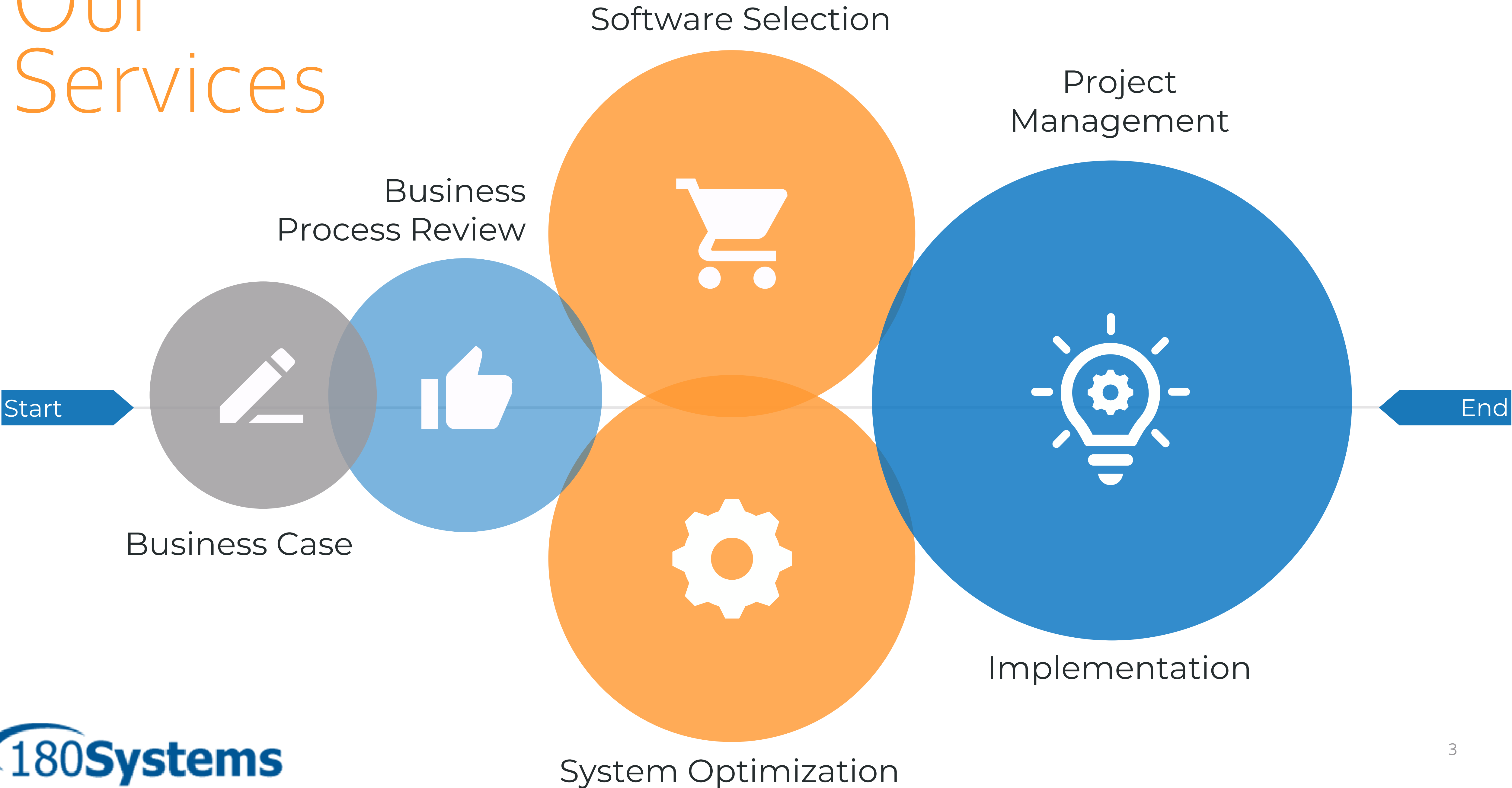
- 20 years of proven track record in business transformation strategic initiatives in Canada, United States and in Europe.



**Hassan Rehman**, BSc

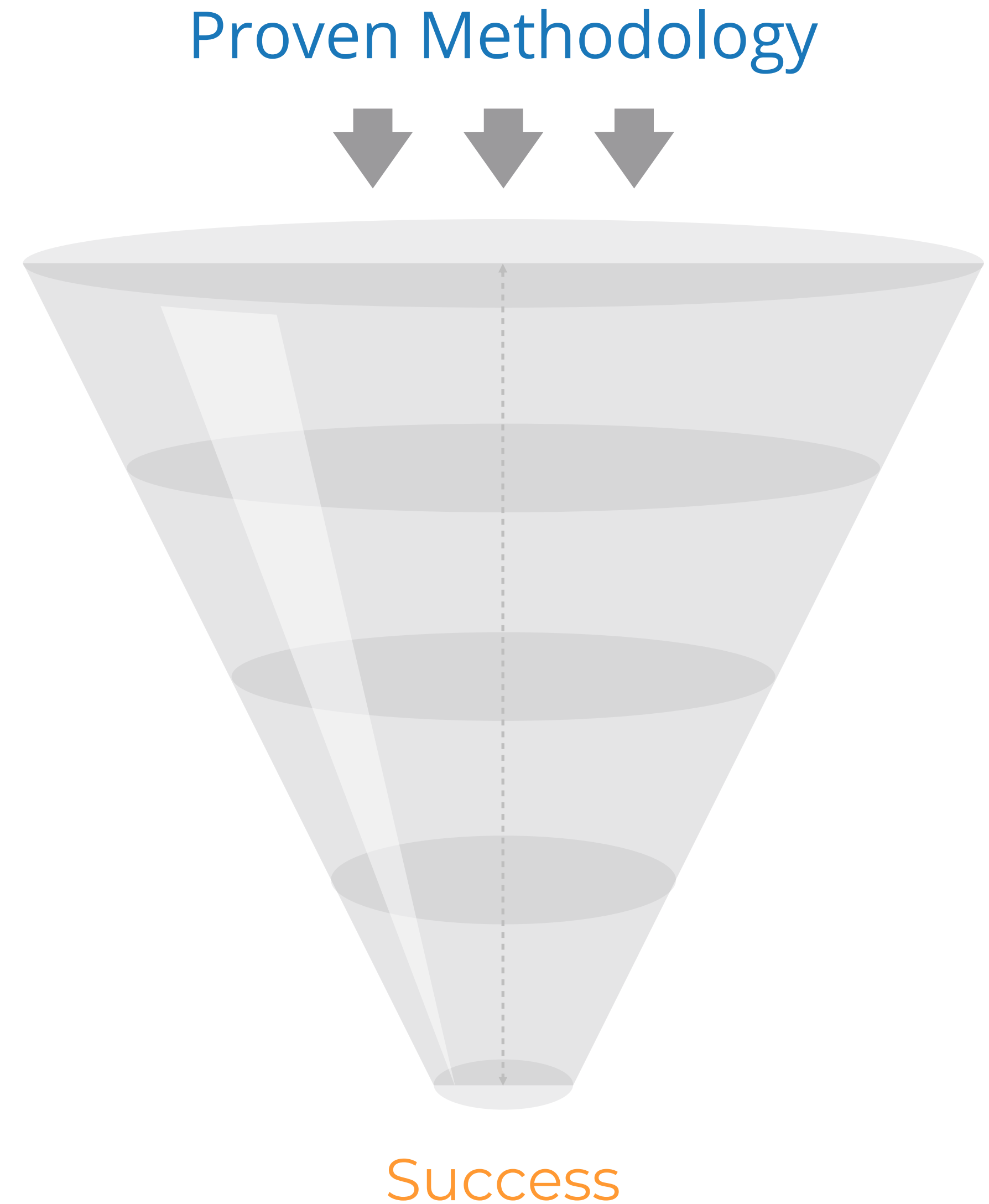
- Over 5 years of experience in project delivery roles. Proficient in collecting, analyzing, and documenting business requirements while ensuring accuracy

# Our Services



# Why 180 Systems

1. Vendor independence
2. Experienced-based advice
3. Knowledge of ERP Systems
4. Address change management
5. Integrity
6. Cut to the chase
7. Responsive
8. Fixed Fee
9. Alignment with corporate strategy
10. Requirements based on business process review



# ERP Expertise

ERP Portal

<https://portal.180systems.com/portals/erp/>

Top 10 ERP Systems

<https://portal.180systems.com/tools/systems-analysis-tool/erp/>

ERP Comparison

<https://www.180systems.com/article/erp-comparison/>

National Technology Forum

<https://www.cpacanada.ca/en/career-and-professional-development/conferences/2021/january/national-technology-forum-2021>



# Over 100 Clients



# 180 Systems

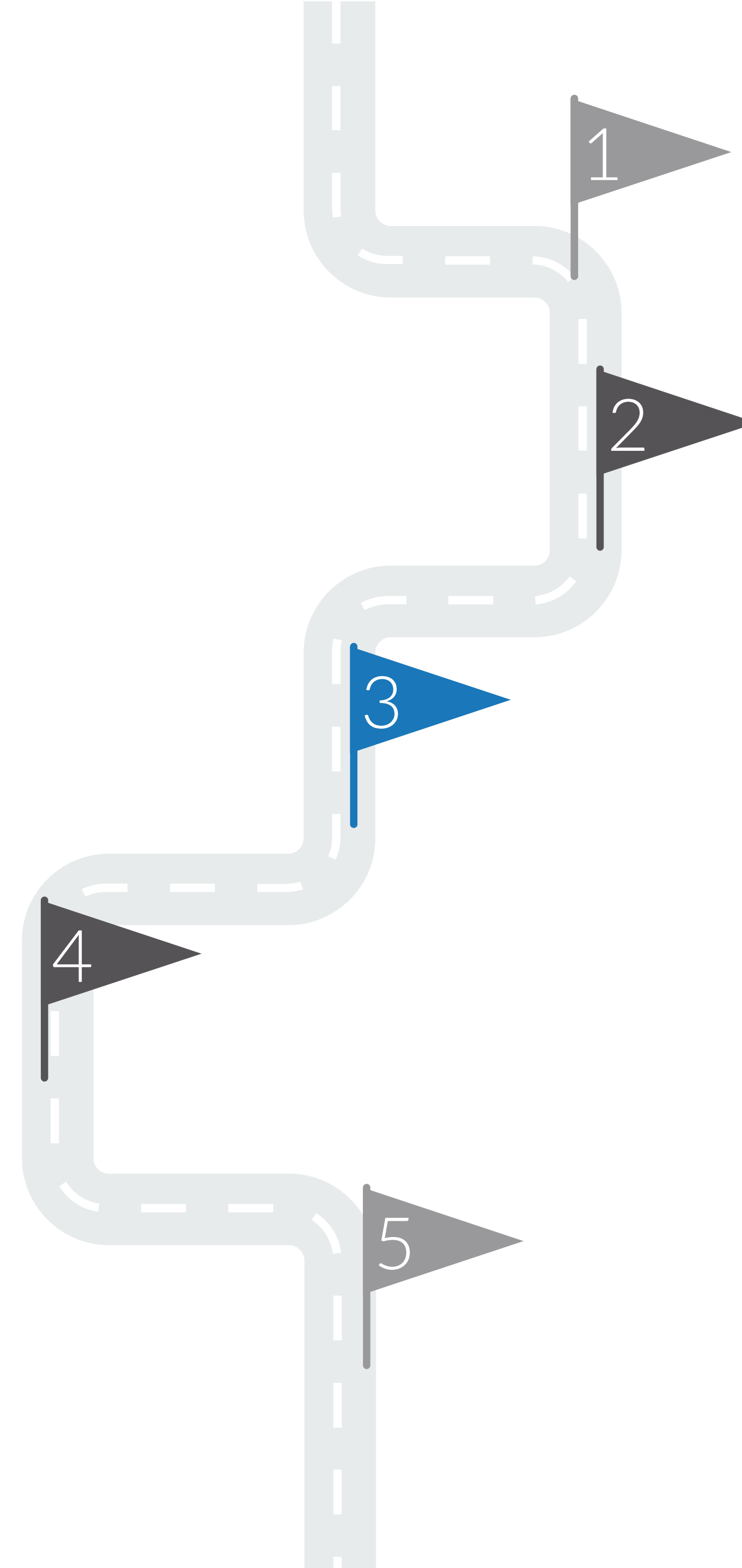
SYSTEMS SELECTION



# Software Selection

## Roadmap

- 0 Kickoff Meeting
- 1 Workshops and Business Process Reviews
- 2 Request for Proposal
- 3 Requirements Demonstration
- 4 Business Process Demonstration
- 5 Contract Negotiations





## Agenda

01. Confirm scope
02. Confirm methodology
03. Discuss schedule
04. Discuss technology trends and terms
05. Discuss major problems
06. Discuss Critical Success Factors (CSFs) – what must be done well in order to be successful
07. Discuss key requirements which could help achieve CSFs
08. Discuss measurements of success.  
Measurements of success help ensure alignment with corporate objectives by linking to CSFs

# Kickoff Meeting

# Kickoff Meeting

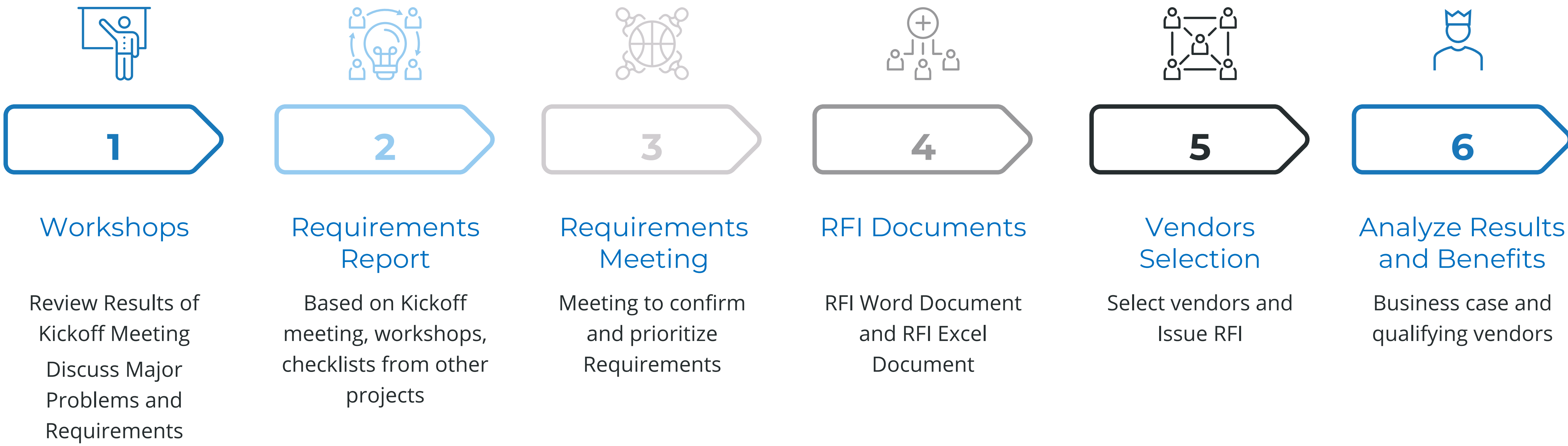
## Roles and Responsibilities



180 Systems Roles & Responsibilities - Selection & Implementation						
Role Name	Steering Committee	Project Manager	Business Process Owners / Team Leads	Super Users / SME's	Technical IT	180 Systems
<b>Overall</b>	Provides company wide leadership in support of the project. Oversees all decisions related to the project - scope, budget, timeline, resources, risks & issues	Makes the business decisions for the project: day-to-day functionality decisions, makes resources available & disposes of issues and project scope changes	Manages scope and ensures all business requirements are handled by the new system. Owns all activities related to implementation	Subject matter experts for their functional area. Communicate all current state business operations and future state requirements	Team Lead/SME for all technical or IT related activities	Consulting expertise and support
<b>Selection</b>						
Kick-off meeting to discuss scope, CSF, KPI, key requirements, major problems, decision criteria, schedule, trends	2	2				2
Provide input on As-Is business process		20	2	2	2	14
Document business process and kickoff meeting		2				18

Will be discussed in more detail during the implementation discussion

# Workshops



# Business Case



## Based on Intangible Benefits

- Tangible and intangible benefits based on resolving problems identified in the workshops
- Costs of implementation based on responses to the RFI and anticipated internal costs

License	Amount
Oracle E Business Suite	\$1,096,984
SYSPRO	\$917,500
Microsoft Dynamics AX	\$497,750
IFS	\$800,000
Infor	\$515,625
SAP	\$1,166,854
Average	\$832,452
Additional licenses as add more users	
2016 - % increase in staff over previous year	2%
2017 - % increase in staff over previous year	3%
2018 - % increase in staff over previous year	4%
2019 - % increase in staff	5%
Implementation Fees	
Assuming a ratio of 3:1 on license Fees	\$2,497,356
25% in 2016	\$624,339
50% in 2017	\$1,248,678
25% in 2018	\$624,339

System problems	Requirements for solving problem	Benefits for solving problem	Hours Saved	Avg Rate	Amount
Multiple locations in whse - using a parallel system to know locations by aisle, level, and bin - using carousel software - mistakes are being made and need to reconcile	whse mgmt	25% of resources time would be saved - 22 people (22 people * 40 hours per week * 46 weeks * 25%)	10,120	\$35	\$354,200

# Business Case



Business Case		Calendar Years					
		2020	2021	2022	2023	2024	Total
<b>Cash Inflows / Benefits and Gains</b>							
	MRP	228,000	456,000	684,000	820,800	912,000	3,100,800
	Reduce Extra freight costs	75,000	150,000	225,000	270,000	300,000	1,020,000
	Reduce Lost sales	50,000	100,000	150,000	180,000	200,000	680,000
	Avoid maintenance cost on current system	50,000	200,000	200,000	200,000	200,000	850,000
	Create reports without programmers	50,000	200,000	200,000	200,000	200,000	850,000
	Mobile support	50,000	200,000	200,000	200,000	200,000	850,000
	<b>Total cash inflows</b>	<b>503,000</b>	<b>1,306,000</b>	<b>1,659,000</b>	<b>1,870,800</b>	<b>2,012,000</b>	<b>7,350,800</b>
<b>Cash Outflows / Costs &amp; Expenses</b>							
	License	832,452	16,649	24,974	33,298	41,623	948,995
	Implementation Fees	624,339	1,248,678	624,339			2,497,356
	Maintenance	166,490	169,820	174,815	181,475	189,799	882,399
	Travel	62,434	124,868	62,434			249,736
	Post Implementation/Upgrades			249,736		249,736	499,471
	Infrastructure Changes	120,000					120,000
	Internal Costs	342,500	685,000	171,250	68,500	68,500	1,335,750
	Relief staff during implementation						0
	Consultant Fees	35,000	30,000	10,000			75,000
	<b>Total cash outflows</b>	<b>2,183,215</b>	<b>2,275,015</b>	<b>1,317,547</b>	<b>283,273</b>	<b>549,657</b>	<b>6,608,708</b>
<b>Cash Flow Summary</b>							
	Total inflows	503,000	1,306,000	1,659,000	1,870,800	2,012,000	7,350,800
	Total outflows	2,183,215	2,275,015	1,317,547	283,273	549,657	6,608,708
	<b>Net cash flow</b>	<b>-1,680,215</b>	<b>-969,015</b>	<b>341,453</b>	<b>1,587,527</b>	<b>1,462,343</b>	<b>742,092</b>
	<b>Interest Rate</b>						
<b>NPV</b>	4.0%						
<b>Inflows</b>							\$6,418,854.24
<b>Outflows</b>							\$6,067,840.53
							\$351,013.71
<b>ROI</b>							<b>6%</b>

# Requirements Analysis



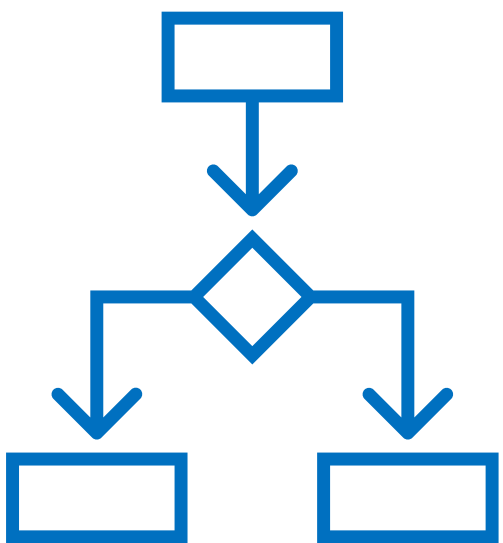
Strategic CSFs (Critical Success Factors)	Key Requirements
1. Ship products quickly to end users	<ul style="list-style-type: none"> <li>• Inventory Availability</li> <li>• Available to Promise (Time Phased View)</li> <li>• Integration with couriers</li> <li>• Warehouse management including scanning and hand-held devices, directing picking...</li> <li>• Kits (could already be bundled)</li> <li>• Bundle and unbundle kits (no assembly just putting components in a carton)</li> </ul>

What Works Well	Key Requirements
1. Magento but deficient in custom reporting	<ul style="list-style-type: none"> <li>• Integration with Magento or equivalent</li> <li>• Reporting tools</li> </ul>

What Does Not Work Well	Key Requirements
1. Inventory not accurate and don't know costs – not using average costing or FIFO in Magento – just have last cost – data is unreliable for inventory costs but is ok with location and qty – (add-ons needed to make this work which took time to implement)	<ul style="list-style-type: none"> <li>• Multi-whse</li> <li>• A single order can be shipped from multiple whse</li> <li>• Returns</li> <li>• Exchanges</li> </ul>

# Business Process Review

## Key Components



### Review Existing Processes

Documentation, interview staff, day in the life of interviewees

### Problems (Opportunities)

Improve Efficiency, Effectiveness, or Controls of Business Processes

### Impacts and Problem Types

Problems classified as Low to Critical  
Problems categorized by:

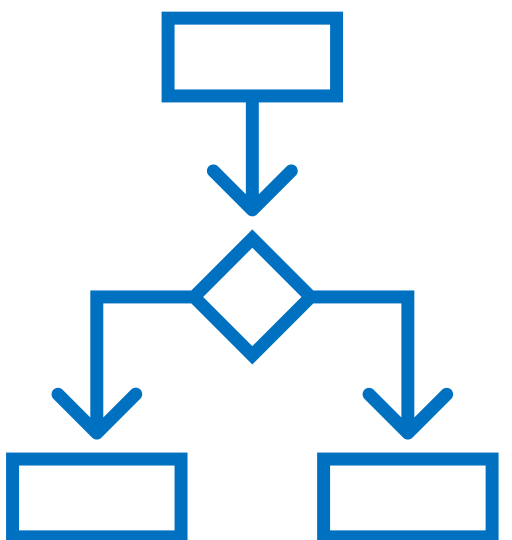
- System
- Business Process
- Training
- Infrastructure

### Requirements

System Requirements to solve business problems

# Business Process Review

## Example

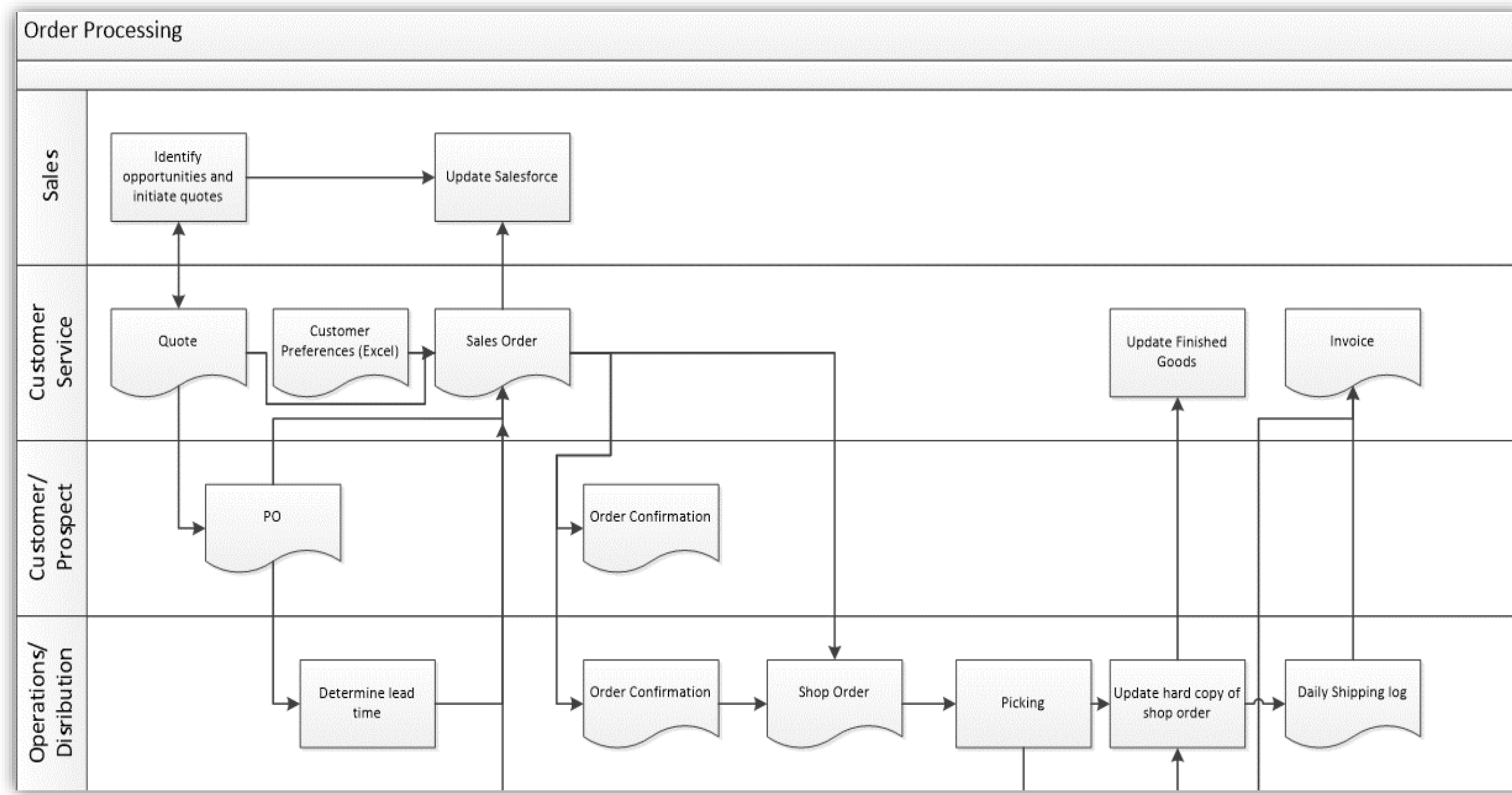
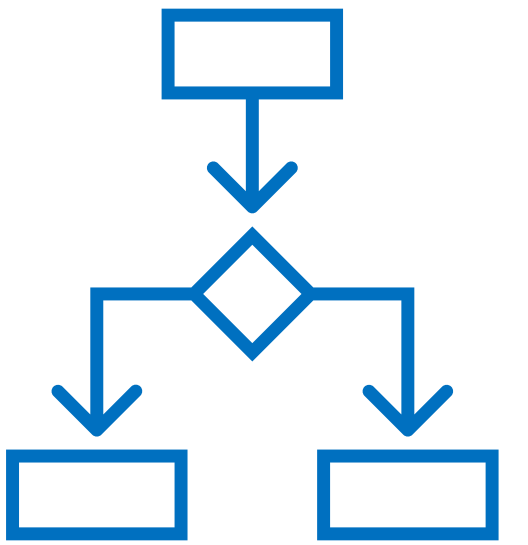


Corporate - Purchasing		Problem Impact: C=Critical, H=High, M=Medium, L=Low Type: S=Sys, T=Training, I=Infrastructure, B=Business Process			
Process	Description	I	T	Requirements	Ref
1. Call in request from employee who could be at a store picking up supplies for a job. The store will generate a receipt and bill Municipal on account. Purchasing creates a PO that can be matched to the invoice from the store.	<ul style="list-style-type: none"> <li>Manual process to advise employee what to get at store</li> <li>Manual process for employees to call in and create a PO</li> <li>Could have requisitions for 50 jobs at the same – time each with a runner getting materials from different stores. There is not any coordinating of pickups and deliveries</li> </ul>	C	S B	<ul style="list-style-type: none"> <li>Requisitions:               <ul style="list-style-type: none"> <li>○ Create on handheld device</li> <li>○ Assign to employee to pickup materials at a store/vendor</li> <li>○ Consolidate requisitions from multiple job sites for individual stores to avoid multiple employees picking up and delivering materials in the same area/store</li> </ul> </li> <li>Generate PO and receiving report for items picked up at store</li> </ul>	
2. Purchase Order Entry Header Select the Company and Vendor ID - Populate Description field <ul style="list-style-type: none"> <li>○ Specify an Internal Code (see (R) in Purchase Order Entry – Header screenshot) which indicates where ‘registered’ invoice should go for approval – R = Bedford Receiver, TR = Truro Office, etc.)               <ul style="list-style-type: none"> <li>▪ All invoices go to AP. If the receipt has not been entered in</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Purchasing tries to figure out which company for the PO based on who is calling but really the job dictates the company</li> <li>Drop down of vendors shows all vendors – should be company specific and could make mistakes as to which vendor</li> <li>The Purchase Order number field only allows for 8 characters               <ul style="list-style-type: none"> <li>○ This is an issue when entering subcontract purchase orders (where</li> </ul> </li> </ul>	C	S	<ul style="list-style-type: none"> <li>PO type can be for:               <ul style="list-style-type: none"> <li>○ Subledger entity - a job, property, equipment, capital asset inventory (each with their own subledger)</li> <li>○ a division within a company (straight to the general ledger)</li> </ul> </li> <li>Information collected on PO varies by PO type.</li> <li>Job number determines which company</li> <li>If job, drop down lists of valid phases and cost types for the job</li> <li>Company defined by detail line (could</li> </ul>	C1

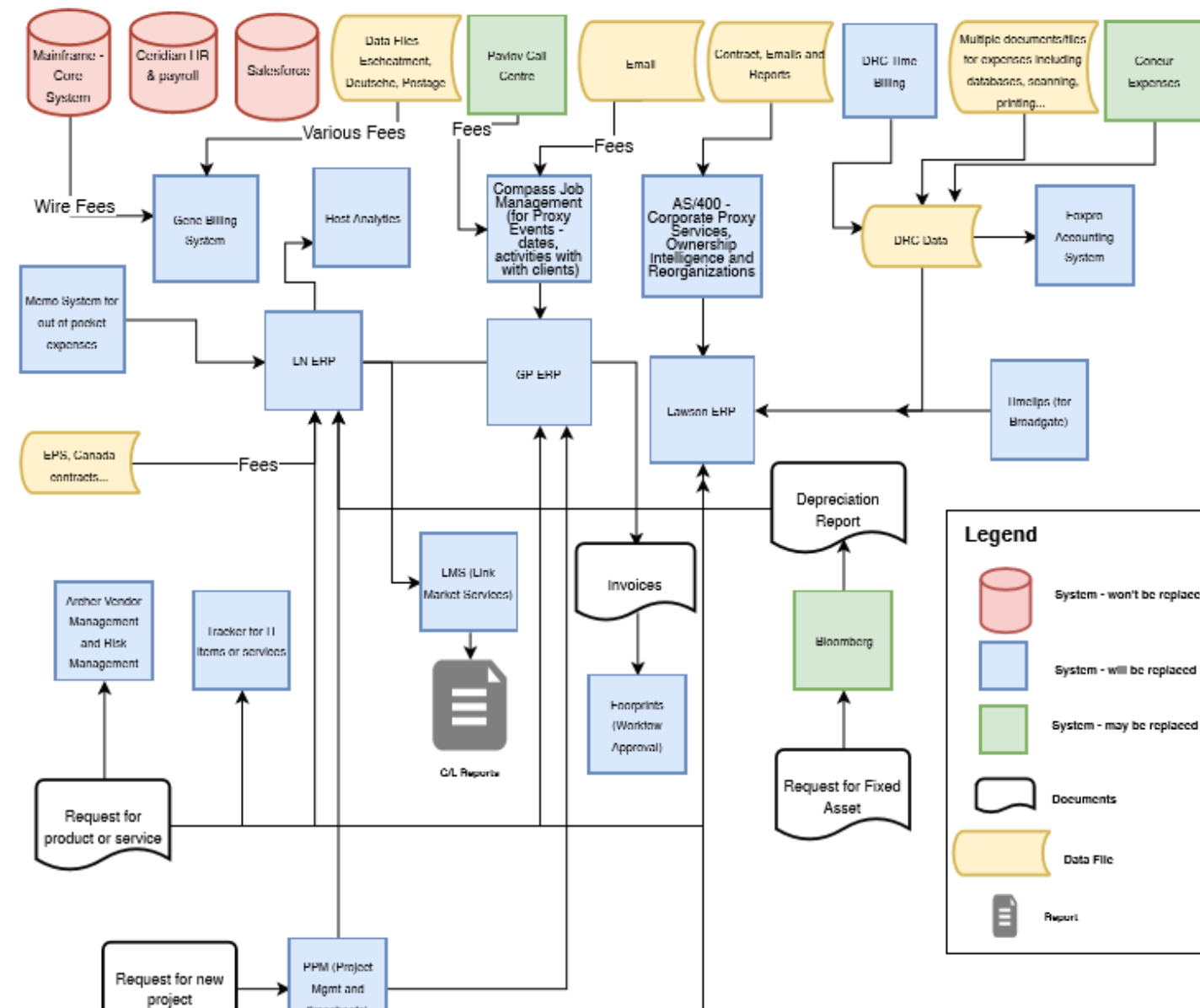
BPRs uploaded online for interviewees review



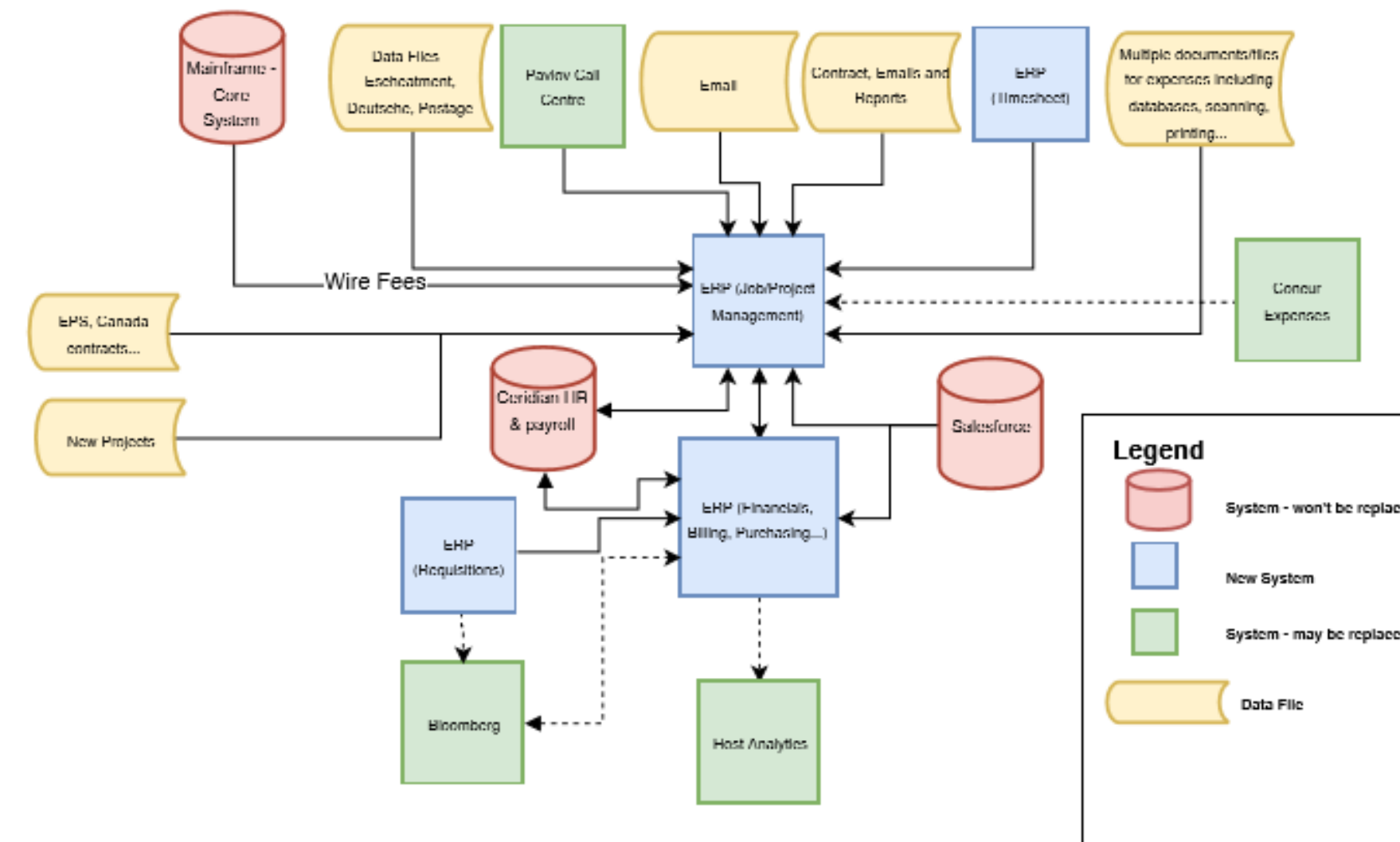
# Process Maps



AST Current State Application Architecture Diagram



AST Future State Application Architecture Diagram



# Request for Proposal



**Explanation:**

- Configuration change - change can be done in minutes using tools such as adding a new field
- Minor customization - change can be done in hours
- Major customization - change will take multiple days

**Requirements Report** based on standard checklists and input from meeting and interviews – key and unique requirements defined unambiguously

#	Vendor Question	Wt	Vendor Response	In	Additional Comments
<p><b>Part Two</b></p> <p><b>Wtg (Weighting)</b>                      5=Critical items needing a response from vendors. To reduce the work to respond to the RFP, we are only asking for a response to requirements with a wtg=5. Short listed vendors will be asked to respond to all requirements later in the process                      4=Other critical items                      3=High                      2=Medium                      1=Low</p> <p><b>In (Included)</b>                      If not included in quote, enter "N"; otherwise leave blank. If left blank, it means that there will not be any additional charges for providing the functionality to meet the requirement.</p>					
I	<b>Generic Requirements</b>				
1	<b>Ease Of Use</b>				
	Drill-down				
2	<ul style="list-style-type: none"> <li>• Across all modules</li> <li>• To source document eg spreadsheet or scanned document</li> </ul>	4			

#	Vendor Question	Wtg	Vendor Response
46	Scheduling based on:		
47	Outstanding orders and promise dates	4	
48	Expected arrival of raw materials needed for production	4	
49	Capacities of equipment and manpower	5	
50	Available work centres or lines	4	

# RFP Results



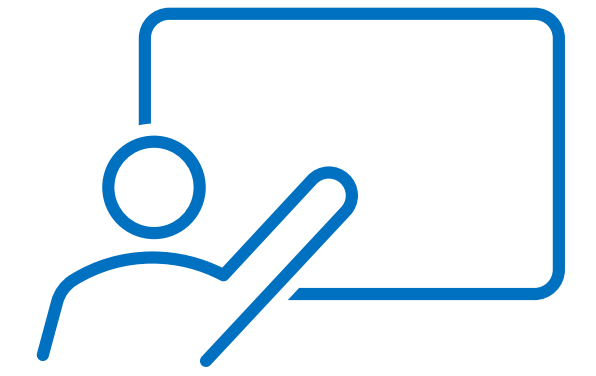
Vendor Question	EPICOR ERP		SYSPRO ERP	
General Ledger and Financial Reporting	555	95%	525	90%
Accounts Payable	360	100%	310	86%
Accounts Receivable	540	100%	465	86%
Cash Management	0		0	
Forecasting	315	100%	290	92%
Asset Management	135	100%	135	100%
Order Processing	2500	79%	2735	87%
Time and Attendance	245	91%	125	46%
MRP	290	72%	405	100%
Purchasing	915	92%	885	89%
Inventory	1335	87%	1245	81%
Warehouse Management	735	91%	375	46%
Production	1485	100%	1350	91%
E-Commerce	580	92%	170	27%
Transportation Management	555	65%	460	54%

- Answer vendor questions
- Prepare preliminary analysis of potential vendors includes costs, scoring of their responses, and similar customers
- Select short listed vendors

#	Vendor Question	Wt	SAP Business One / N'ware Technologies	Epicor Software / Six S Partners
	<b>Criteria</b>	<b>Wt</b>		
	Fit 5>95,4>90,3>85,2>80,1<80	5	1	5
	License Cost Variance 5>75,4>25,3>-25,2>-75,1<-75	3	4	12
	Implementation Variance 5>75,4>25,3>-25,2>-75,1<-75	2	4	8
	Costs not included -3>40, -2>20, -1>10	2	0	0
	Technology	4	4	16
	Vendor/Implementer	5	4	20
		<b>21</b>	<b>61</b>	<b>76</b>
	Rank		11	3

#	Vendor Question	EPICOR ERP		SYSPRO ERP	
	Number of requirements not included in price		7		82
	# of 9's (out of box)	272	82%	236	72%
	# of 6's (3rd party/same tools)	0	0%	0	0%
	# of 5's (workarounds)	0	0%	6	2%
	# of 4's (minor mods)	49	15%	35	11%
	# of 3's (3rd party/different tools)	1	0%	36	11%
	# of 2's (next year)	0	0%	0	0%
	# of 1's (major mods)	1	0%	4	1%
	# of 0's (not available)	5	2%	2	1%
	# of Blanks (no response)	2	1%	11	3%
	<b>Total</b>	<b>330</b>	<b>100%</b>	<b>330</b>	<b>100%</b>

# Requirements Demonstration



## Script and Demonstration

#	Vendor Question	Wt	Vendor Response
	Demo complex requirement (3 minutes)		
	Demo simpler requirement (2 minutes)		
	Demo or discuss (1 minute)		
32	<b>Sales Order</b>		
33	Warnings in order entry if quantity ordered less than minimum batch size or quantity ordered is not within a certain % of the multiple batch size	5	
34	Deposit on orders based on credit terms that vary by customer	5	
35	Capable to Promise (CTP) which considers raw material availability and production capacity to determine whether CSR can meet customer request date for quote or order	5	
36	Change order process that includes:		
37	Alerts to purchasing and production	5	

Agenda	Start Time	End Time	Agenda Mins	Instructions	Script Minutes	Buffer
Introductions/Qualifications	8:30 AM	8:45 AM	15	Include discussion of similar customers		
Generic Requirements and Business Intelligence	8:45 AM	9:10 AM	25	Section I and EE as specified in script and navigation	18	7
Financials (General Ledger and Financial Reporting, Accounts Payable, Accounts Receivable, and Cash Management)	9:10 AM	9:20 AM	10	Sections J-M as specified in script	7	3
Forecasting	9:20 AM	9:25 AM	5	Section N as specified in script	5	0

# Demonstration Evaluation



D	E	H	N	O	P	Q	R	S	T	U	V	W
#	Vendor Question	Wt	EPICOR ERP					SYSPRO ERP				
	Demo complex requirement (3)					s	Major Strengths				s	Major Strengths
	Demo simple requirement (2)					w	Major Weakness				w	Major Weakness
	Demo (1 minute)					r	New Requirements				r	New Requirements
						f	Follow Up				f	Follow Up
<b>W</b>	<b>E-Commerce</b>											
1	Supplier Portal					s	can put in dates, update pricing, respond to RFQs				w	there is an existing web app but considered legacy and would not sell it

**\* 2. System**

BlueCherry  
 Visual 2000

**\* 3. Vendor and developer qualifications/background**

Excellent    Very Good    Good    Fair    Poor    N/A

Evaluation  Excellent  Very Good  Good  Fair  Poor  N/A

Comments

**Q3 Vendor and developer qualifications/background**

Answered: 19 Skipped: 0

Vendor	Score
Q2: BlueCherry	4.5
Q2: NetSuite	1
Q2: SAP Business One	3.5
Q2: Visual 2000	4

# Business Process Demonstration



## 1. Objectives and Instructions

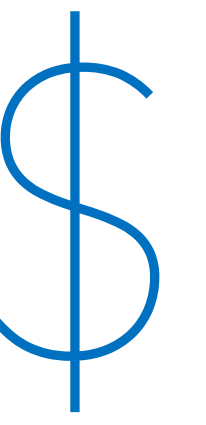
Sample Customer would like you to demonstrate a prototype of the TO-BE business process partly based on the agenda, demonstration requirements and sample documents. We have provided more time in the agenda compared to the requirements to allow you to:

- Demonstrate the process and not just a number of requirements that are difficult to connect to each other
- Get into more detail
- Demonstrate best practice or features not included in requirements that you think would be useful to Sample Customer

The demonstration will be attended by business process owners and subject matter experts who will attend the sections that are relevant to them. Therefore, it is important that you adhere to the time allotted for each agenda topic.

Process	Requirements
<ol style="list-style-type: none"><li>1. Customer asks for products with certain specifications: there are many attributes related to dimensions, Material Specification (material grade, chemical composition, physical testing involving various heat treatment conditions, other tests and checklists), welding, beveling. Most items are made to order, but some heads are in stock. [Material Specifications, keyed on customer code, CO number and a sequence number, may be shared among multiple order lines.]</li><li>2. Production jobs are generated at this time and operations and their due dates are determined. The time each operation takes depends on multiple factors including:<ul style="list-style-type: none"><li>• Season - less productivity in winter</li><li>• Dimensions which vary by product. For example, the time it takes to manufacture discs varies by thickness.</li></ul></li></ol>	<ul style="list-style-type: none"><li>• Section Q and U44,45,47</li><li>• Section DD7-14</li><li>• Refer to ‘Prefab CO Scenario’ under Sample Documents above.</li></ul>

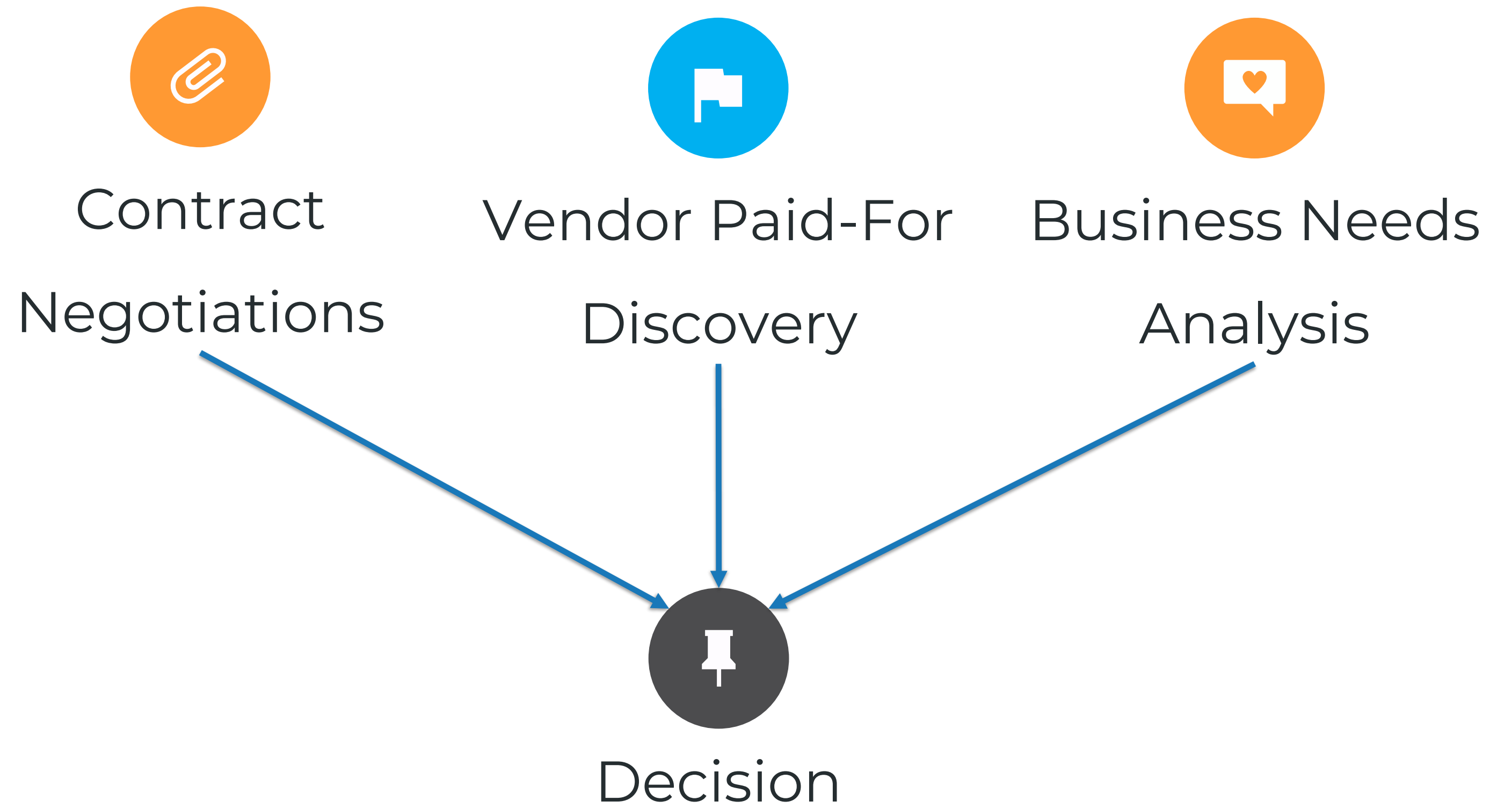
# Cost Analysis



A	B	C	D	E	F	G	H	I	J	K
#	Criteria	One Time Fees - 1st Year			2nd Year			3rd Year		
		License	Annual (2)	Implementation	License	Annual (2)	Implementation	License	Annual (2)	Implementation Not
<b>A</b>	<b>Product Information</b>									
1	Product									
2	Version									
<b>B</b>	<b>Costs by Module - Canadian Dollars (1)</b>									
1	Financials (General Ledger, Financial Reporting, Accounts Payable, Accounts Receivable and Cash Management)									
2	Asset Management									
3	Forecasting									
4	Estimating									
5	Order Processing and									

A	B	C	D	E	F	G	H	I	J	K
#	Criteria	One Time Fees - 1st Year			2nd Year			3rd Year		
		License	Annual (2)	Implementation	License	Annual (2)	Implementation	License	Annual (2)	Implementation
<b>C</b>	<b>Costs by Task - Canadian Dollars</b>									
1	Initiation									
2	Project Management									
3	Training									
4	Design/Blueprint									
5	Build									
6	Test									
7	Integration (4)									

# Contract Negotiations





# Scope Estimate

Process	Number of Interviews
Financials (General Ledger and Financial Reporting, Accounts Receivable, Accounts Payable, Financial Budgeting, Cash Management)	2
Asset Management	1
Forecasting	1
Order Processing	1
MRP and Purchasing	1
Inventory and Warehouse Management	1
Production – formulas, scheduling and shop floor control	3
POS	1
Customer Relationship Management	1
HR, Payroll and Time & Attendance	2
E-Commerce / Portals	1
<b>Total</b>	<b>15</b>

# 180 Systems

SYSTEMS IMPLEMENTATION



# Implementation Services



180 Systems Role

Selection

Implementation

Project Planning

Project Implementation

## Kickoff for Success

- Defining Roles, Responsibilities & the Responsibility Matrix (RACI)
- Establishing the Project Org Chart
- Internal and Vendor Kickoffs

## Governing for Success

- Building the Project Charter including defining the Scope, Phased Approach, Assumptions, Risks & Budget
- Building the RAID Log
- Review the Vendor SOWs & schedule
- Discuss critical success factors (CSFs) and key performance indicators (KPIs) which measure attainment of CSFs
- Initial Risk Assessment
- Project Budget Tracking
- Change Control Process and Sign Off

## Managing for Success

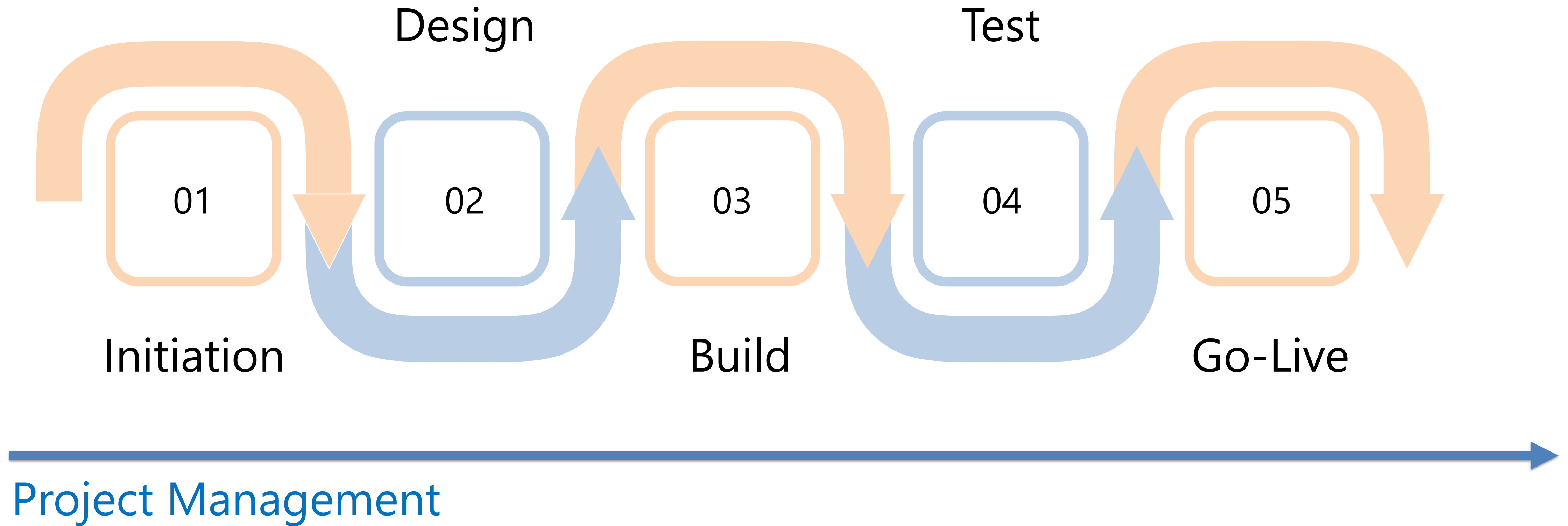
- Weekly cadence with the Core ERP team, Functional teams, and leadership team
- Sharing experiences and helping the team to resolve the day-to-day project risks, issues, blockers, concerns, change requests etc.
- Manage all sub-plans including end user training, data migration, UAT, and Cutover
- Manage budget and change requests

## 180 Systems Implementation Options

- 1 Coach to Internal Project Manager
- 2 Client Project Manager

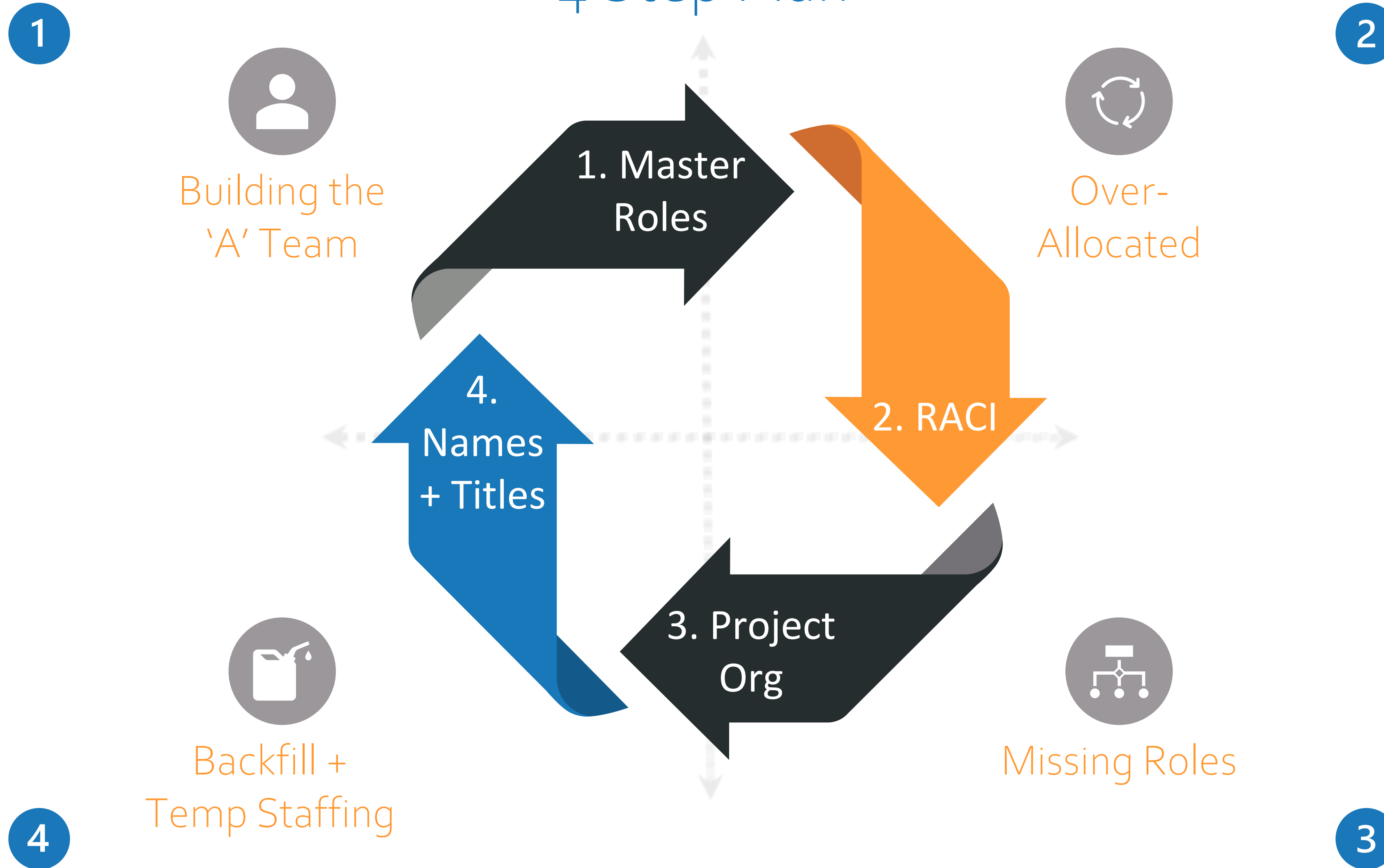
# Implementation Lifecycle

Vendor Approach



# Resource Planning

## 4 Step Plan



# 1. Master Roles

01



Role

Project Sponsor

02



Role Description

- Final authority and decision-making body for project - scope, budget, timeline, resources, risks, issues and decisions
- Accountable to ensure a successful project is delivered for the business
- Accountable for all project business impacts - change management, communication, training, documentation etc.
- Reports to Executive Leadership Team

03



Primary Skills

**Leadership Skills:**

- Business expertise, big picture view/understanding of operations, representative of each major business area impacted
- Understand key goals of project & implications of outputs & risk
- Ability to select quality internal resources & supporters

04



Time Commitment

15% to 40% of time  
Depends on size and complexity of project

05



Name

John Smith

# 2. RACI

## Defining the Responsibility Matrix (RACI)

### Responsibility

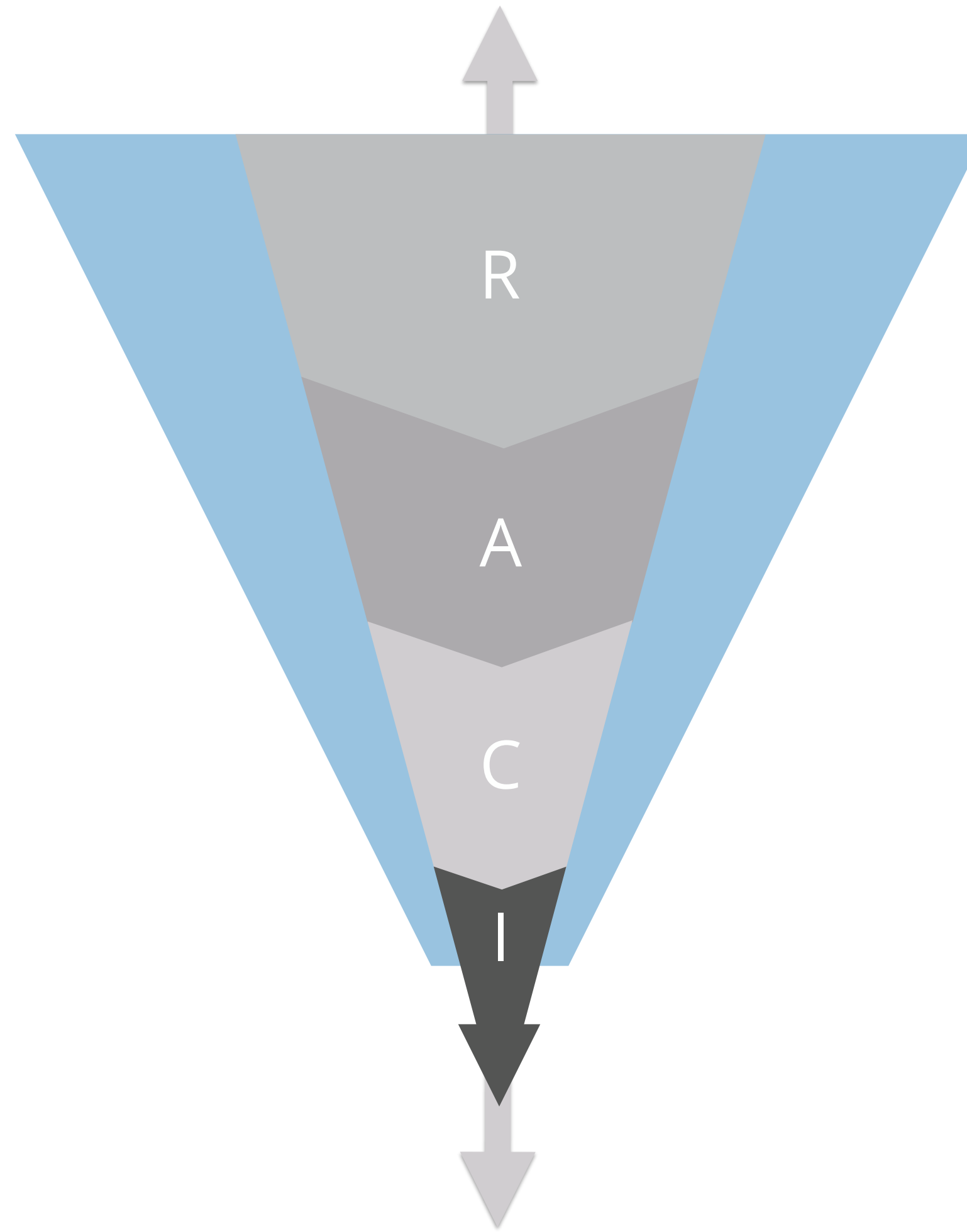
This position is **RESPONSIBLE** that work is done. They are the “doers”.

### Accountability

Position with **ACCOUNTABILITY** to approve/disapprove task or action.

The buck stops here!

One person per task is Accountable



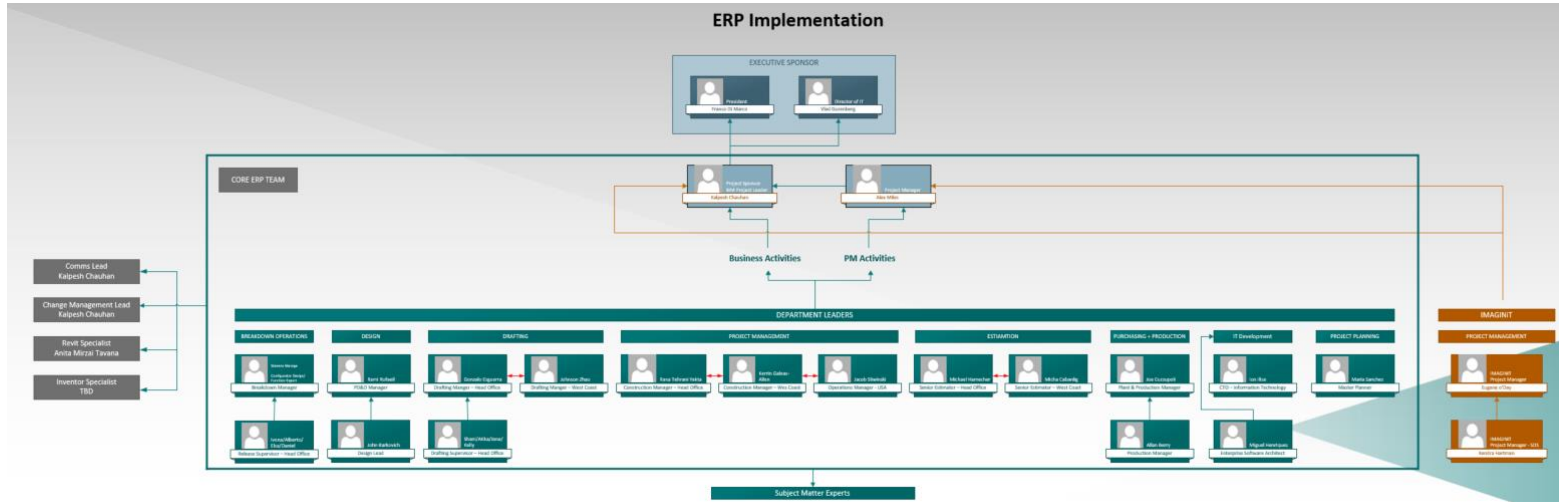
### Consulted

Person(s) who must be **CONSULTED** about a task or action and must provide an input.

### Informed

Person(s) who need to be **INFORMED** about the task or action. They are “kept in the picture” by one-way communication.

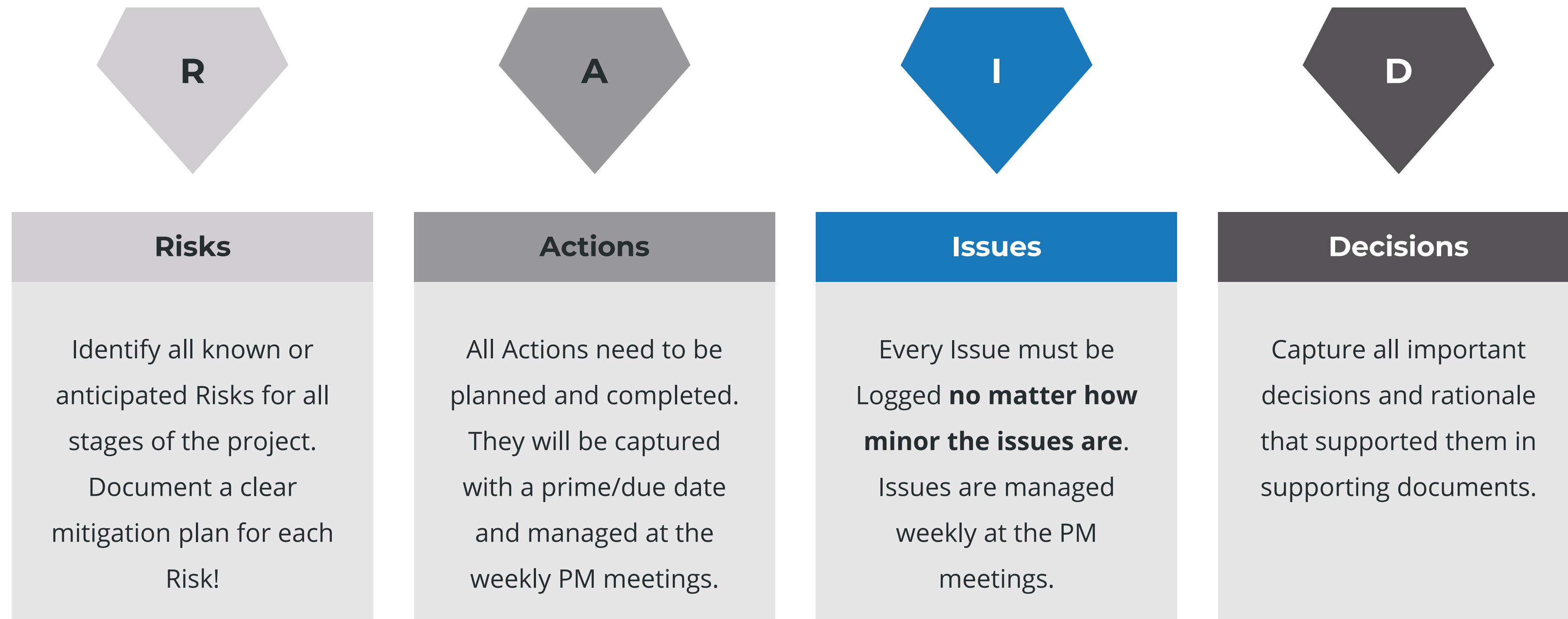
# 3. Project Org Chart & 4. Names + Titles





# Project Planning

## RAID Management



# Initial Risk Assessment

#	RISK DESCRIPTION	RISK MITIGATION PLAN
1	New/misunderstood requirements identified in the early stages of the project could change scope, budget, timeline	<ol style="list-style-type: none"> <li>Use the 180 Systems RFP as a checklist during vendor initiation and, design, and configuration meetings.</li> <li>Manage change requests to ensure only critical phase 1 requirements are approved.</li> <li>Implement as many work arounds as possible to avoid any customizations unless necessary to business operations.</li> </ol>
2	Target GoLive date is extended from original estimate	<ol style="list-style-type: none"> <li>Milestone schedule defined early at the start of the project</li> <li>Stage Gate Exit Criteria signed off by client and vendor at each project stage</li> <li>Preparation for each stage begins in parallel with implementation activities</li> <li>Target GoLive range set for business</li> <li>Critical path and slack defined early in project</li> </ol>



# Weekly Cadence

Meeting	Frequency	Date/Time	Topics	180 Deliverables	Participants
<b>Executive Sponsor Alignment</b>	Weekly	TBD	<ul style="list-style-type: none"> <li>- Overall schedule</li> <li>- Special items i.e. deployment strategies</li> <li>- Cross functional planning and resourcing</li> <li>- Other Sub-Plans (i.e. Data Conversion, UAT, Change Management)</li> <li>- Required Decisions</li> <li>- Change Requests</li> </ul>	Executive Sponsor Check-In Deck	Superior Executive Sponsor, Superior PM
<b>Data Migration Meeting</b>	Weekly	TBD	<ul style="list-style-type: none"> <li>- Review Data Migration plan</li> <li>- Update Data Migration tasks &amp; Issues</li> <li>- Data Upload Logs</li> </ul>	Data Migration Plan	Superior PM, Data Migration Lead, Functional Team Leads (as required)
<b>Training Meeting</b>	Weekly	TBD	<ul style="list-style-type: none"> <li>- Training Content to be delivered in each session</li> <li>- Training Agendas</li> <li>- Personnel in each training session</li> </ul>	Training Plan	
<b>Testing Meeting</b>	Weekly		<ul style="list-style-type: none"> <li>- Testing Script</li> <li>- Testing sections and scheduling</li> <li>- Unit Testing vs. End-to-End Testing</li> </ul>	Testing Plan and UAT Script	
<b>Core Team Meeting</b>	Weekly	TBD	<ul style="list-style-type: none"> <li>- Previous week's task updates</li> <li>- Current week's tasks</li> <li>- Issues an blockers</li> </ul>	Project Plan updates	Core Team, Superior PM
<b>Vendor Status Meeting</b>	Weekly	TBD	<ul style="list-style-type: none"> <li>- Update Project Plan &amp; RAID</li> <li>- Previous week accomplishments</li> <li>- Current week's tasks</li> <li>- Current Week Goals</li> <li>- *from vendor perspective</li> </ul>	Weekly Status Report	Superior PM, Implementer PM
<b>Team Huddles</b>	Daily	TBD	<ul style="list-style-type: none"> <li>- Actionable Items &amp; Issues</li> </ul>	As Required	Aa Required
<b>Steer Co Meeting</b>	Monthly	TBD	<ul style="list-style-type: none"> <li>- High level scope, timeline, and budget</li> <li>- Major project decisions to be made</li> <li>- Change Requests</li> </ul>	Steer Co Slide Deck	Steer Co, Executive Sponsor, Superior PM

# Weekly Project Summary Report



## Project Status Report

Project Name: Project X  
 Customer: X  
 Vendor Project Sponsor: X  
 Vendor Consultant Lead: X  
 Customer Project Manager: Alex Miles  
 Current Project Stage: GoLive Prep  
 Status Period: August 2022

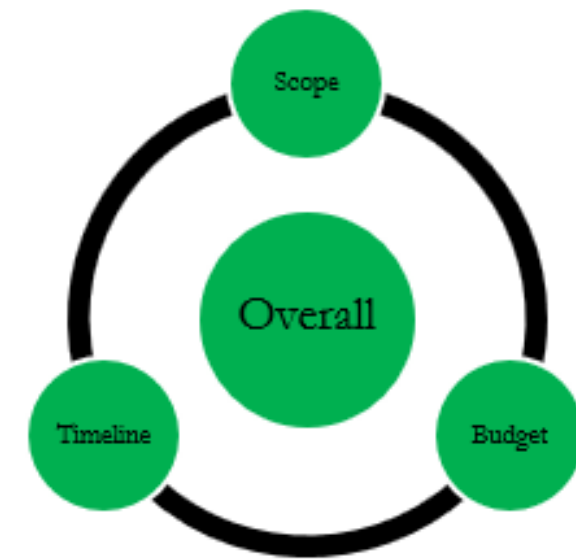
### Project Summary / Health

X

**Scope:** Infrastructure, Business Analysis & Design, Module or App Configuration, Reporting, Data Conversion, Data Integration as per SOW.

**TimeLine:** The project is expected to take place over 20 weeks and has an expected GoLive of Sept 12<sup>th</sup>, 2022. Currently the project is in the GoLive prep stage as of August 22<sup>nd</sup>, 2022.

**Budget:** Budget will be tracked exclusively through the Finance Tracker.



### Accomplishments

- UAT Completed
- Cutover plan built and delivered
- Billing Development tweaks
- Initial list of customers/projects uploaded to X (777 projects, 166 still to be billed)
  - o To be billed projects need to have Expenses, GL Entries, Concur Entries, and additional fees added manually by the team beginning this week.

### Next Steps

- Data Migration Tasks
  - o May, June, July 2022 month end GL entries to be uploaded with projects
  - o Validate master data in PROD
- Critical Reports
  - o Custom Reports (Final Invoices, Pre-Billing Report, Unbilled Report, Gross Profit Report, AR Aging, AP Aging)
  - o Revenue by Client by Project Report
  - o DRC Activity SmartList
- UAT Sign off document to be sent



- 180 Systems Invoices (June and July)
- X Team is preparing to be onsite for GoLive week (Sept 12<sup>th</sup> – 16<sup>th</sup>)
- 180 Systems to build out a workshop plan for Slalom consulting discovery project

### Overall Project Management

#### Pending Change Orders / Decisions

ID	Decision Description	Constraint	Status	Owner
X-CR1	Request to rebuild servers on 2016 OS	Schedule	Approved	Jonathan Hoseman
X-CR2	Additional hours to support extra billing discovery, development, testing, and deployment	Schedule	Approved	Jonathan Hoseman
180-CR3	Support through September month end and post GoLive issues until end of October	Budget	Approved	Jonathan Hoseman

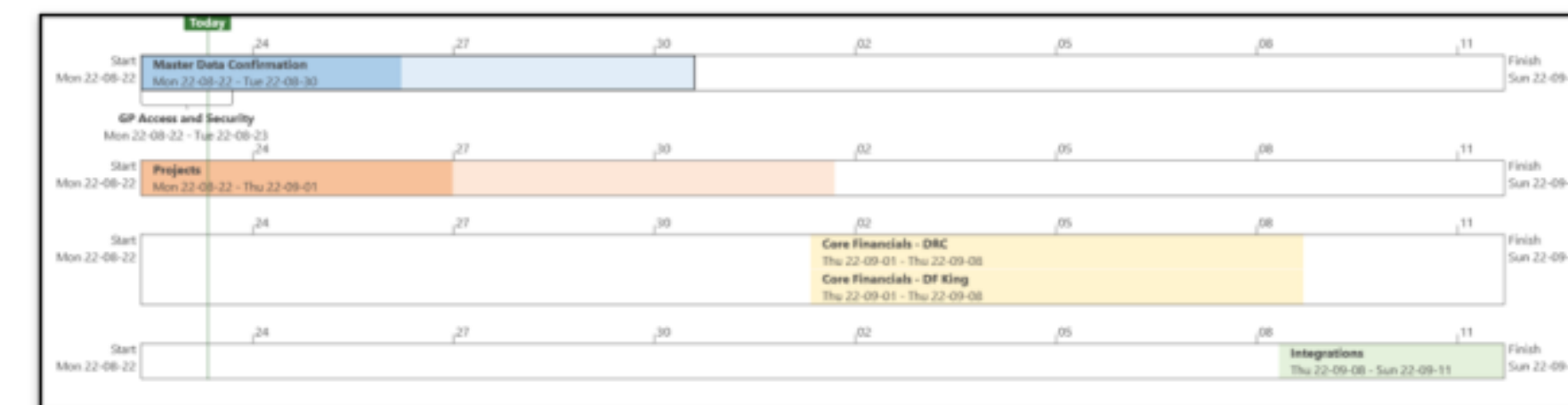
#### Acknowledgements

I acknowledge that I have reviewed the information contained in this status report for accuracy and know that it represents a realistic view of the state of the project. This Status Report is delivered to the co-project sponsors and the Vendor Project Sponsor.

Date: 08/23/2022

Signature: Alex Miles, Project Manager

#### Cutover Plan



# Project Summary

ERP Implementation

## Project Timeline

WBS	1.2	1.3	1.4	1.5	1.6	1.7	1.7	1.9	1.10
Status	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	In Progress
Target	April 22 <sup>nd</sup>	May 11 <sup>th</sup>	June 20 <sup>th</sup>	July 11 <sup>th</sup>	July 11 <sup>th</sup>	July 11 <sup>th</sup>	Aug 1 <sup>st</sup>	Aug 26 <sup>th</sup>	Sept 12 <sup>th</sup>
Description	Infrastructure	Business Analysis	Data Conversions	Reporting	Configuration	Training	Core Billing Development	Testing	Target GoLive Date

Today

Sept-12

### Project Health



### Project Current Focus

- 1 Cutover – Cutover Planning and Cutover tasks before Aug month end
- 2 Documentation – Billing process documentation and PFD
- 3 Reporting – Custom reports development including invoices
- 4 Legacy System Retirement – Contracts to be reviewed and terminated

### Previous Week Accomplishments

- UAT Completed
- Cutover plan built and delivered

### Current Crystal Resource Requirements

Low Medium High

### Next Expected Milestone

- GoLive
- Target Date: Sept 12<sup>th</sup>

# Data Migration Document

## DATA MAPPING TEMPLATE

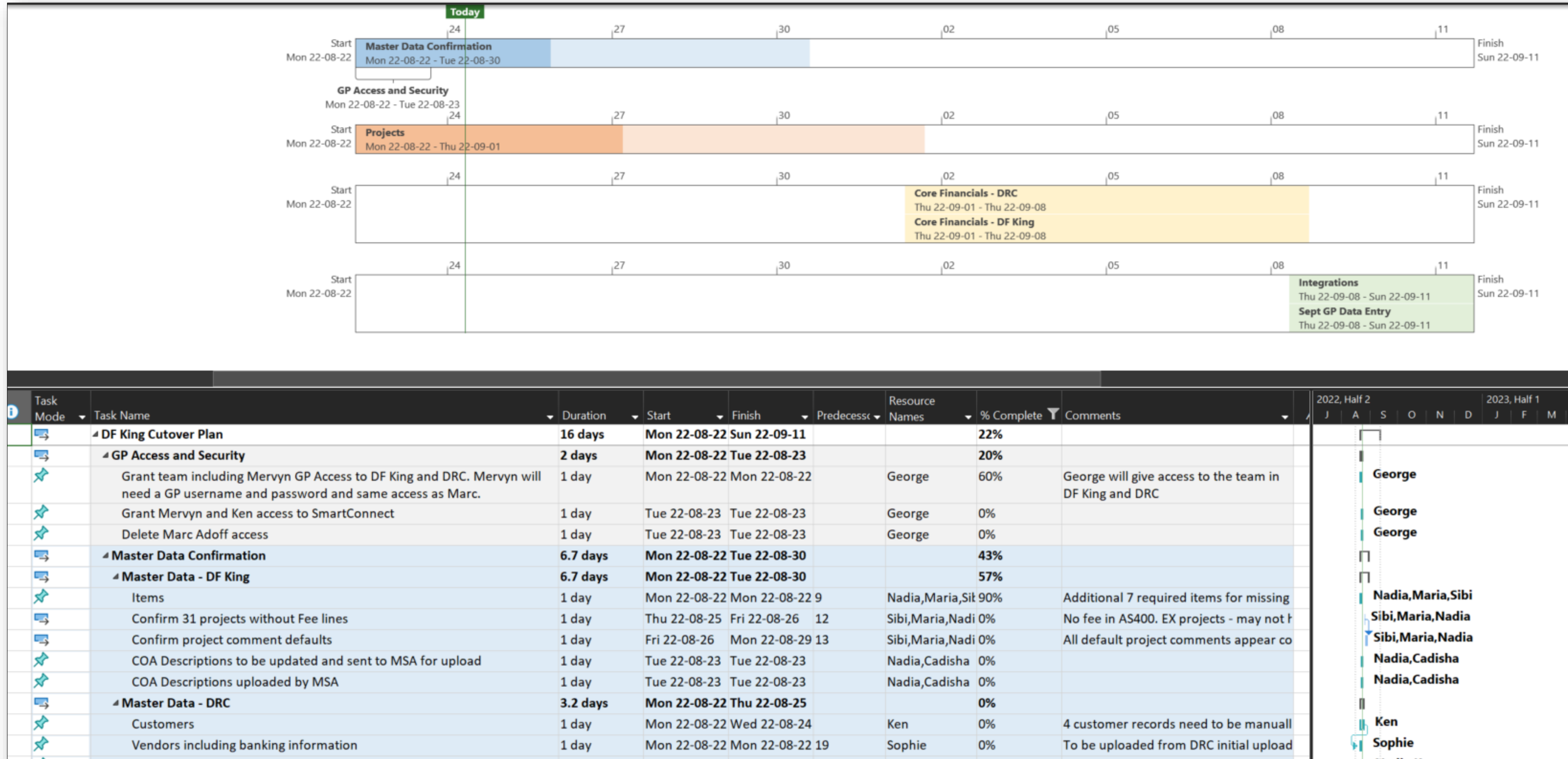
A data mapping template is required for each file that is being converted from the Legacy system(s) to the new Production system(s). If any data is being translated or validation rules are being applied during a data conversion, the data transformation rules are documented. The following is an example of a data mapping table for a General Ledger history & opening balance migration. Examples of data translation/validation rules appear on the next page. The data mapping will occur directly in the Excel templates provided by Apteon. A screenshot is provided below.

PRODUCTION	Production BOM Header	WMS Data Filed Mapping (Input by ST)							
ItemNumber	ItemDescription								
Size, Format	Size, Format								
No.	Description	Description 2	Search Name	Unit of Measure Code	Low-Level Code	Creation Date	Last Date Modified	Status	Ve
1017CA	Earl Grey de la Crème, 75 g			Grams		12/21/2017	12/21/2021	Active	
4331CA	Pineapple Punch Matcha 100 g			Grams		01/17/2019	12/21/2021	Seasonal	
6092CA	Strawberry Pink Latte 100 g		Strawberry Pink Latte	Grams		01/17/2020	12/21/2021	Active	
7300	Stay Calm Bulk		Stay Calm Bulk	KG		12/21/2017	12/21/2021	Active	
7309CA	Stay Calm, 20 Tea Triangles		Stay Calm Tea	Grams		12/21/2017	12/21/2021	Active	
11016	Sweet Vanilla Matcha Sticks Bulk		Sweet Vanilla Matcha Sticks Bulk	KG		01/17/2019	12/21/2021	Active	
11016CA	Sweet Vanilla Matcha 10 Sticks		Sweet Vanilla Matcha Sticks	Grams		01/17/2019	12/21/2021	Active	

Source				Target			Data Translation / Validation Rule Reference	Mandatory or Optional	Display Format
No	Table	Field	Type / Size	Table	Field	Type / Size			
1.	GLAFS	ACCTID	String*45	LedgerMisc	Org	varchar(14)	1	Mandatory	
2.	GLAFS	ACCTID	String*45	LedgerMisc	Account	varchar(13)	1	Mandatory	
3.	GLAFS	FSCSYR	String*4	LedgerMisc	Period	integer()	2	Mandatory	200912
4.				LedgerMisc	TransDate	datetime()	3	Mandatory	12/31/2009

# Sub-Plans

## Detailed Cutover Plan



# 180 Systems

SYSTEMS OPTIMIZATION





# System Optimization

## Methodology

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### IDENTIFICATION

- Identification of critical success factors (what an organization must do well in order to be successful)
- Identifications of the requirements and problems in achieving the critical success factors

### WORKSHOPS

- Departmental workshops to identify strengths and weaknesses/problems of the existing system/business process

### GAP ANALYSIS

- Gap analysis to identify the weaknesses/problems and their severity

### RECOMMENDATIONS

- Business process improvement
- System enhancements by the vendor
- System enhancements utilizing automation tools
- Project management and change management

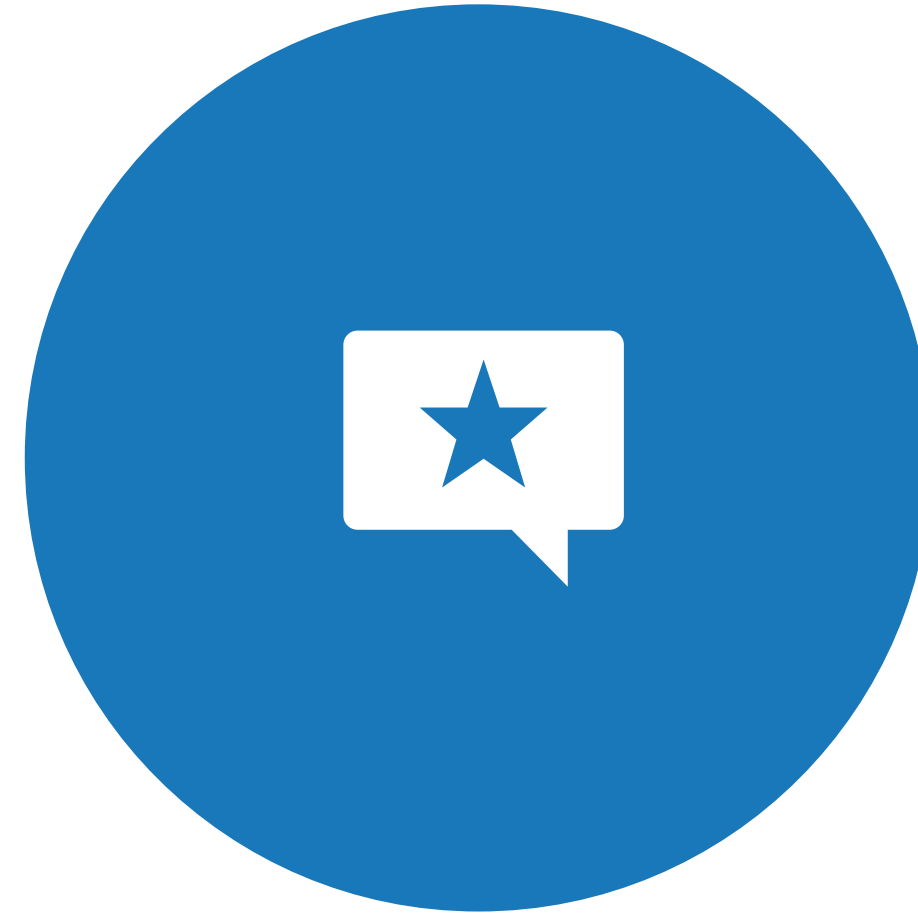
# System Optimization

## How to Optimize or Rescue the ERP System



### Business Process Improvement

- Inefficient business processes that are for relatively standard activities should be changed
- Some processes have problems because the employees are not well trained or the system is slow and unstable
- 180 Systems will recommend changes to business processes, training and infrastructure



### Vendor Customization

- With some tweaking by the vendor, some system problems may be solved
- 180 Systems will prepare documentation for the vendor, who would prepare a quote and potentially implement the necessary changes



### Automation Tools

- Some problems can be solved utilizing system configuration tools
- Some problems can be solved with best of breed business intelligence tools
- Some problems can be solved by Robotic Process Automation (RPA) which automates routine tasks
- 180 Systems will either do the work required and/or provide training to internal resources

# 180 Systems

CONSULTANTS WITHOUT BIAS

