

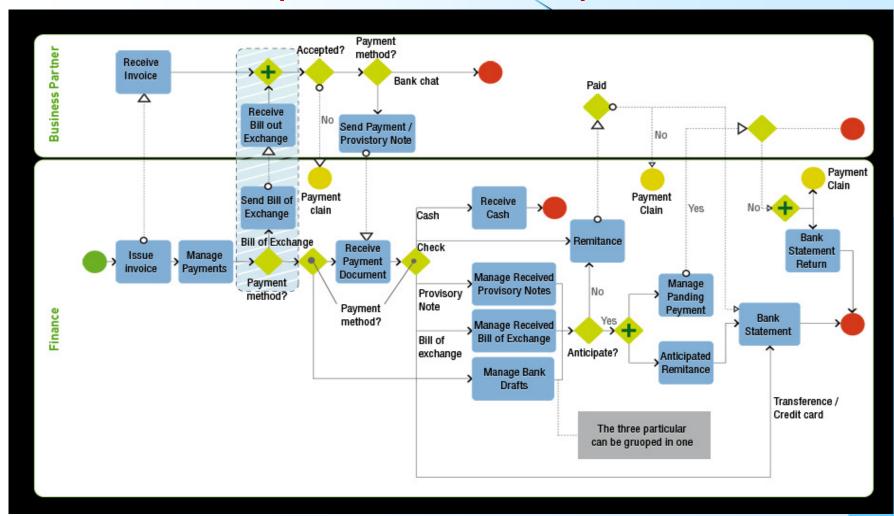
ERP Implementation Program

Key phases of ERP implementation:

- Analysis of the company existing or designing new business process descriptions
- Inventory of the company's existing formal workflows or designing them for the key business areas
- > ERP solution(s) evaluation and pre-selection for the trial(s)
- ERP solution(s) trial(s)
- Defining (if not previously existed), formalizing and finalizing the business process workflows based on the ERP trial(s)
- ERP Program (multiple in-scope projects) planning
- ERP Program execution and control the selected ERP solution customization, configuration, testing, staging and production (going live into operation)
- ERP program closing out and system post-implementation support – maintenance, upgrades, user training

Business Process Workflows

- □ Inventory of detailed process workflows for all business areas is crucial for the preparation of ERP system requirements
- Invoice-to-Cush process workflow example:



ERP Evaluation & Trials

- ERP evaluation & selection activities goals:
 - Understanding of the ERP capabilities and features
 - Pre-selection those ERP solution(s) for the trials that could help addressing the company's needs
- ERP trial goals:
 - Assessing specific ERP capabilities and features
 - Analysis of the company-specific business processes
 - Designing the company's formal workflows for the key business areas based of the ERP templates
 - Drafting the ERP features and specifications requirements
 - Utilizing the selection criteria to compare the ERP solutions, based on the trial outcomes and recommendations summarized through previous ERP solutions analysis

ERP Trial Criteria

The ERP trial & selection criteria may include:

- Good functional fit with the company's business strategy, plans, requirements, processes, etc.
- Degree of integration between the various components of the ERP system
- Flexibility and scalability
- Complexity
- User friendliness
- Readiness for a quick implementation
- Functionality that allows to properly define (if not previously existed), formalize, tune and optimize the company's business processes and workflows

ERP Program Planning

- Covers the development of the overall program plan and its in-scope projects plans, including:
 - Scope Management
 - Schedule Management
 - Budget Management
 - Quality Management
 - Risk Management
 - > HR Management
 - Procurement Management
 - Communications Management
 - Program Integration Management
- All these plans are absolutely essential to:
 - Ensure proper control of the ERP implementation program delivery on time and within budget
 - Define the program activities, deliverables, timelines, budget, roles, responsibilities, etc.

ERP Program Planning (cont'd)

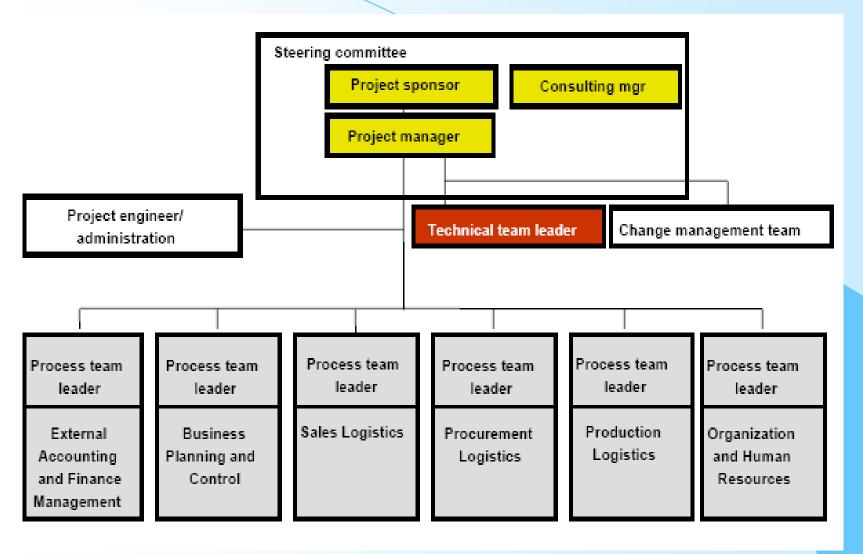
This phase also includes:

- Set up of the overall program and each in-scope project administrations
- Staffing the program and the projects
- Setting detailed goals and objectives
- Acquiring all other required program resources
- Defining the key program metrics & KPI's

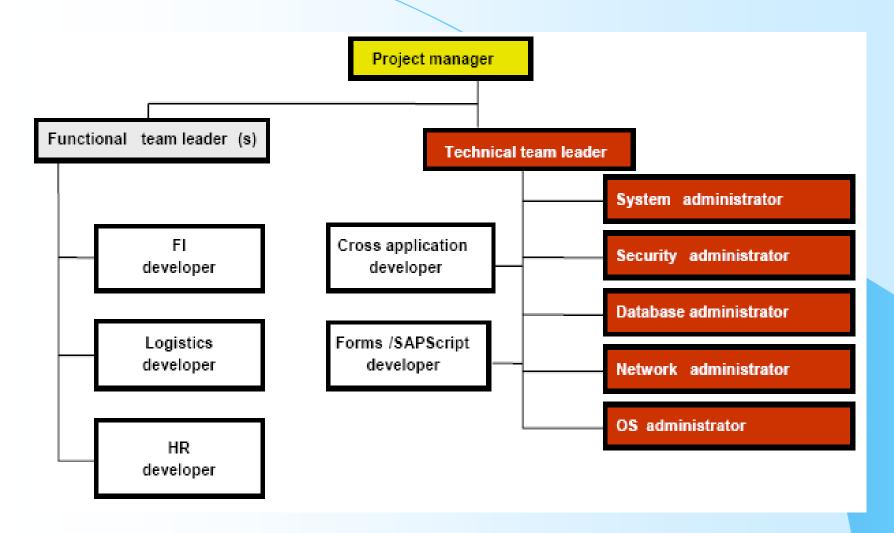
Typical Program team roles include:

- Program director
- Project managers
- Business process team leads / analysts
- Solution subject matter experts
- > Technical subject matter experts
- Specific business area subject matter experts
- Change management specialists, etc.

Example of Program Team Organization



Example of Project Team Organization



ERP Program Phases

The ERP Implementation phases include:

- Technical solution acquiring and deployment
- ERP and business process customization either synchronizing existing company practices and processes with the ERP solution or customizing it to the company processes
- Relevant tuning of the business processes to be mapped with the ERP solution and overall business goals of the company
- Custom solution testing, prototyping and staging to simulate the actual business processes of the company and test the ERP functionality through the "to be" model in a controlled environment
- Configuring the system to reveal the strength and the weaknesses of the company business processes and further optimize them
- Test cases design, pre-production testing of the business case scenarios, bugs fixing, etc.
- Training of the team through the implementation, including those to be responsible for the post-implementation support

ERP Implementation Planning

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ERP Program Delivery Best Practices: ASAP



ERP Implementation Roadmap

Program Preparation	Business Blueprint	Realization	Final Preparation	GoLive and Support	
Setup of Local Program Organization	General Program Management	General Program Management	General Program Management	General Program Management	
Adaption of Strategic Framework	OCM Organizational Alignment + Change Analysis	OCM	ОСМ	OCM	
Establish OCM Procedures + Responsibles	Early Adoption of Best Business Practice Processes	Early Adoption of Best Business Practice Processes	End User Training	System Support	
Early Adoption of Best Business Practice Proceesses	Training Planning	Training Preparation	Cutover Management	Business Support	
Training and Documentation Strategy	Local Business Blueprint Documentation	Configuration & Development	Business Simulation	Project Closing	
Infrastructure Requirements and Design	Security Requirements	Unit / Process / Integration / Business Acceptance Testing	End User Practice in the System		
Data Management Standards Implementation	Infrastructure Planning	Infrastructure Implementation	Infrastructure Finalization		
Data Cleansing and Data Preparation	System Operation Stategy	Data Preparation & Data Migration Simulation	Data Migration to Production		
Completion Check & Prepare for Next Phase	Data Cleansing and Data Preparation	Cutover Planning & Preparation	Pre-Go-Live Operations		
	Completion Check & Prepare for Next Phase	Business Transition Planning for Cutover	Final Cutover and Controlled Process GoLive		
		Completion Check & Prepare for Next Phase	Completion Check & Prepare for Next Phase		

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Program Preparation: Major Activities

Goal Setting

Define goals & objectives



Implementation strategy

1. Clarify the scope of implementation 2. Establish the project organization and relevant committees and assign resources

The purpose: the teams go through initial planning and preparation for the program and in-scope projects



Implementation Sequence

Define the execution sequence



Team

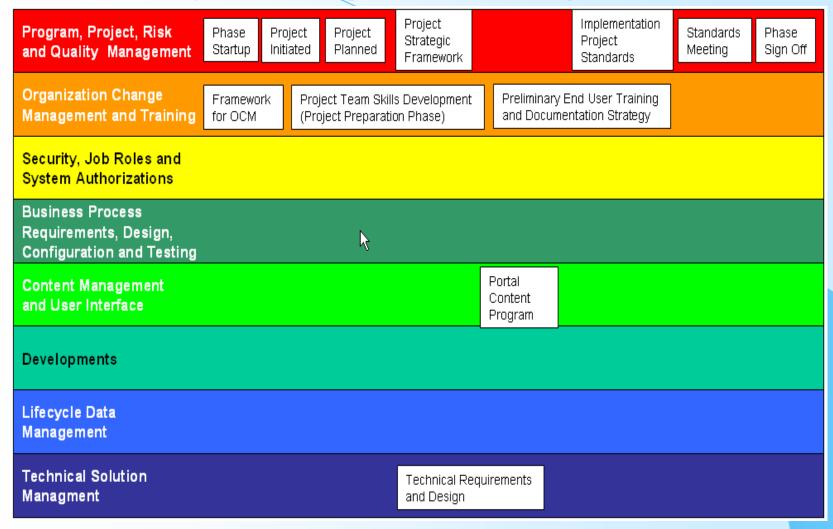
Core program team+ project team+ consultant team



Sign Off

At the end of phase every above steps will be documented & will be signed off

Program Preparation: Key Areas



Business Blueprint: Major Activities

SCOPE DOCUMENT

Consists of questionnaire of entire

business process



AS IS

Understanding the business process from the core team & creation of the document according to module wise The purpose: to achieve a common understanding of how the company intends to run ERP to support their business. The result is the Business Blueprint, a detailed documentation of the results gathered during requirements workshops



TO BE

The process maps the business process in ERP based on AS IS. Module -wise TO BE document has to be created



GAPANALYSIS

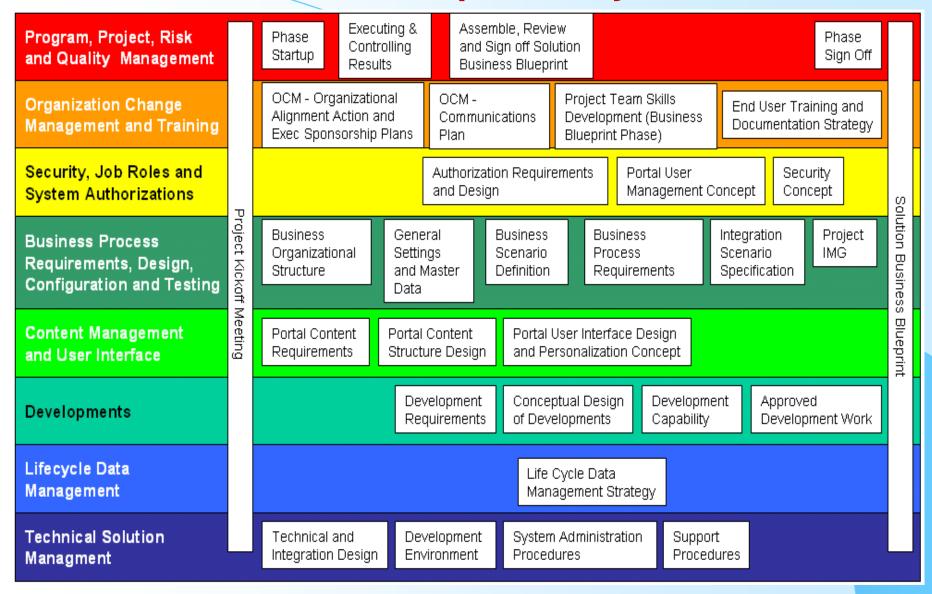
The GAP b/w AS IS process & TO BE process. The inputs or the business process which can't mapped into standard ERP will be analyzed here. GAP document has to be created



SIGN OFF

Each process above has to be taken to sign off

Business Blueprint: Key Areas



Realization: Major Activities

Baseline

System configuration & integration - Major scope



Final Configuration

System configuration & integration
- Remaining scope

The purpose: to implement all the business process requirements based on the Business Blueprint. The system configuration methodology is provided in two work packages:

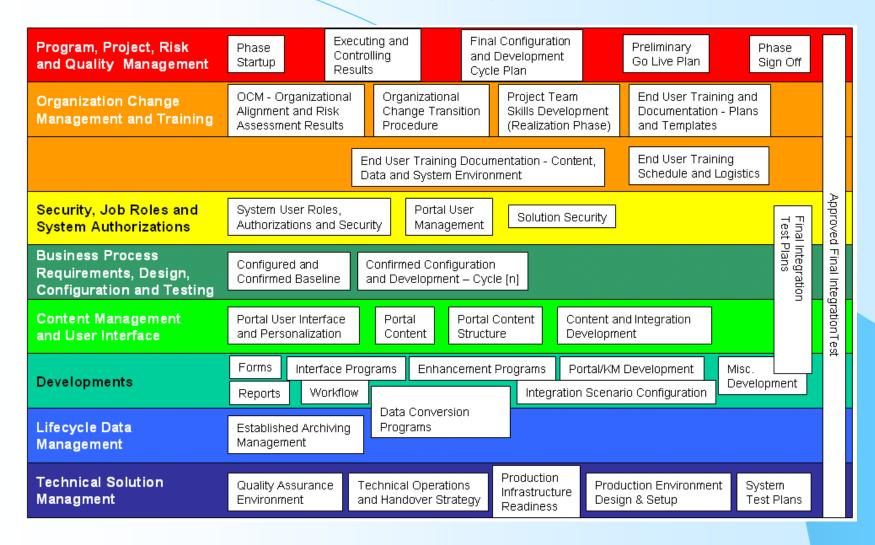
Baseline (major scope); and Final configuration (remaining scope)



SIGN OFF

Each process above has to be taken to sign off

Realization: Key Areas



Final Preparation: Major Activities

Unit Testing

Testing within each module



Integration Testing

Integrate testing of modules i.e., combine testing of all the modules



User Training

The purpose: to <u>complete the final</u>
<u>preparation</u> (including testing, end user training, system management and cutover activities) to finalize the readiness to go live. The Final Preparation phase also serves to resolve all critical open issues.
On successful completion of this phase, the company is ready to run business in the live ERP system



Cut over Strategy

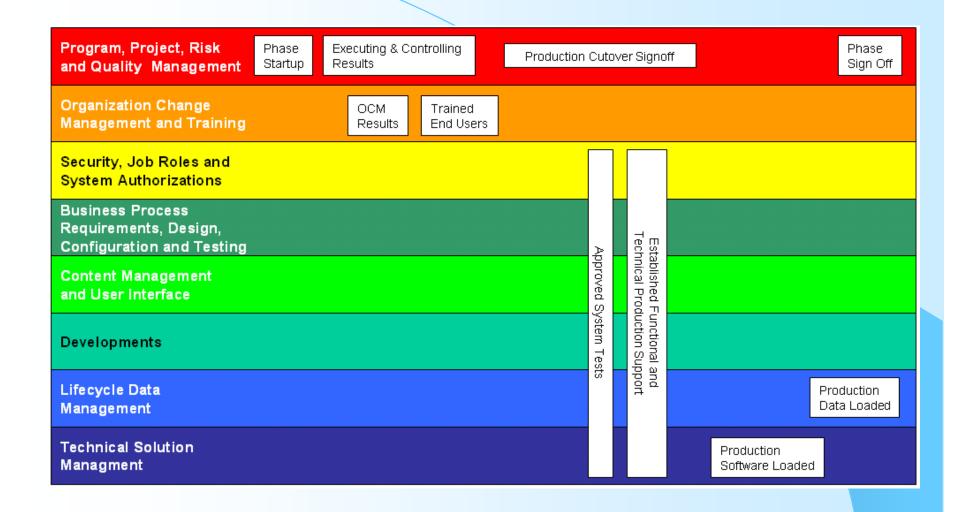
Legacy system will be migrated to new ERP system



SIGN OFF

Each process above has to be taken to sign off

Final Preparation: Key Areas



ERP Production & Support

- The ERP system is deployed in the production mode and operational, including:
 - Data conversion must be done
 - Databases are up and running
 - The prototype is fully configured and tested
 - > The implementation team must have tested and run the system successfully for some time
 - The old business systems, if any, are removed and fully replaced by the new system for doing business
 - The actual users of the system to be trained to use it
- Post-implementation support is critical for the ERP success:
 - > There must be enough employees who are trained to handle the support and issue resolution problems for the operational system
 - There must be technical people in the company who have the ability to enhance the system when required

Go Live & Support: Major Activities

Production Support



Monitor System Transactions



Optimize Performance



Help Desk & Competency Center

The purpose: to move from a project-oriented, pre-production environment to live production operation

Go Live & Support: Key Areas

Program, Project, Risk and Quality Management	Phase Startup	Executing & Controlling Results	Final Customer Acceptance	Project Complete (Admin)	Project Review and Closeout	HR Management Closure	
Organization Change Management and Training							
Security, Job Roles and System Authorizations							
Business Process Requirements, Design, Configuration and Testing							Production Support
Content Management and User Interface							ort
Developments							
Lifecycle Data Management							
Technical Solution Managment							

Hi-Level Program Timeline

■ This Program Gantt Chart reflects a high-level preliminary estimate of the ERP Program Timeline prior to the ERP solution trials – more accurate one can be drafted only post-trials

