



An Agile ERP Uplift.....

How is this so?

Philip Moon

Finance Project Delivery Manager

 @no1moonman

Tanya Windscheffel

Delivery Lead

 @TWindscheffel

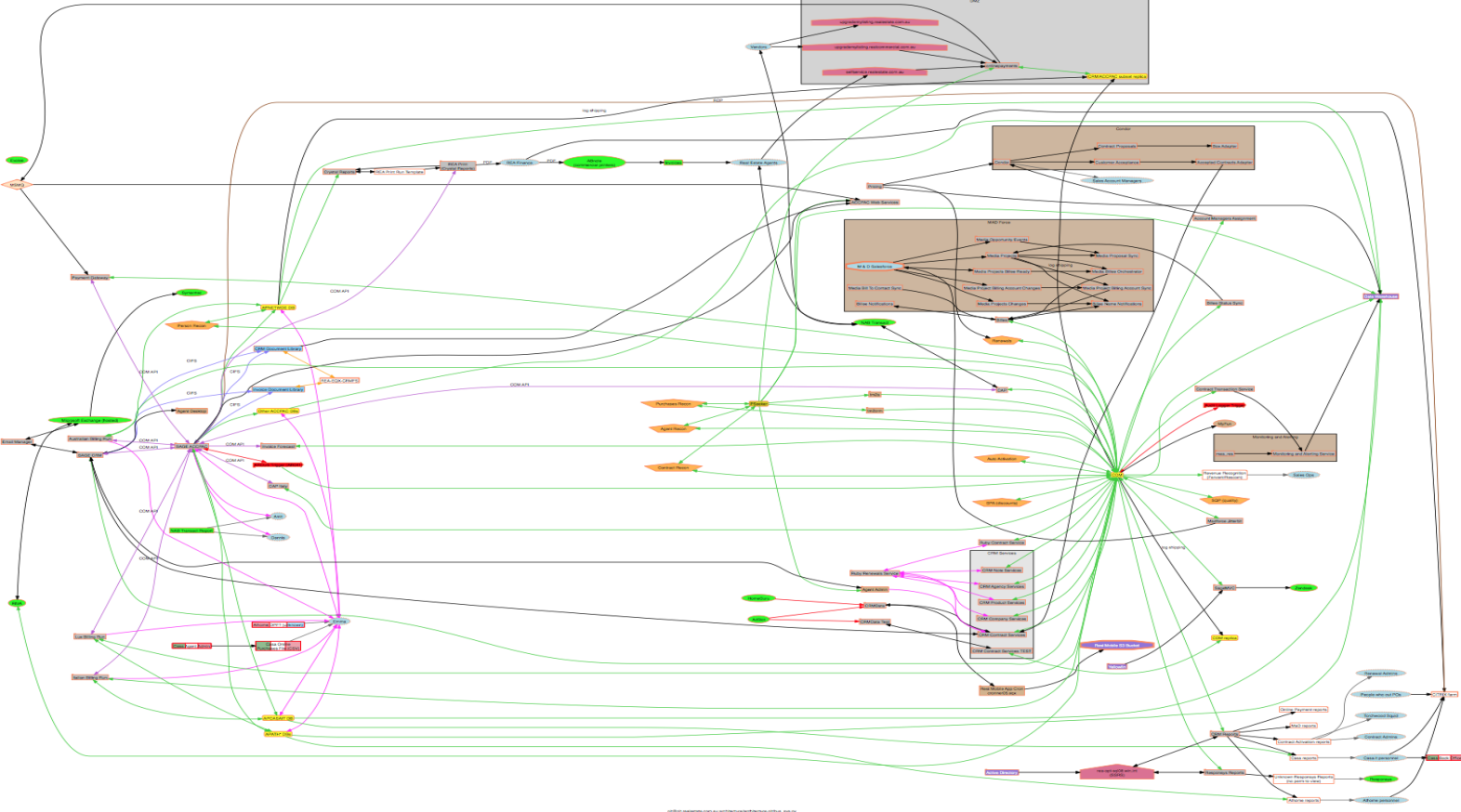
What are we talking about today?

- ✿ **Who is REA?**
- ✿ **Context about the project**
- ✿ **Experimental Phase**
- ✿ **Implementation**
- ✿ **Ongoing challenges**
- ✿ **Lessons Learnt**

Who is REA Group?

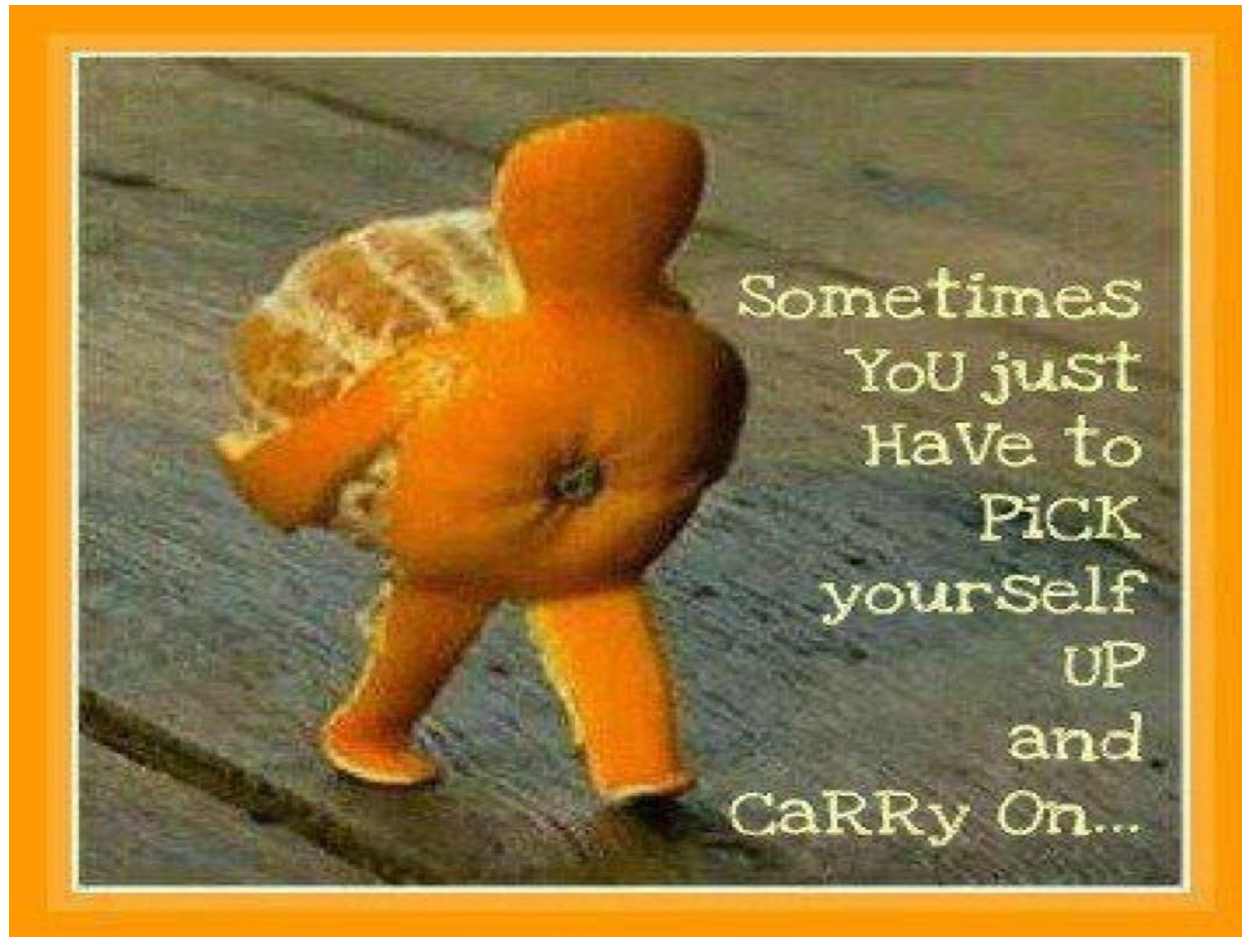


Why has this been so complex for REA?



Copyright © 2006 by the authors. All rights reserved. This document is the property of the authors and is not to be distributed outside of the group without their permission.

We have tried and failed before.....



So now we are looking at the bigger picture....

	Set up Product	Provision Product	Purchase Product	Forecast Revenue	Invoice Customer	Collect Payment	Credits & Adjustments	Pay Vendors & Agents	Analysis	Reporting	Reconciliation
Customer Platform	Define product & pricing rules										
AD			Purchase product								
Salesforce			Create customer (M&D only)								
Sage CRM	Set up product & pricing	Create customer & billing entity Set up contract	Daily revenue	Generation of invoice data	Promote payment from Accpac to CRM						
YellowFin			Generate advance billing details report								
Bill Run					Reformat data for AccPac						
Sage AccPac	Set up product ID (credit notes & CPC only)	Promote billing entity from CRM to AccPac			Production of invoices	Accounts receivable/Credits & Collections	Manual invoices	Accounts payable		Board reports, News reporting, Finance reports, Ad hoc queries, Audit reconciliations	
AB Notes (mailhouse)					Generate & send invoices						
Payment Gateways						Credit card					
CAP						Direct debit	Upload CPC billing to AccPac				
Excel						Reconcile EFT	Credit notes		Financial data analysis		Manual reconciliation
DW/Cube	LoB revenue reporting Manual reconciliation				LoB revenue reporting Manual reconciliation		LoB revenue reporting Manual reconciliation				

What customer problems are we trying to solve?

“I have asked to have invoices emailed to me but the response was that this option is not available. Hard to believe for a technology company” (2012)

“The monthly invoice does not arrive to our office until mid month - by which time the invoice is already due. I do go onto the online section to get invoices but they don't become available there either until later in the month” (2012)



What business problems are we trying to solve?



What finance team problems are we trying to solve?



But what does this mean for our ERP implementation?



How did we try and do this before?



And as a result.....

**For every complex problem,
there is a solution that is
clear, simple and WRONG.**

Henry Louis "H. L." Mencken

Experimenting....



Bridging the gap....



Working towards the same goal....



Decision making as one....



Working with partner....



Breaking down the work....



Value of Visualisation.....



P.O.C. Success Criteria

Understanding our current eco-system



P.O.C. Success Criteria

Making sure we can operate on two finance systems for a period of time (+12 months)



P.O.C. Success Criteria

Validate Multi Book Functionality

Value of Visualisation.....

Finance Squad

#Manhattan

DAILY STAND UP = 9.45am

SLACK = #finance-squad

\$\$\$\$\$

NetSuite Service Level Agreements

Category	Priority	Response	Resolution
Minor	Low	24hrs	72hrs
Major	High	4hrs	24hrs

PINK CARD = BAU
 YELLOW CARD = STORY
 BLUE CARD = TECH TASK

HARMIK DAN GRANT

DONE	Deploy HE	BAT	CHECKING	IN PROGRESS	CURRENT PENDING STARTED	CURRENT PENDING COMPLETED	NEXT PENDING
<p>NetSuite Integration</p> <p>Financial Report</p> <p>Dashboard</p>				<p>Financial Report</p> <p>Dashboard</p>		12 MAY	<p>Accounting TBC</p>
<p>NetSuite Integration</p> <p>Financial Report</p>	<p>BLOCKER</p>			<p>Financial Report</p> <p>Dashboard</p>	<p>NetSuite Integration</p> <p>Financial Report</p>		<p>Accounting TBC</p>
<p>NetSuite Integration</p> <p>Financial Report</p>				<p>Financial Report</p> <p>Dashboard</p>	<p>NetSuite Integration</p> <p>Financial Report</p>		<p>Accounting TBC</p>
<p>NetSuite Integration</p> <p>Financial Report</p>				<p>Financial Report</p> <p>Dashboard</p>	<p>NetSuite Integration</p> <p>Financial Report</p>		<p>Accounting TBC</p>
<p>NetSuite Integration</p> <p>Financial Report</p>				<p>Financial Report</p> <p>Dashboard</p>	<p>NetSuite Integration</p> <p>Financial Report</p>		<p>Accounting TBC</p>

INVOICING

FINANCIAL ACCOUNTING

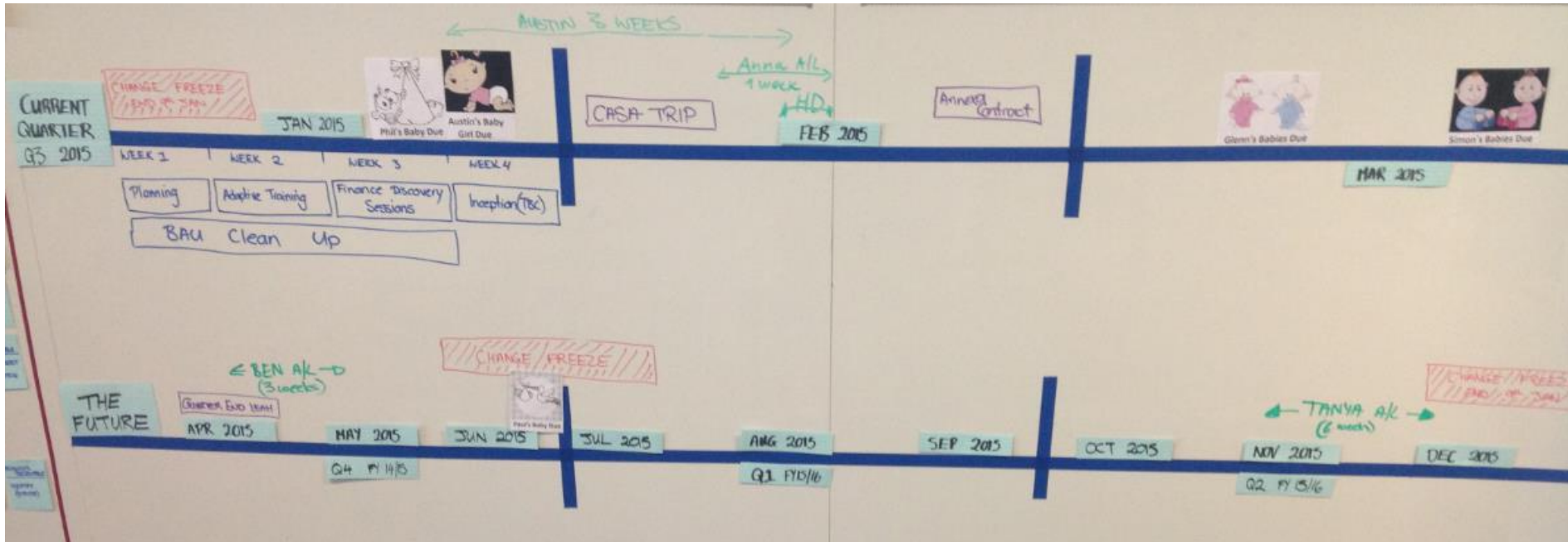
Value of Visualisation.....



Value of Visualisation.....

TEAM	MAIN CONTACT	ENGAGEMENT MODEL	How ARE WE FEELING	How ARE THEY FEELING	What is something we want
CXP	EVIE ROSSERS	MONTHLY WALL WALKS	😊	😊	<p>→ look stream up get how up dates</p> <p>- look stream up look how updates</p>
LEGAL	SHARON GETHRIDGE		😊	😊	
CRM BUSINESS	LUCY EDWARDS		😊	?	
COMMERCIAL	ANNE THORNTON DAVID THORNTON MICHAEL THORNTON		😊	😊	
MEDIA & DEV	PHILIPPA THORNTON SARAH THORNTON KAROL THORNTON		😊	😊	
SALES DEV	JIM GERRY ROSEAN BOSTH		😊	😊	
CONTRACTS	LAUREN LA'BROOY		😊	😊	
DATA WAREHOUSE	KIM LINTON		😊	😊	
RESIDENTIAL	GILLY MITCHELL FRANK SUTHERA ANDREW CALLEBA		😊	😊	
SECURITY	DICK WARD ROS GUNN		😊	😊	
AUDIT	CARREN THORNTON	FORTNIGHTLY WALL WALKS	😊	😊	
THE MONEY	YI WANG ADAM BONS JAY NAWAZ		😊	😊	
GPMT	VAL BRESLIN SCOTT PRITCHARD HEIDI WINTER		😊	😊	
FINANCE	PAUL		😊	😊	

Value of Visualisation.....



Value of Visualisation.....

CAPABILITY	MILESTONE	VALUE	ANALYSIS	SCOPE	TIME	COMMENTS / NEXT STEPS
GROUP REPORTING	A	- ABILITY TO CREATE AND SEND INTERNAL BILLS AND DATA REPORTING	☹️	☹️	☹️	• Finalise analysis on impact from re-structure
INVOICING	B	- ALL BILLING DATA BEING PROVIDED FROM THE MONTH BILLING RUN AND IMPROVE INVOICING EFFICIENCY AND PERFORMANCE IMPROVEMENTS	😊	😊	☹️	• Finalise analysis on error handling • Look to see if we have performance issues or not
	C	- ABILITY TO PRINT SEND AND STORE OUR INVOICES - AS WELL AS HANDLE MANUAL INVOICES	☹️	☹️	☹️	• Invoice analysis to be completed • Agree on implementation scope
	D	- ABILITY TO CREATE AND UPDATE PROJECT DETAILS AND CONFIRM ALL TASKS ARE CORRECT	😊	😊	😊	• Complete previous milestones
	E	- ABILITY TO VIEW MONTHLY AND REPORTING ON ALL OUR NEW SYSTEMS TO BECOME KNOW WHEN THERE ARE ISSUES - SEND TO AND SET FOR BILLING	😊	😊	😊	• Confirm requirements • Complete previous milestones
	F	- ABILITY TO MANAGE JOURNALS THE END MONTH END OF MONTH - ALSO HANDLE OUR CREDIT AND FREE ITEMS IN U.S.	😊	😊	😊	ON TRACK
ACCOUNTS REC + CREDIT	G	- INTEGRATION TO AND FROM THE CREDITORS TO BE ABLE TO INTEGRATE SO OUR DATA IS WITH THEM	☹️	☹️	☹️	• Analysis to be completed • Agree on scope
	H	- INTEGRATION OF THE NEW PAYMENTS GATEWAY FROM INVOICES TO OUR BANK	☹️	☹️	☹️	• Analysis to be completed • Payment gateway rebuilt in time
	I	- ABILITY TO PROCESS DIRECT DEPOSIT PAYMENTS - CREDITORS - CREDITORS IN NETWORK	😊	😊	😊	• Analysis to be completed
ACCOUNTS PAYABLE	J	- ABILITY TO HANDLE PURCHASE ORDER AND OUR RECEIVING PROCESS SERVICE AGREEMENT IN NETWORK	😊	😊	😊	• Start work late June and confirm time
PAYROLL	K	- ABILITY TO LOAD PERSONNEL DATA IN NETWORK - MERIDIAN MAKE THEIR CHANGES IN TIME	😊	😊	😊	• Start work in August • Meridian make their changes
COMMERCIAL	L	- ABILITY TO UPLOAD BUDGET + FORECAST INFORMATION INTO A/S	😊	😊	😊	• Start work in August
GO LIVE	M	- PRE GO LIVE OPERATIONS OVER MONITOR + MANAGEMENT - TRAINING - COMPLETE RECOVERY - TRAIN DATA POINTS - GO LIVE	☹️	☹️	☹️	• Still working through the go-live plan • May break down to more milestones as we confirm the plan

Value of Visualisation.....

RISKS, UNKNOWN & DEPENDENCIES		HIGH	MEDIUM		
CAPABILITY	TYPE	TOPIC	IMPACT	NEXT STEPS	DATE
INVOICING	UNKNOWN ②	PERFORMANCE	*DELAY TO DAY#2 NUMBERS IF END TO END BILLING TAKES TOO LONG	*WAIT UNTIL WE HAVE FINISHED THIS WORK & SEE THE RESULTS	END OF JUNE
INVOICING	UNKNOWN (ON HOLD)	LOOK + CONTENT OF INVOICE	POTENTIAL BLOW OUT TO TIME LINE PENDING REQUIREMENTS OF INVOICE	*COMPLETE ANALYSIS ON INVOICE + GET BUSINESS AGREEMENT	Waiting on below point
INVOICING	UNKNOWN ①	INVOICE GENERATION	*POTENTIAL SCOPE INCREASE OR HAVING TO CONTINUE TO SUPPORT CRYSTAL REPORTS	*SPIKE ON OPTIONS TO KEEP CRYSTAL REPORT	5th JUN
INVOICING	UNKNOWN (ON HOLD)	EDGE CASES WITH INVOICE	INCREASED SCOPE + DELAY TO NOV	*ANALYSIS TO BE COMPLETE IF WE CANT KEEP CRYSTAL	POST 5th JUN
INVOICING	UNKNOWN	COST PER CLICK	*POTENTIAL TO BLOW OUT SCOPE IF WEBSITE CANT HANDLE CORRECTLY	*COMPLETE ANALYSIS	
INVOICING	UNKNOWN ③	DATA WAREHOUSE INTEGRATION	ANYONE USING DATA WAREHOUSE MONTHLY CREDIT + TOP UP INFORMATION	*TALK WITH BUSINESS RE REQUIREMENTS + VALIDATE IMPACT	POINT
INVOICING	UNKNOWN	AUDIT CONTROLS	ADDITIONAL SCOPE IF WE NEED TO BUILD ANYTHING TO MEET CONTROLS	*TALK WITH DARREN	
FINANCIAL	DEPENDENCY	BANK RECONCILIATION	CANT COMPLETE THIS WORK UNTIL INV. CAPABILITY IS COMPLETED	*FINISH INV CAPABILITY	SEP

Business buy in....



Running a hybrid model....



Traditional
Project Management

+



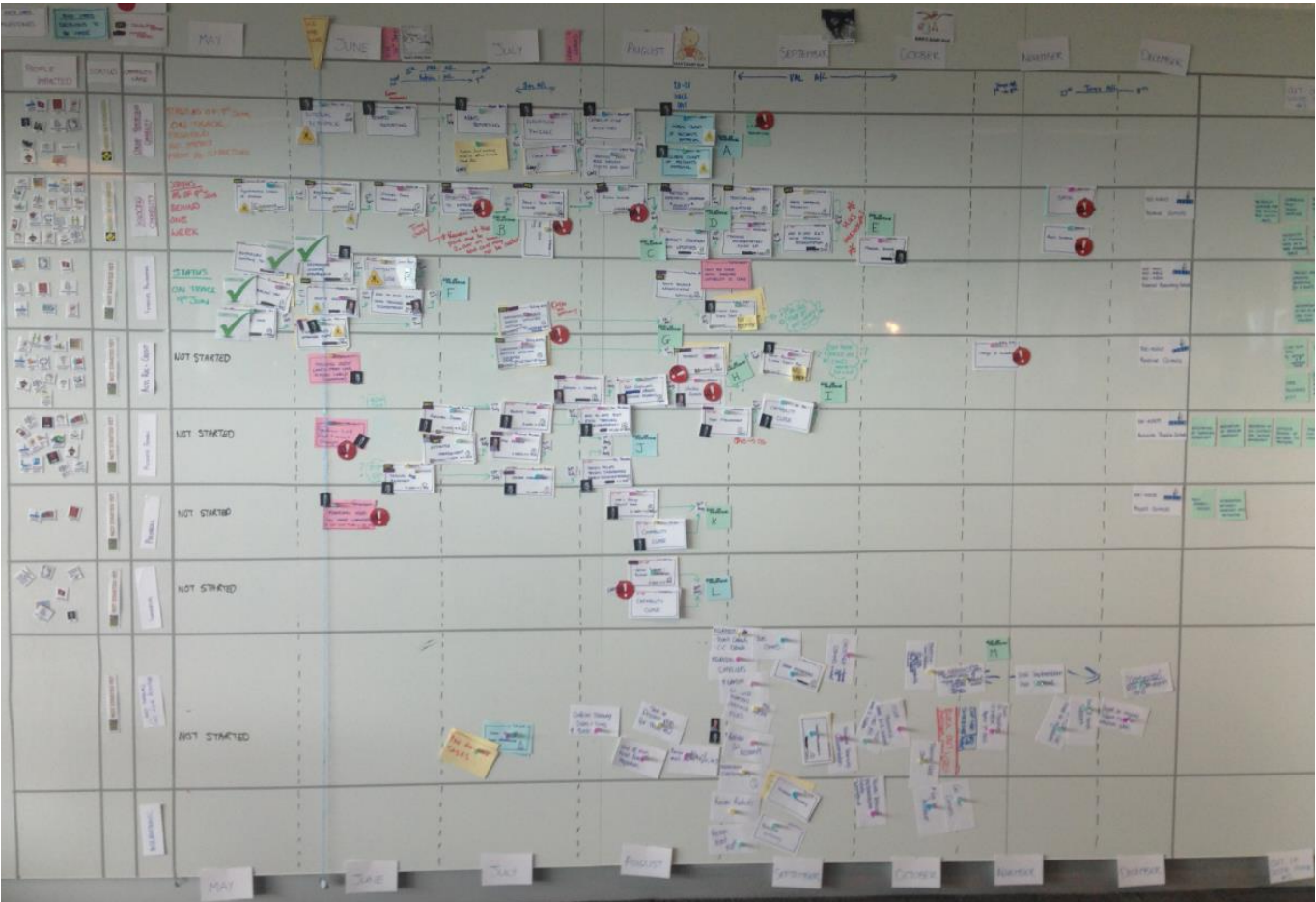
Agile Principles

=



Agile
Project Management

Meeting in the middle....



Constraints that we are still working through....



Ongoing tension....



Our 7 key takeaways.....



#1 – 'E' in ERP



#2 – Culture



#3 – Working with your partners



#4 – Common goal



#5 – Visualisation



#6 – Keep Adapting



Work on solving the process to solve the problem, as well as solving the problem

#7 – Find the right problem

Don't start working on the solution until you found the **RIGHT** problem to solve





Tanya Windscheffel
Delivery Lead

 **@TWindscheffel**

Philip Moon
Finance Project Delivery Manager

 **@no1moonman**