An Agile ERP Uplift…..

How is this so?

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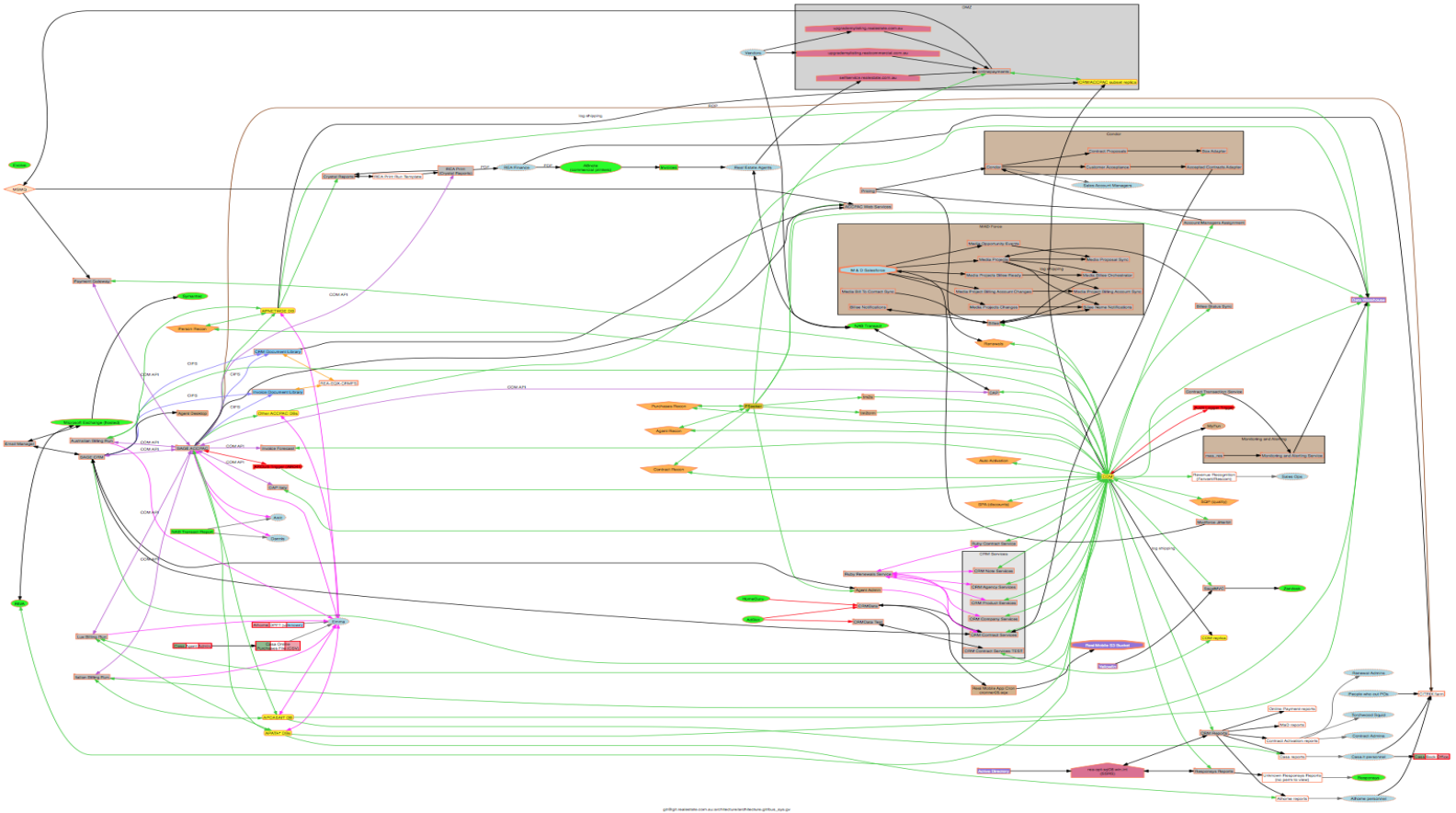
REA Group®

What are we talking about today?

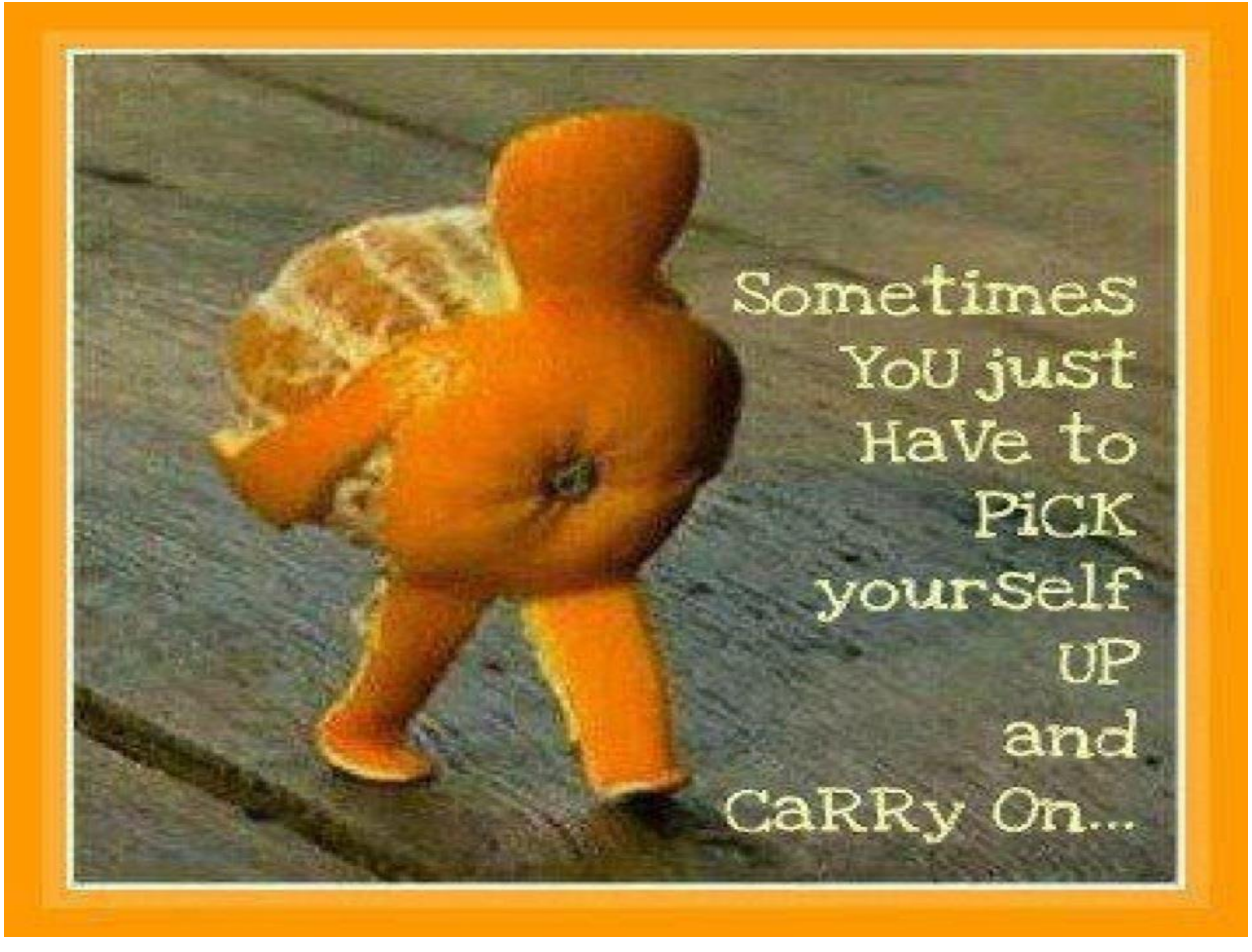
- Who is REA?
- Context about the project
- Experimental Phase
- Implementation
- Ongoing challenges
- Lessons Learnt

Who is REA Group?

Why has this been so complex for REA?



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 reconcilliation			LoB revenue reporting Manual reconcilliation		LoB revenue reporting Manual reconcilliation				

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….

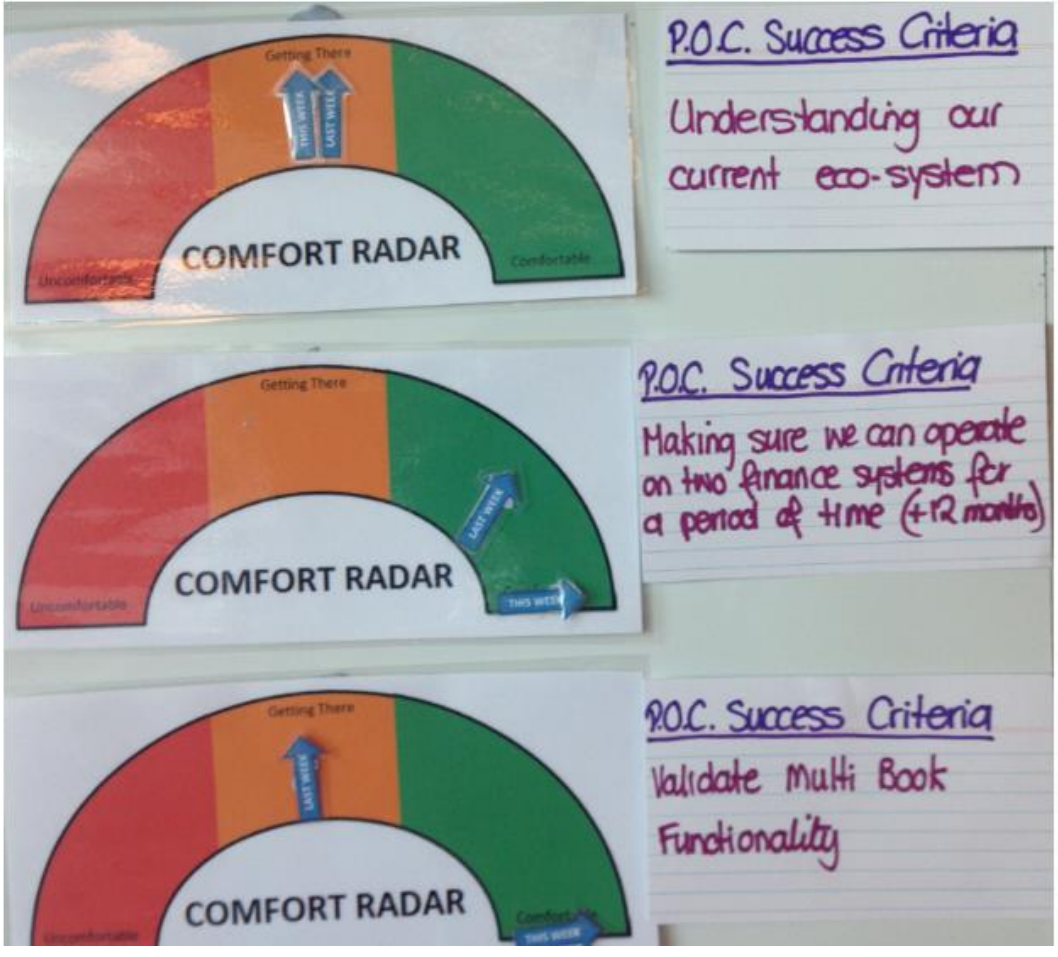
Working towards the same goal….

Decision making as one….

Working with partner….

Breaking down the work….

Value of Visualisation…..



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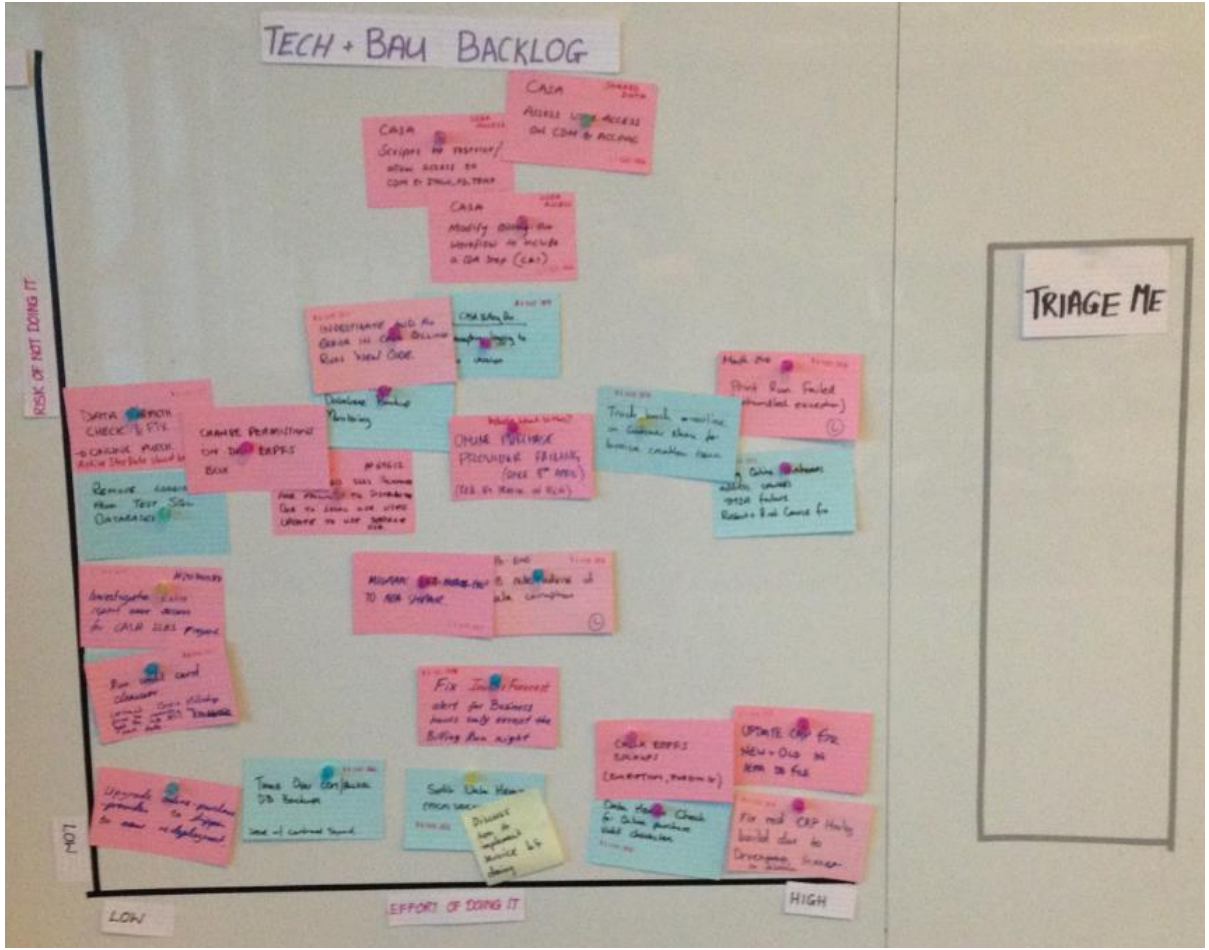

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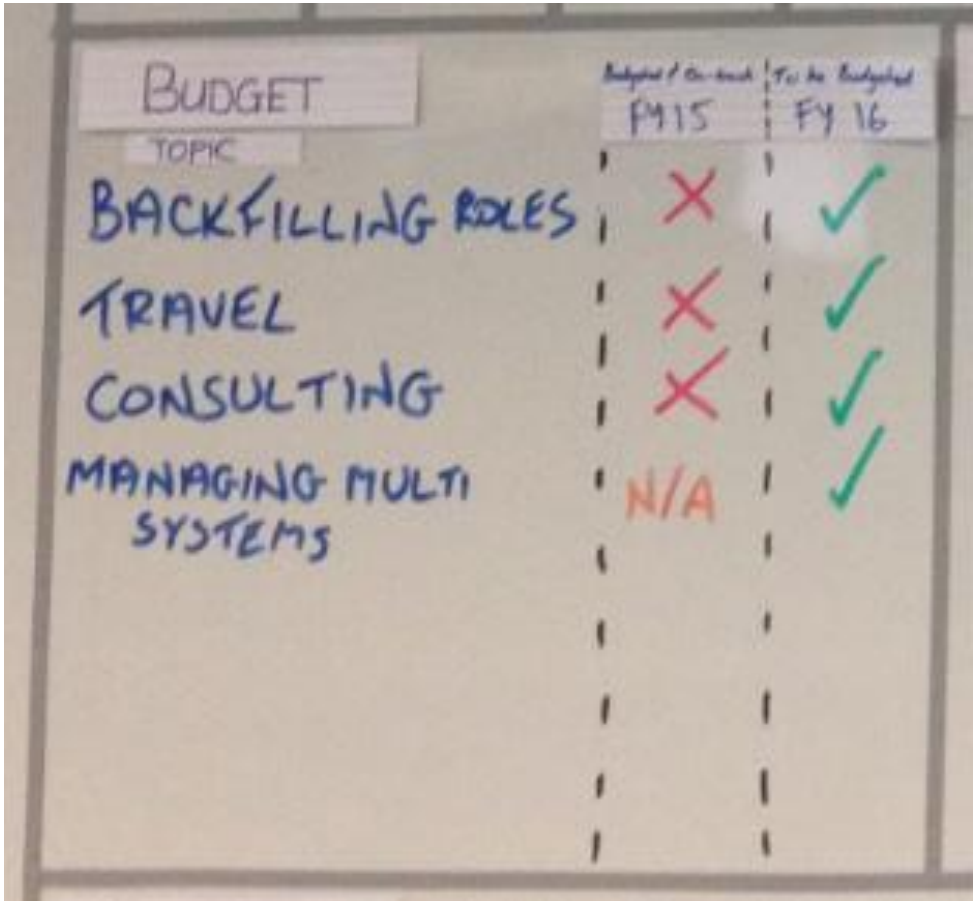

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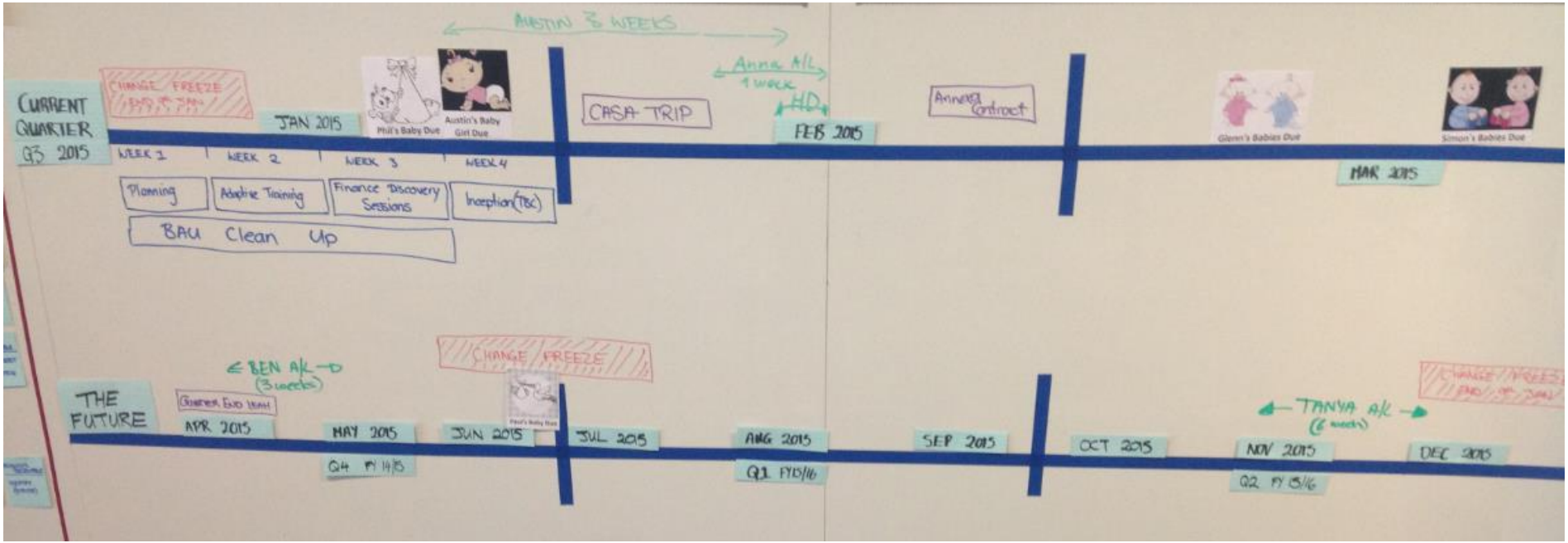

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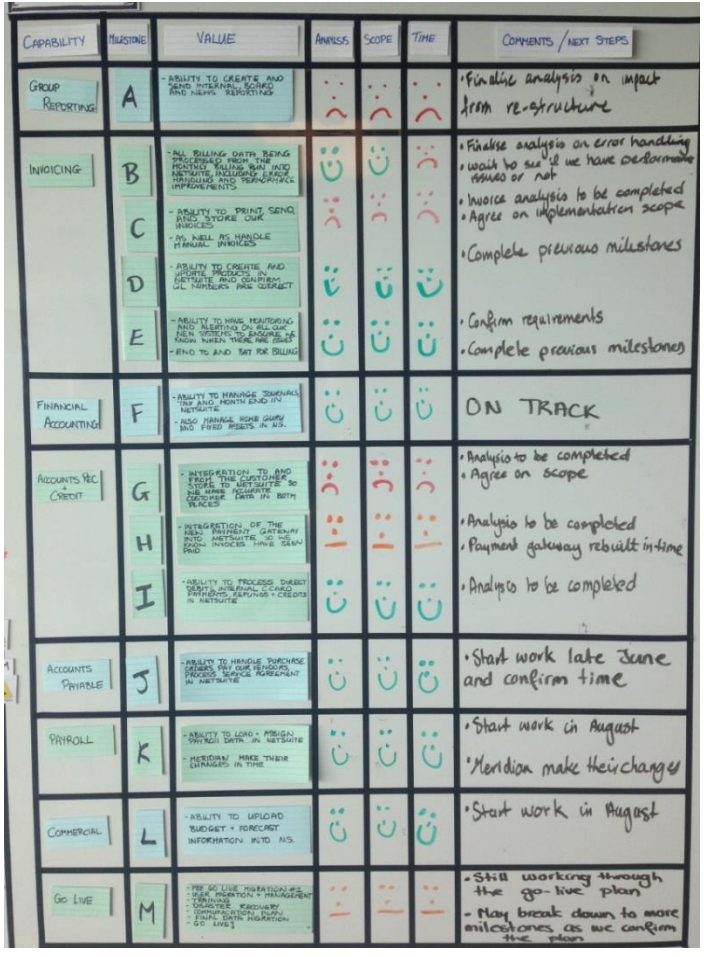
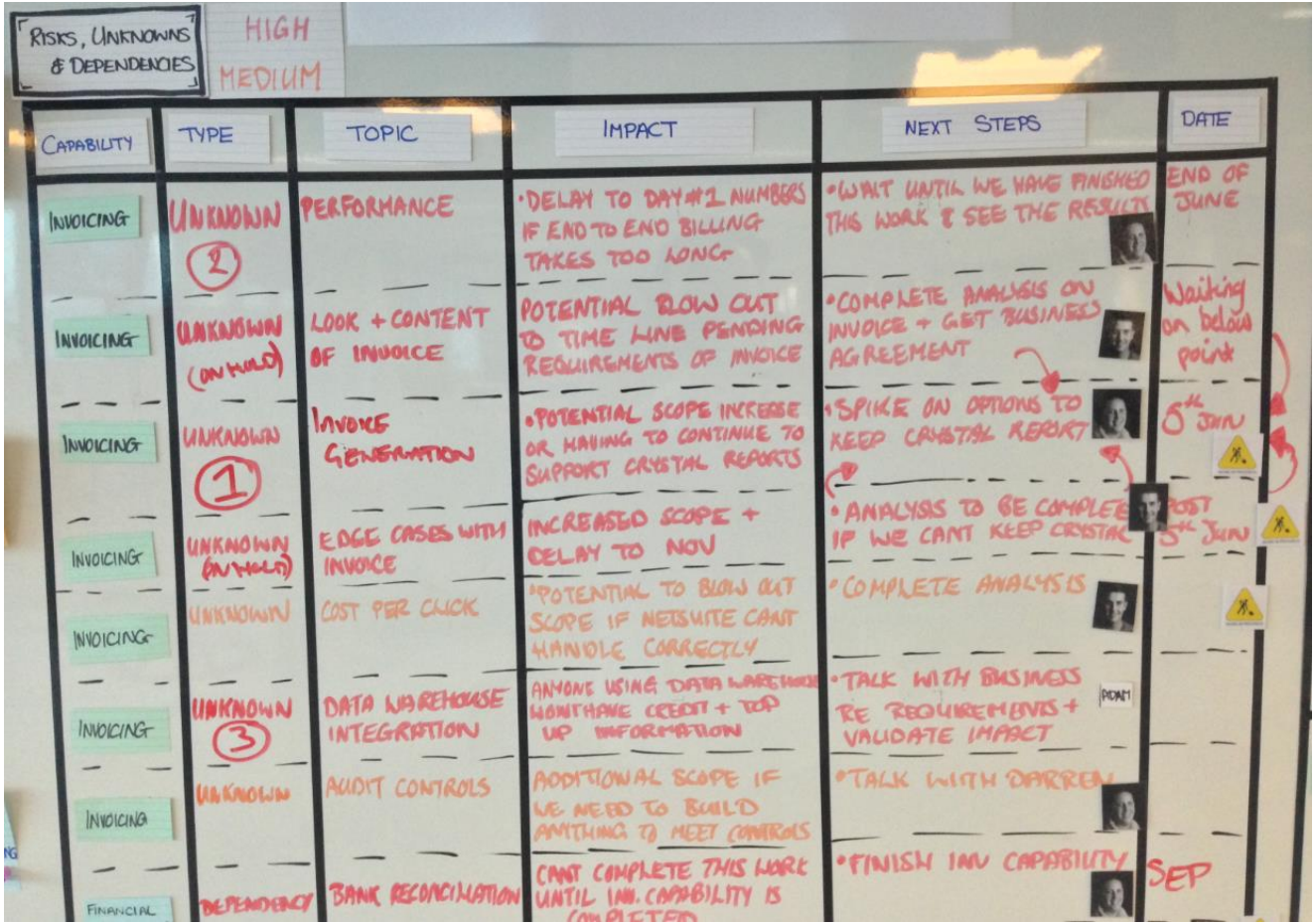


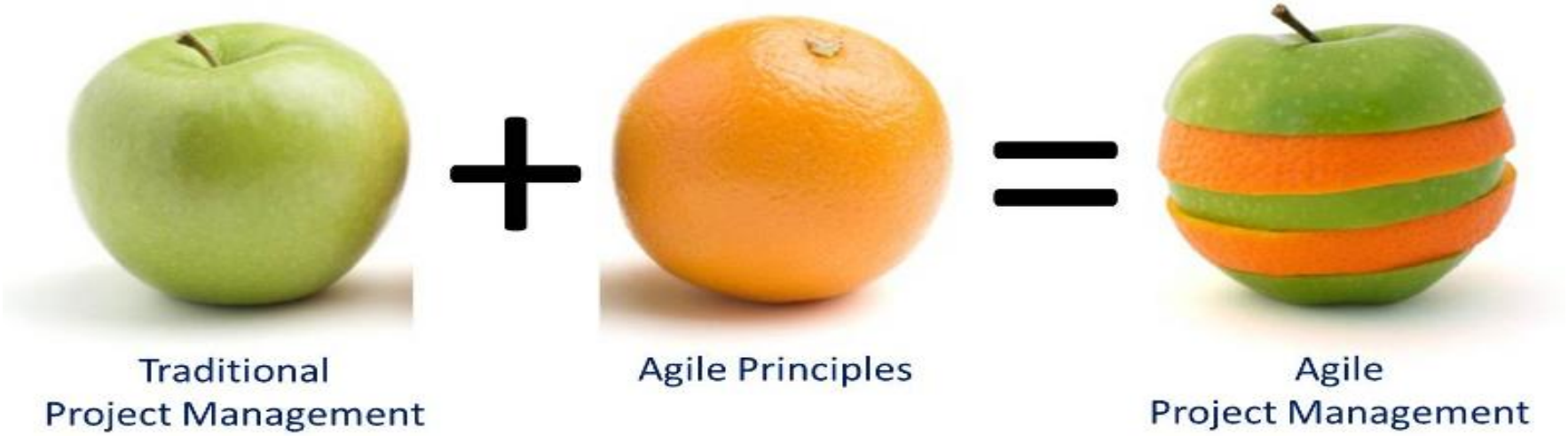
Capability	Milestone	Value	Analysis	Scope	Time	Comments / next steps
Group Reporting	A	- Ability to create and send internal board and NEWS reporting	😐	😐	☹	• Finalise analysis on impact from re-structure
Invoicing	B	- All billing data being processed from the monthly billing run into NetSuite, including error handling and reporting improvements	😊	😊	☹	• Finalise analysis on error handling • wait to see if we have performance issues or not
	C	- Ability to print, send and store our invoices - ML will as handle manual invoices	😟	😟	☹	• Invoice analysis to be completed • Agree on implementation scope
	D	- Ability to create and update products in NetSuite and confirm GL numbers are correct	😊	😊	😊	• Complete previous milestones
	E	- Ability to have monitoring and alerting on all our NEN systems to ensure we know when there are issues - End to end test for billing	😊	😊	😊	• Confirm requirements • Complete previous milestones
Financial Accounting	F	- Ability to manage journals, day and month end in NetSuite - Also manage some guru and fixed assets in NS.	😊	😐	😐	ON TRACK
Accounts Rec + Credit	G	- Integration to and from the customer portal to NetSuite so we have accurate data in both places	😟	😟	☹	• Analysis to be completed • Agree on scope
	H	- Integration of the new payment gateway into NetSuite so we know invoices have been paid	😟	😟	☹	• Analysis to be completed • Payment gateway rebuilt in time
	I	- Ability to process direct debits, internal c/card payments, refunds + credits in NetSuite	😊	😊	😊	• Analysis to be completed
Accounts Payable	J	- Ability to handle purchase orders, pay our vendors, process service agreement in NetSuite	😊	😊	😊	• Start work late June and confirm time
Payroll	K	- Ability to load + assign payroll data in NetSuite - Meridian make their changes in time	😊	😊	😊	• Start work in August • Meridian make their changes
Commercial	L	- Ability to upload budget + forecast information into NS.	😊	😊	😊	• Start work in August
Go Live	M	- Pre go live migration e.g. user migration + management - Training - Quarter end recovery - Simulation run - Final data migration - Go live!	😟	😟	☹	• Still working through the go-live plan - May break down to more milestones as we confirm the plan

Value of Visualisation…..



Business buy in….

Running a hybrid model….



Meeting in the middle….

Constraints that we are still working through….

Ongoing tension….

Our 7 key takeaways…..

#1 – ‘E’ in ERP

#2 – Culture

Estrella Damm
movistar
LA VANGUARDIA
S E R E M
WE WANT TO VOTE!
TARRAGONA
TARRAGONINAMENT
TOTS A PLAÇA DE NOU

#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

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