

# 'One platform' - case study

## **Background**

For 2 years our client, a major food service player had been working on a significant IT transformation project. The project was to migrate telesales, WMS and distribution to a new SAP platform, a change involving eight Grocery depots, twenty-one frozen depots, eight dual depots, (both grocery and frozen) and a number of JIT and specialist depots. Our client had grown through acquisitions and as a result, a variety of incompatible systems were in use across the business. Staff at the Grocery depots were using Concerto, frozen depots were using a highly customised earlier version of SAP, dual sites were running both systems and trying to maintain a high level of customer service.



## **The Challenge**

The IT solution was to provide the business with the 'tools to do the job', based on Siebel and SAP 4.7 implemented across the business and presenting our client's customer with 'One Platform' As implementation grew closer our Clients Strategic Management team had a number of concerns and asked Iguana Business Consultancy to provide the business with support in key areas and at the same time carry out a health check to highlight any risks which could seriously impact the business and its customers.

## **Iguana's role**

the Iguana team focussed on operations and :-

Programme management - efficient resource and task co-ordination, clear communication lines and centralised reporting were considered crucial for such a complex and widespread implementation.

Business Support – there was only a tiny window of time in which the new system would be able to be regressed to the old systems if there were major problems.. After that window, there could be no going back.

Feedback from the depots indicated that, although the computer process training itself was generally considered of very good quality, there were concerns about using that knowledge in the context of daily jobs and roles across the business. Iguana were asked to review and address these concerns.

## 'One platform': Case study ctd.

Risk Management – risks and issue logs already existed but these required rationalisation, centralised control and chasing through to resolution.

User Acceptance Testing & Product acceptance – although many people from the business were involved in UAT it was difficult to assess progress and there were discrepancies between system processes being trained and those being tested. It was decided that the health check would have to take the form of a 'Product acceptance' period and Iguana drew up a check list of acceptance criteria for the delivered solution. Top of the list were a Business Requirements Definition, to describe what was to be delivered and a System Design Specification to show how that solution would be provided.

### **'Successful Implementation'**

Iguana's Programme Office identified and managed the critical path, provided regular updates to ensure that resources were targeted. Improved communication allowing tighter control of risks and issues. Clear definition of RAG status highlighted the true state of readiness and the amount of work still remaining whilst also the full scope of issues and risks were captured. Key areas of Operations were identified, each requiring extra support at 'go live'. System transaction housekeeping functions were critical to success and failure to act and resolve problems could result in the whole distribution network's becoming gridlocked within a few hours.

Iguana highlighted the importance of providing training in end to end, accurate business processes incorporating both manual and system processes. Following our recommendations, key operations users joined the system trainers in the training courses to answer questions and deal with business specific issues.

Iguana identified the risks of not managing Product Acceptance and the consequences of a misaligned implementation. The health checks revealed that the IT solution wasn't ready for implementation and helped the client avoid a potentially disastrous decision.