



***FORWARD
IN FOCUS***

ERP & Tech Implementation: Beyond the Two Day Rollout

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Clara Ehrhart and Drew Saur



Goals for Today's Discussion

Learn from Industry vets that have championed technology implementations.

Hear where they and their companies succeeded and failed.

Ask questions during our presentation. It's always better with you!

Make connections to last far outside this conference.

Take away tangible resources to help you in the future.

Speaker Introductions

Clara Ehrhart Morrison

General Manager - Kohl Wholesale- Quincy, IL



Drew Saur

Chief Information Officer – G&C Foods- Syracuse, NY



KEYS TO SUCCESS

Pre ERP/Tech Implementation

- Work on your culture
- An ERP implementation requires a full-time champion, preferably with existing knowledge of your business.
- Work and craft User Stories from your team as a means of creating an RFP.
- The more you modify/customize, the more problems you will have.

KEYS TO SUCCESS

POST ERP/Tech Implementation

- Understand that software's main purpose is to enable change; it is therefore never done.
- The bar is on the floor.
- As soon as you go live your business relationship managers should be ready to absorb a whole new round of requirements and start prioritizing them immediately
- Do not expect to grow your bottom line in the first year on your new system.



Key Takeaways Clara Ehrhart Morrison

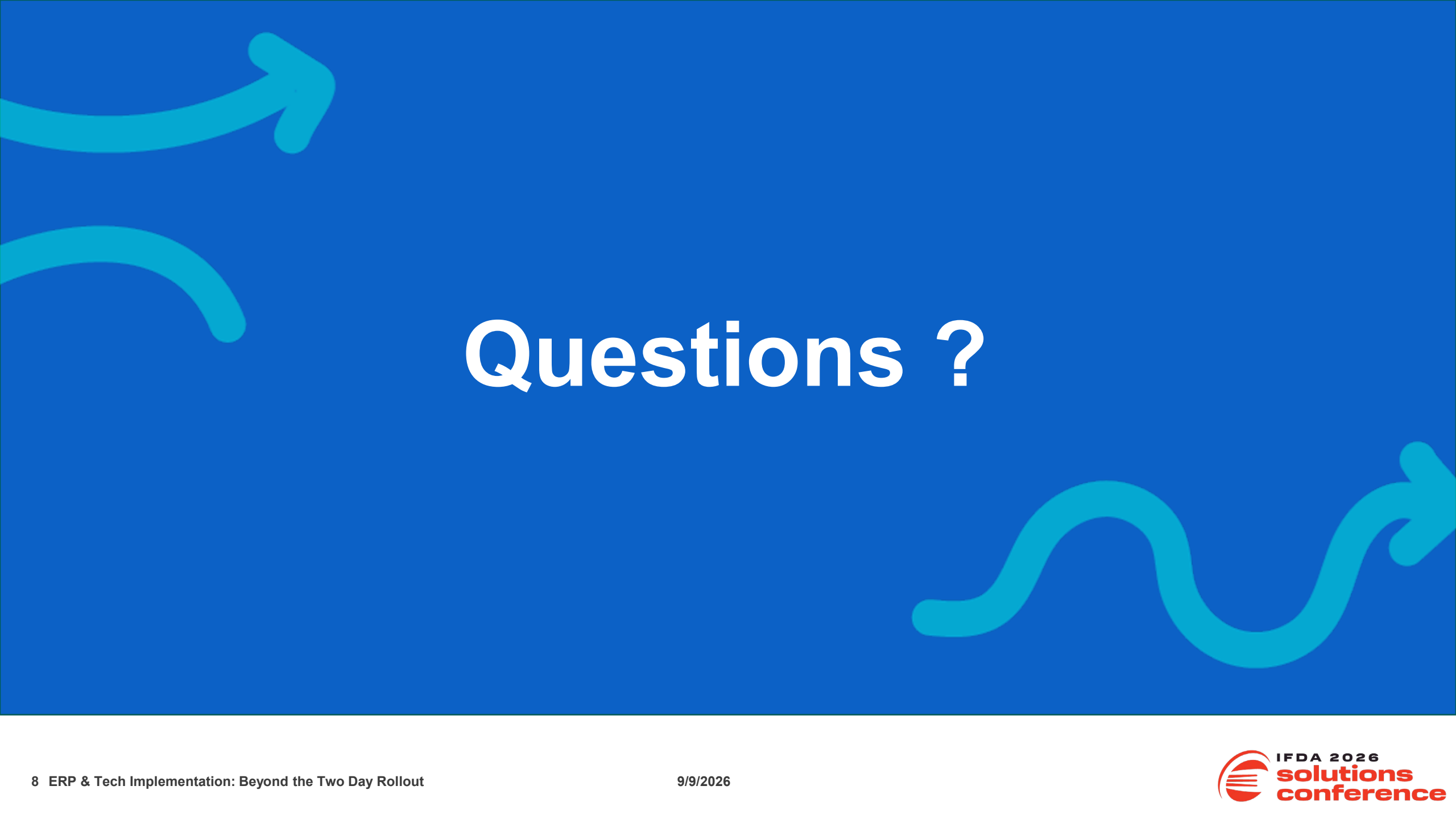
- An ERP change requires a full-time project manager, not a few hours of your IT Director's week.
- Read about [ERP failures](https://www.cio.com/article/278677/enterprise-resource-planning-10-famous-erp-disasters-dustups-and-disappointments.html), understand the common denominators, and try to do the opposite. (<https://www.cio.com/article/278677/enterprise-resource-planning-10-famous-erp-disasters-dustups-and-disappointments.html>)
- Whatever you expect your project to cost and however long you expect it to take – double it now.
- You will lose money before you make more money.
- Tailor your training for your actual workflows – don't let your only training come from your vendor.
- More mods = more problems. Stick to base to the extent possible; test your needed mods thoroughly.
- When measuring the success of your go-live, the bar is on the floor. Your only goal is to ship. Expect weeks or months of chaos otherwise.
- Set realistic expectations for every user in the company. Tell them the long-term vision but make sure they know the short-term reality. If they expect things to suck for a while, they will handle it a lot better when it inevitably does.
- Build a relationship with your vendor. People do better work faster for people they like.
- Wasting your vendor's time wastes your money. Do your own due diligence before presenting them with an issue and explain your needs thoroughly.

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Key Takeaways Drew Saur

- Culture eats strategy for breakfast.
- Software is designed to change; otherwise, we would buy hardware.
- The implementation is not the end; it is the beginning of a new era of constant change for your organization. Think of it as commencement rather than graduation.
- Your vendor must be willing to be on site from time to time.
- Old software doesn't rust: don't change for change's sake.
- This is a business initiative, not an IT initiative.
- Business Analysts / Business Relationship managers: Google these terms and look at the job descriptions. You need one or more.
- Feature-driven deadlines over time-driven deadlines.
- Time and materials (as opposed to fixed cost) keeps everyone real
- Think of this as surgery, and you will succeed.
- Book: Building the Bridge As You Walk On It: A Guide for Leading Change (<https://www.amazon.com/dp/078797112X>)
- My own blog post: Enterprise Surgery (<https://theprogressivecio.com/enterprise-surgery/>)

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Questions ?

Thank You!!

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Clara Ehrhart Morrison



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