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**Defining the Ackermans
Integration Journey**




ProcessForum
Changing the World - One Process at a Time

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8th June 2011

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Ackermans

Agenda

- Ackermans Overview
- The Ackermans Situation
- Seeing the End-Game
- Engaging with the business
- Delivering the POC
- Agreeing the Way Forward

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Ackermans

Overview of Ackermans


1916
Humble beginnings. Gus Ackerman opens the first store in Wynberg, Cape Town.

1960
Greatermans sees the potential and buys the chain.

1970's
Edgars buys the company, maintaining its successful price discounter position.

1984
Exceptional growth. Pepkor steps in and the chain grows from 34 stores to over 200 across Southern Africa.

Today
With 550 stores in Southern Africa, including Botswana & Namibia, the business exceeds R4,5 billion in turnover.



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Redefining who our customers are for us

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The Ackermans IT Situation

- 15 year old Natural Mainframe
- Homegrown merchandise and financial management system
- Last 3 years focus on implementing best of breed packages - stabilised
- No reporting / BI
- No dashboards
- Batch environment
- Data integration overnight

Logs into IT

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Current Situation

- Logs now related to:
 - **Where** is my data (order, allocation, etc)?
 - **When** will my data be available?
 - I released my OTB but **it isn't in** the ordering system?
- Cannot provide management level real time **reporting/view** on the Critical Path
 - How many orders have been placed for a season?
 - How many should have been placed?
 - Value of orders placed?
 - Will they arrive on time?
- All of this because we push data around our systems **without any control** over it
 - We **hope** it will get there
 - We assume that the **users will let us know** if it doesn't!


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Seeing the End-Game: How to fix this?

- Implement a data integration layer that:
 - Understands the business processes
 - Sends data between systems to support the business processes
 - Gives IT a view on data issues - *we know before the business does!*
 - Gives the business a view on progress against their business processes (dashboard)
- But how to make that sound enticing to the business...?
 - “Take the guessing out of working in the systems”




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Engaging with the Business

- Sketched our situation, defined the problem
- Introduced the possible solution - webMethods
- Introduced concept of trialling one process to “try-before-we-buy”
 - Give the business a sense of what can be achieved
 - Give IT a sense of how hard this would be to implement
- Agreement reached that
 - We would use the Ordering process for Non-Replenishment Styles
 - Integrated into COMS (Ordering System)
 - Create a Dashboard showing progress in a season




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Clarity on business questions that needed to be answered

Most CRITICAL part of engagement

- What have we ordered vs planned for in our budgets?
- How much have we spent to date this season?
- Are my buyers and planners aware of what they need to do?
- Is it easy to use?




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IT Challenges addressed

- Automation of a process that is currently manual
- The ease of integration with existing technologies
- Escalation and hierarchical alerting should tasks not be performed timeously
- One toolset used by business and IT alike - a similar language when addressing process challenges
- Measure and monitor data flowing at all levels - have control over the flows



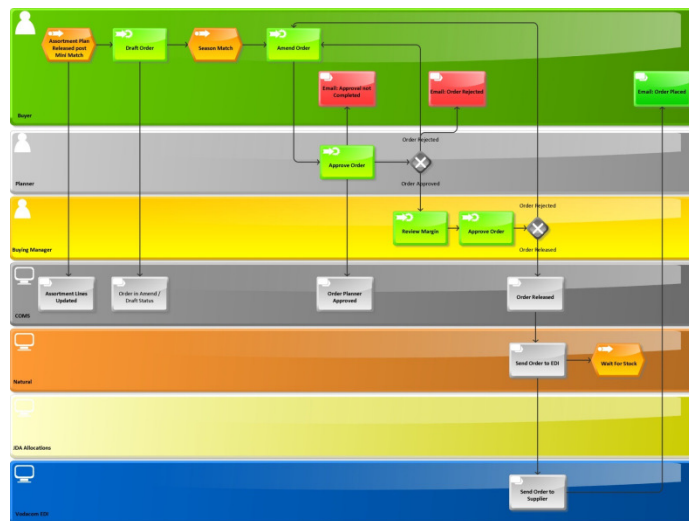
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Steps we Took

- Mapped the Ordering Process through a workshop
- Agreed alerts (sms and email)




Ordering Process





 

Steps we Took

- Mapped the Ordering Process through a workshop
- Agreed alerts (sms and email)
- Agreed metrics for the dashboard




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Business Value from nominated KPI's

- Orders per season per division
- Total Number of Orders
- Order Value by Division
- Net Order Value per Season
- Order to Ship Cycle time by Division
- Orders at 80% through Season
- Order Details




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Steps we Took

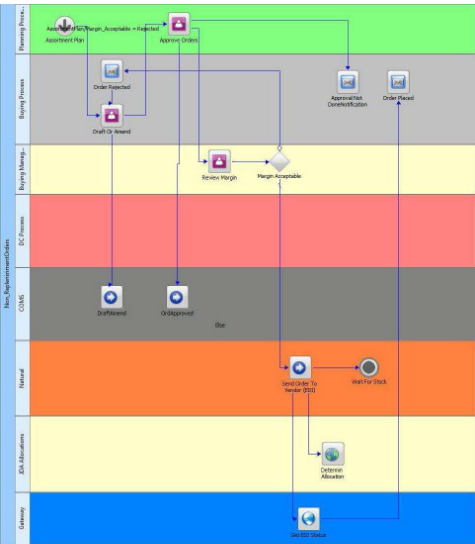
- Mapped the Ordering Process through a workshop
- Agreed alerts (sms and email)
- Agreed metrics for the dashboard
- Built the process in WebMethods



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Mapped into WebMethods



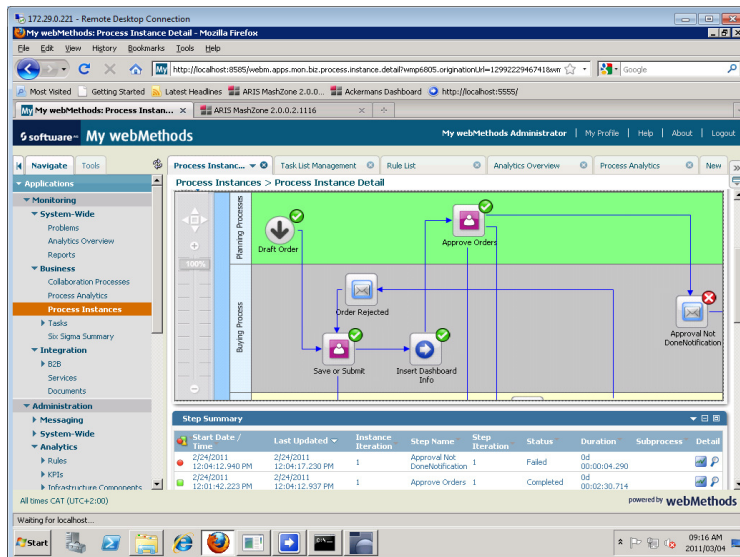
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Steps we Took

- Mapped the Ordering Process through a workshop
- Agreed alerts (sms and email)
- Agreed metrics for the dashboard
- Built the process in WebMethods
- Built the “hooks” into COMS and EDI



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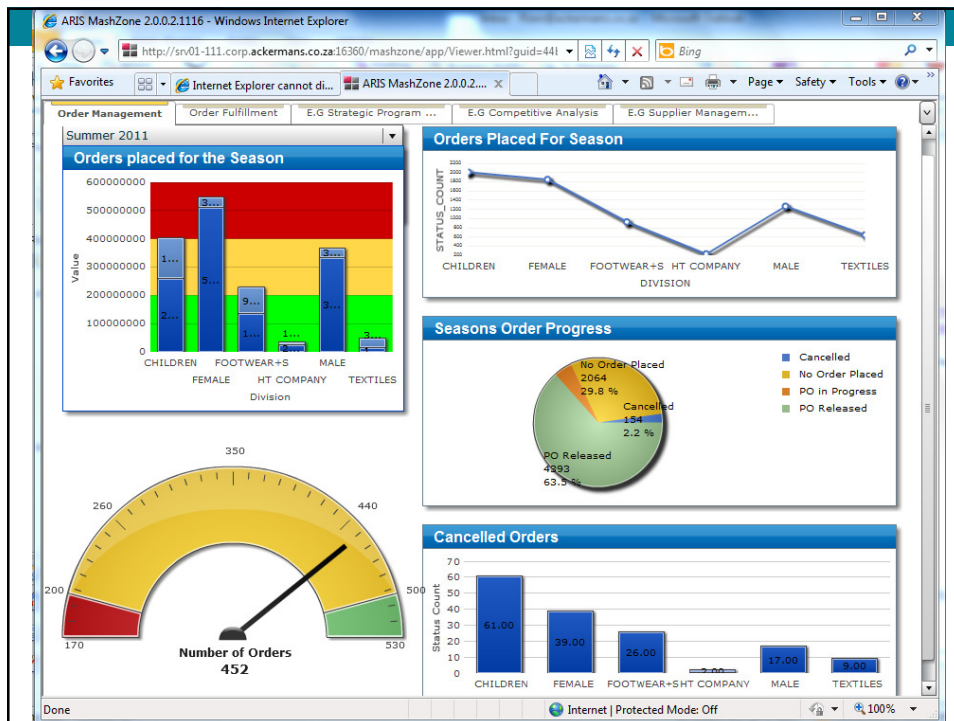
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2/24/2011 12:01:42:223 PM	2/24/2011 12:04:12:537 PM	1	Approve Orders	1	Completed	00:02:30.714		

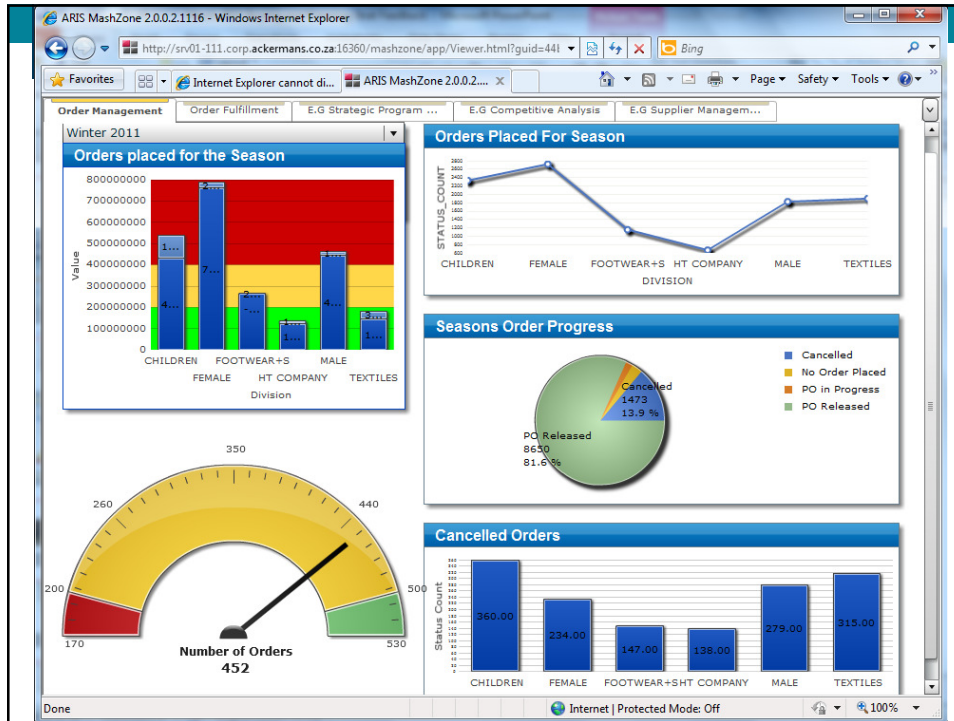
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Steps we Took

- Mapped the Ordering Process through a workshop
- Agreed alerts (sms and email)
- Agreed metrics for the dashboard
- Built the process in WebMethods
- Built the “hooks” into COMS and EDI
- Started monitoring the process

TOTAL TIME: 5 days





What had we proved?

- Mapping the business process is the **key first step**
- Building this into WebMethods is easy (with the right training) and quick
- It delivers **visibility** at every level of the process:
 - Executive Dashboard
 - Alerts to users
 - Process visibility to IT





Agreeing the Way Forward

- Business value unanimously agreed
- Project launched to map all the planning and buying processes through webMethods
 - Focus is on integration - biggest pain point
 - Process mapping following, including dashboards

Completion by August this year!

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Thank You!

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