Project Work to Date

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PERFORMANCE CASINO SEATING

The Giants

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Executive Overview

- RFP Proposal
- System Champions
- Critical Success Factors

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- The process of initiating and receiving quotes from customers and converting them into sales orders is inefficient and labor-intensive
- New Order:
  - Customer calls/emails Sales Rep
    - quote process can take a minimum of one day to a maximum of several weeks to process
  - What is the issue?
    - transitions between departments;
    - Sales - Engineering - etc
- customized orders are the most profitable for the business
  - and that where the issue lies

- The company uses Epicor 7, and we are proposing an upgrade to Epicor 10

- System Champion
  - Sales Manager
    - his department would experience the largest change and largest benefit from the new system
    - need to become the most vocal advocate for altering the ERP system

- Super-Users (At minimum, one superuser should come from)
  - Engineering department
    - aid in back-end issues
  - internal sales representative
    - fine the desired user experience for each department.

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The key critical success factors for this project include:
- Employee buy-in
- Configurator quoting system design
- Configurator quoting system testing

The web-based configurator in Epicor 10 will be designed by the Epicor specialists with the help of key employees in the company.

The configurator needs to be user-friendly and accessible on the web

Current Legacy System

- Current System Description
- Use Cases
- Current System:
  - Sequence Actor-Interaction Diagram
  - BPMN Diagram
  - ERD
- Gary Platt Organization Chart
- Internal & External Stakeholders
- Architecture Diagram

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Vantage 7.0

The current system used to generate quotes and orders can be a very time consuming process.
The quoting process is facilitated by Gary Platt's enterprise resource planning (ERP) system, Epicor 7

This process can be very complicated but when broken down to its most basic form it follows the following path:

- Customer decides that they would like to get a quote for chairs. The customer will send an email or call the Sales Representative in their area requesting a quote.

- Sales Representative will ask the customer a series of questions regarding the customer's specifications and the Sales Representative will enter the information into Epicor's configurator. This configurator is located on the server at Platt and is not accessible outside of the office.

- If there are any custom specifications not programed into the configurator, the Sales Representative will need to write them into the "Additional Notes" section of the quote and send to the Engineering Department to see if the custom specifications are feasible.

- Once all specifications are approved, the Sales Representative will send the quote to the Operations Manager to provide an estimated production time to the Sales Representative, who then updates the quote.

- The completed quote will then be sent to the customer for approval. The customer will either approve or reject the quote.

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Table 1: Use Case – Customer

Use Case:	Casino Purchasing Manager
Actor:	Customer
Description:	The customer calls in to Gary Platt to make a new order to purchase chairs for the casino floor, or in specific areas such as the "High Limit Area".
Normal Course:	1. Customer makes a call to create a new order. 2. The sales representative enters the information in the ERP system. 3. The order is sent to the engineering department if it contains custom specifications. 4. Receive decision from engineering department regarding feasibility of custom specifications, along with production estimate. 5. Approve or deny the quote depending on the price and estimated production time.
Pre-condition:	1. The Casino has a need for new chairs.
Post-condition:	1. The sales representative sends the customer a quote with the costs, and production time. 2. The customer can abandon the order at any time before the signing the quote. 3. Engineering and Operations department included estimates on custom specifications and production time, respectively. 4. The customer signs quote after all needs are met. 5. Sales representative converts the quote to sales order.
Assumptions:	The customer knows the specifications they want. The majority of calls to Sales Representatives are from returning customers.

Table 2: Use Case – Sales Team

| Use Case:	Gary Platt Mfg. Sales Department
Actor:	Sales Representative
Description:	Sales Representative completes the quotation and sales order process for a prospective customer by taking their information and potential custom specifications and then moving that information along to the appropriate stakeholder parties. Additionally, the Sales Representative ensures the information in the quote stays current until it is converted into a sales order.
Normal Course:	1. Sales Representative asks questions about the prospective order to populate hard-copy quote form. 2. Sales Representative enters the quote information into the ERP system, Epicor 7. After this information is entered, the custom specifications the customer are entered into the "Additional Notes" field in Epicor. 3. These custom specifications are passed along to the Engineering Department for Review. 4. When the specifications are shown to be feasible by the engineering department, the Sales Rep saves the quote and sends it to the Operations Manager for an estimated production time. 5. The Sales Rep inputs this estimate into the quote and sends it to the customer for review. 6. After the customer approves the quotation, the Sales Rep converts it into a sales order, and it is ready for production.
Pre-condition:	Customer calls Gary Platt to request a quote for an order of casino chairs.
Post-condition:	Production begins on chairs after the quote is converted into a sales order.
Assumptions:	The prospective customer in this case had an order that required custom specifications, due to the lack of detail in Epicor 7. The specifications were feasible, and the customer approved the quote and signed it.

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Table 3: Use Case – Engineering Team

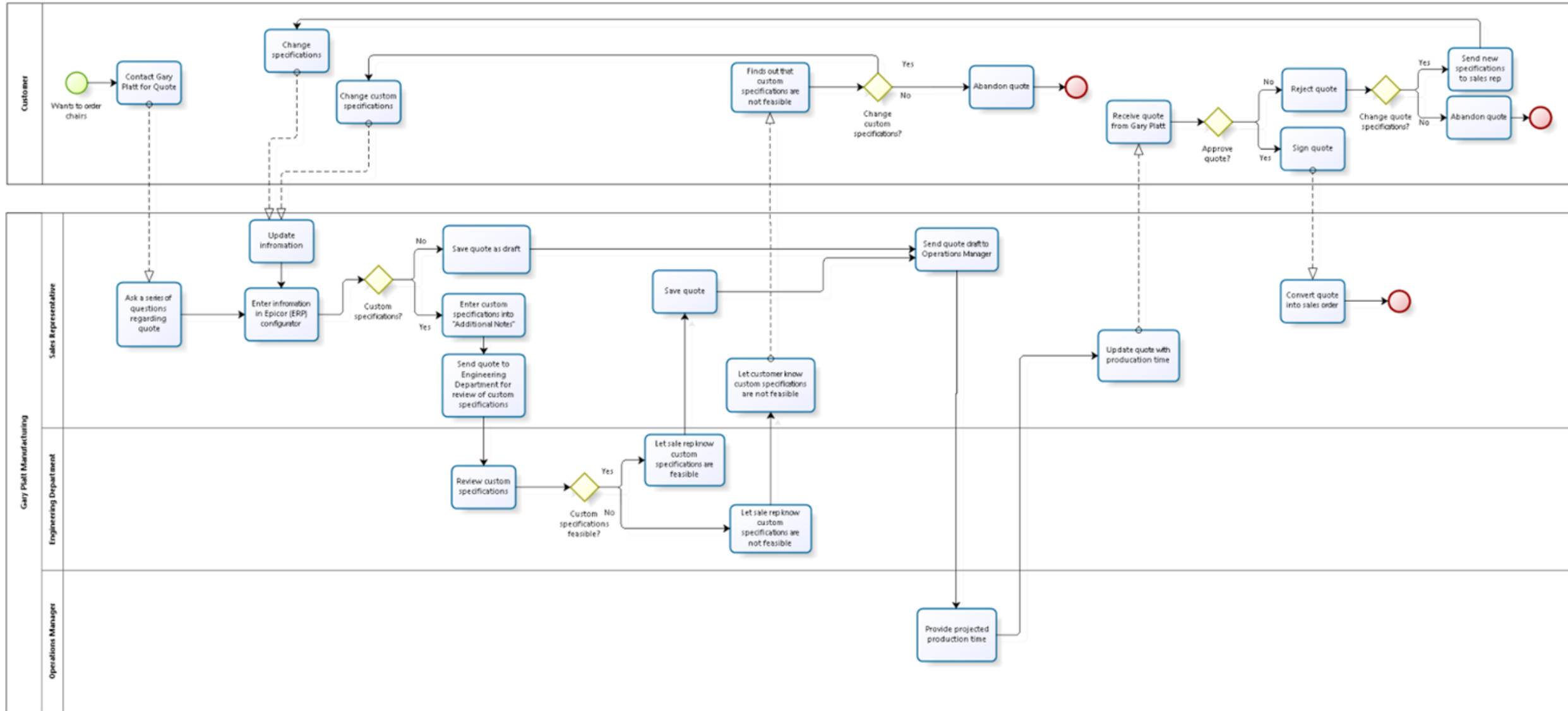| Use Case:	Gary Platt Mfg. Engineering Department
Actor:	Engineer
Description:	The engineer's main job is to review the custom specifications that have been requested by the customer. After this is done, the customer can move forward with the order or make changes as necessary.
Normal Course:	1. Engineer reviews the custom specification. 2. Engineer makes contact with the sales representative after determining the feasibility of the custom specifications.
Pre-condition:	1. The customer contacted Platt for a quote. 2. The sales representative entered the data into the ERP system. 3. The request contained custom specifications. 4. Full custom specification have been entered in detail and forwarded to the engineering department.
Post-condition:	1. If specifications are feasible, a quote will be created. 2. The sales representative sends the quote to the operation team for an estimated production time. 3. The Operation team updates the quote with production time and send it back to the sales representative to get a final confirmation from the customer. 4. The sales representative contacts the customer to inform them of the specification decision and time estimate. 5. The customer approves or denies the quote depending on the needs of their organization.
Assumptions:	The customer knows their custom specifications, and the ERP system cannot satisfy their requirements.

Table 4: Use Case – Operation Team

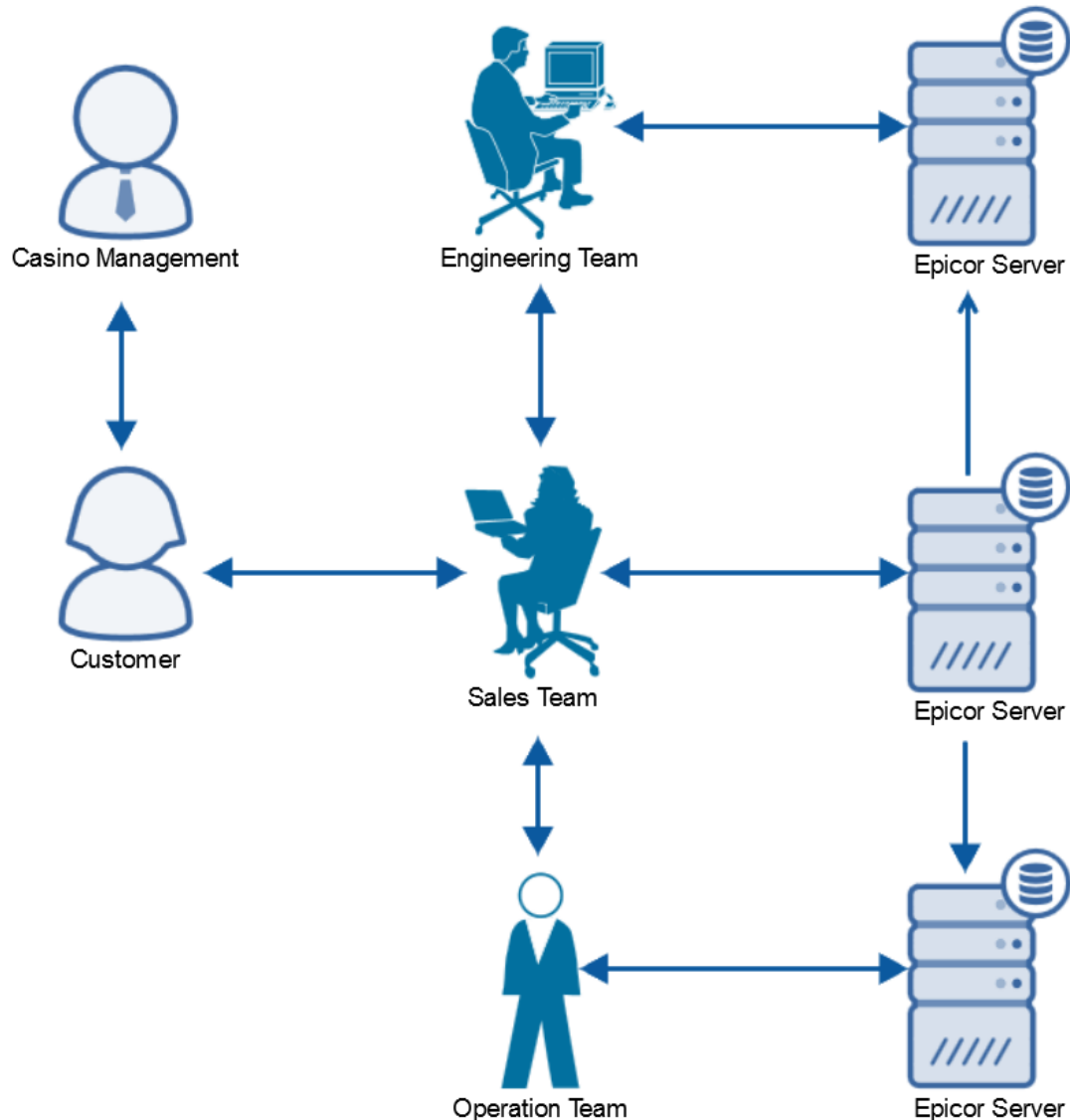| Use Case:	Gary Platt Mfg. Operations Department
Actor:	Operation Manager
Description:	The operation manager takes a look at every quote that has been requested and estimates a production time for the consumer.
Normal Course:	1. Operations Manager receives an in-progress quote from the Sales Representative. 2. Operation Manager provides a projected production time and sends it back.
Pre-condition:	1. The sales representative sent a quote draft to the Operations Manager.
Post-condition:	1. The sales representative receives an updated quote with the production timeline. 2. The customer receives a final quote from the sales representative. 3. The customer approves or denies the quote draft based on the needs of their organization.
Assumptions:	The draft that was submitted to the Operations Manager fulfilled the requirements of the Engineering Department.
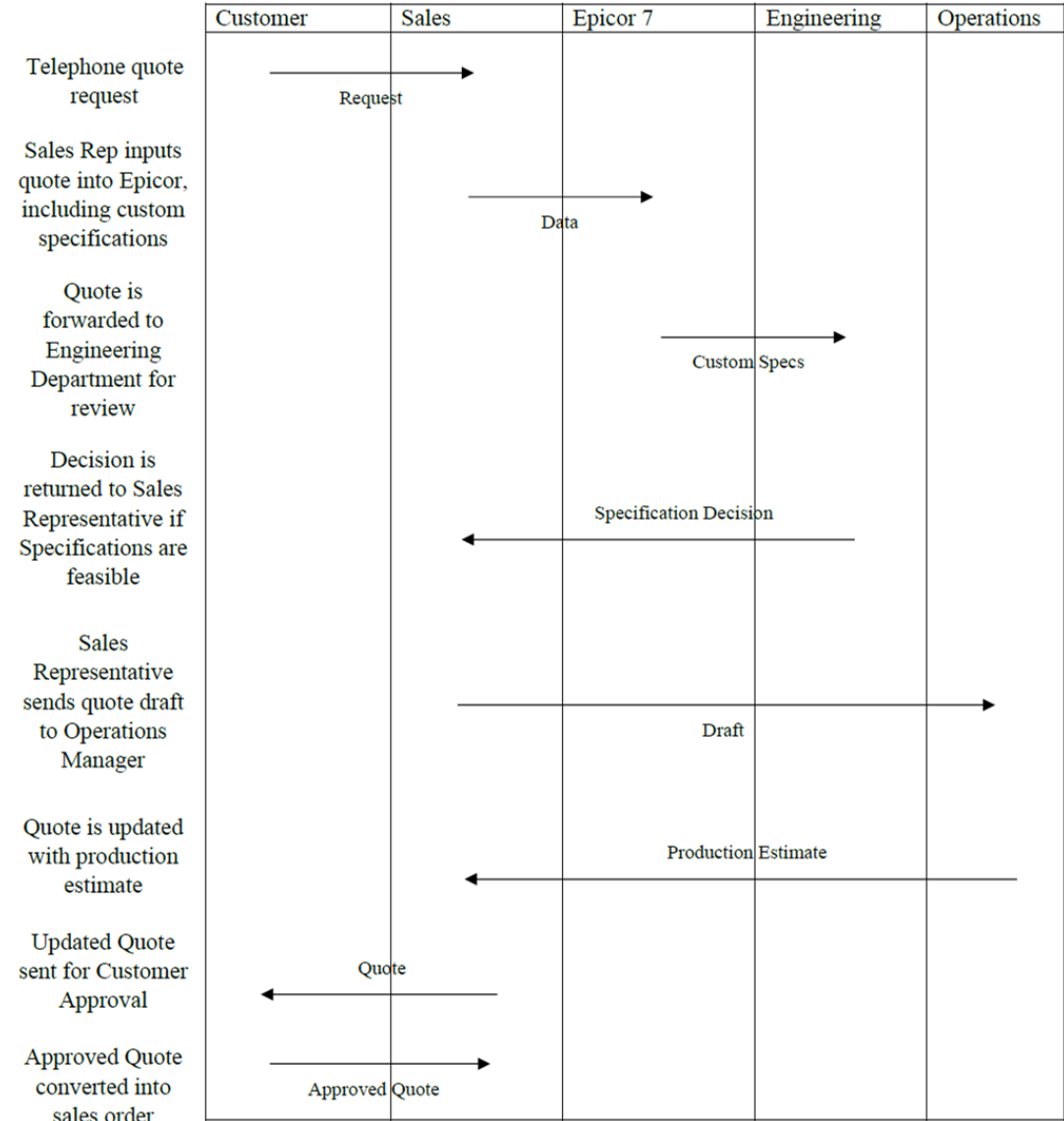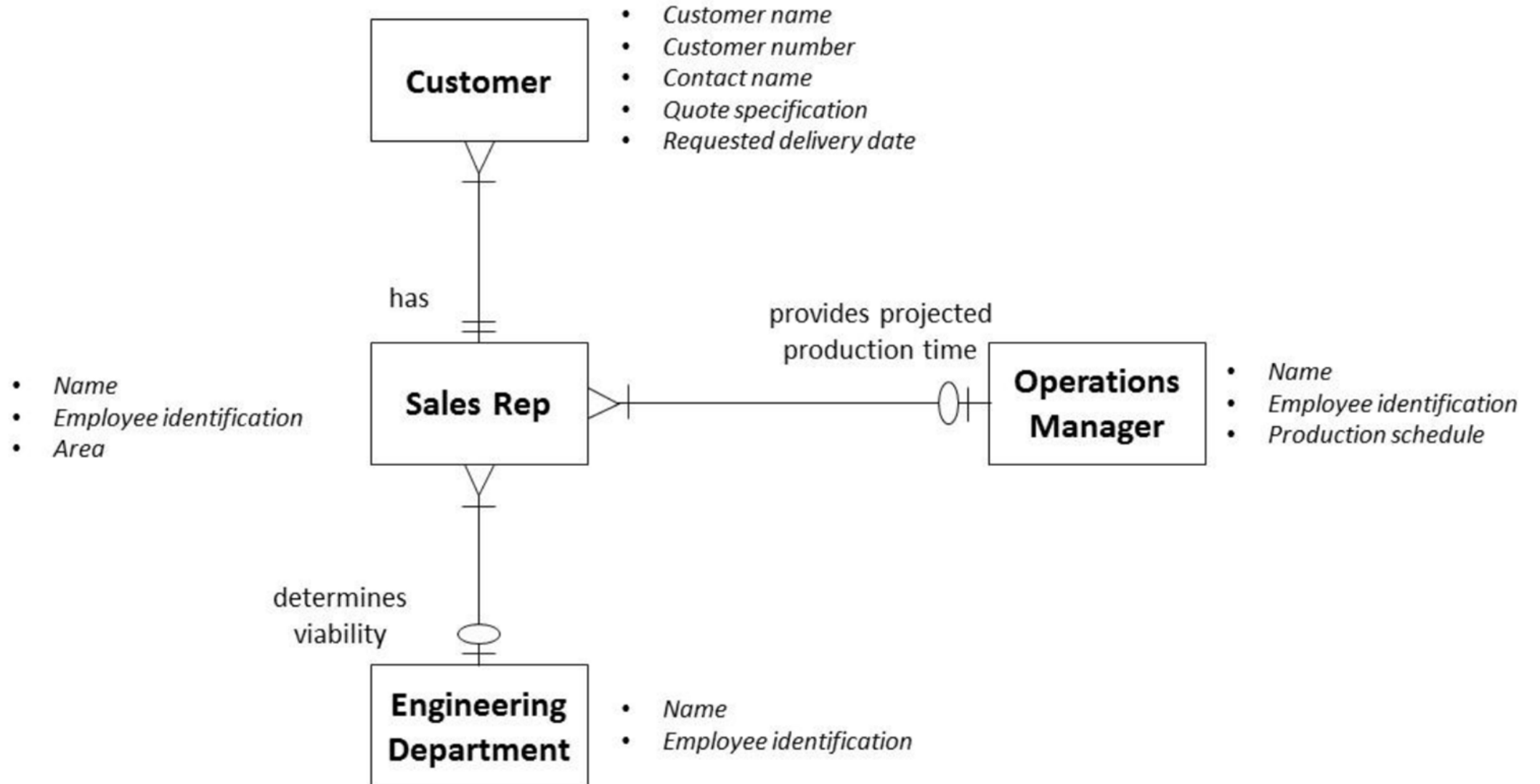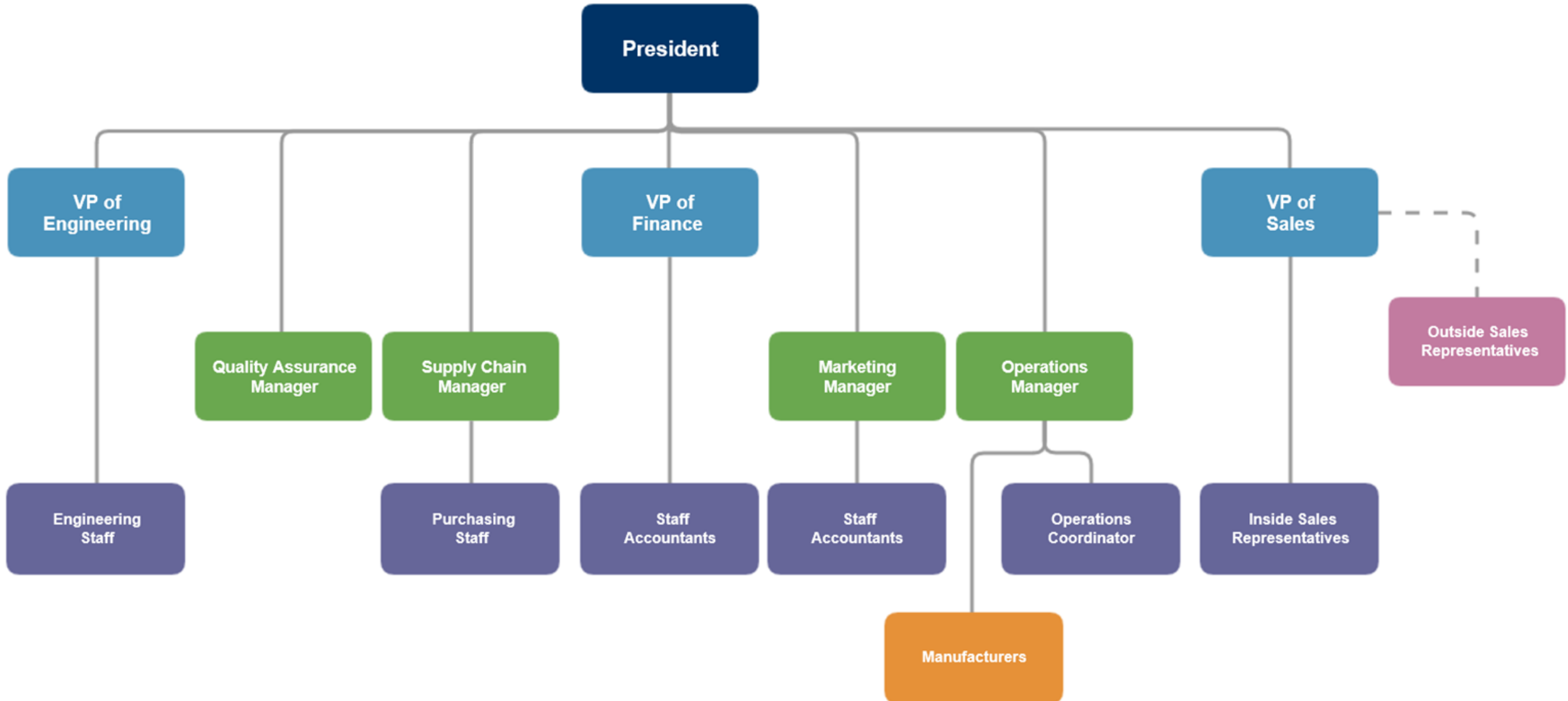
- **Internal**
  - Primary Sales Rep
  - Engineering Department
  - Operations Manager
  - Other
    - Employees
    - President
    - VP of Finance
    - VP of Sales
    - Marketing Manager
- **External**
  - Customers
  - Other
    - Vendors
    - Shipping companies

Stakeholders

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Casino Management

Customer

Engineering Team

Sales Team

Operation Team

Epicor Server

Epicor Server

Epicor Server

The current system architecture consists of:

- specifications that are entered to the Epicor system by the sales team.

- Once the entry is uploaded to the server, it is forwarded to the engineering team, where they will decide if the specifications are feasible or need modification.

- After this decision is made, the order moves back to the sales queue to await a production time estimate from the Operations Manager.

- After the estimate is given, the quote draft is sent back to the sales team queue where they will make a sales order pending customer approval.

- After conversion, the order is sent to the Operations Manager again to await production.

New System Requirements

- Business Functions
- User Functions
- New System Mockups
- Performance Constraints:
  - Server Hardware Requirements
  - Operating System Requirements
  - System Anticipated Load

The new ERP system will vastly improve the efficiency of the quoting process and many other processes in the company. Below is the list of required functions of the new system:

- Web-based configurator and quoting system
- Configurator is kept up-to-date and accurate with real-time data
- Quote Dashboard
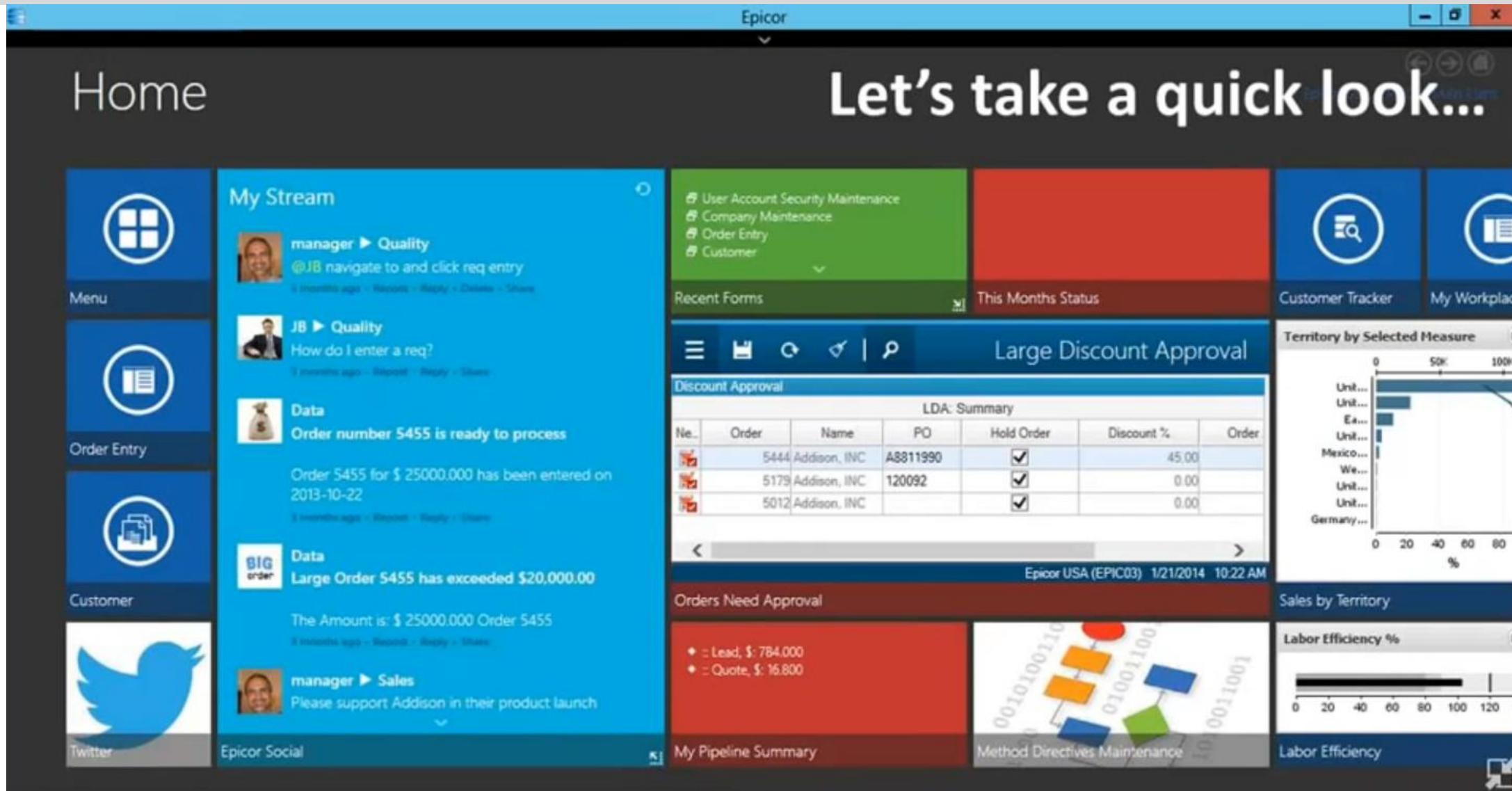
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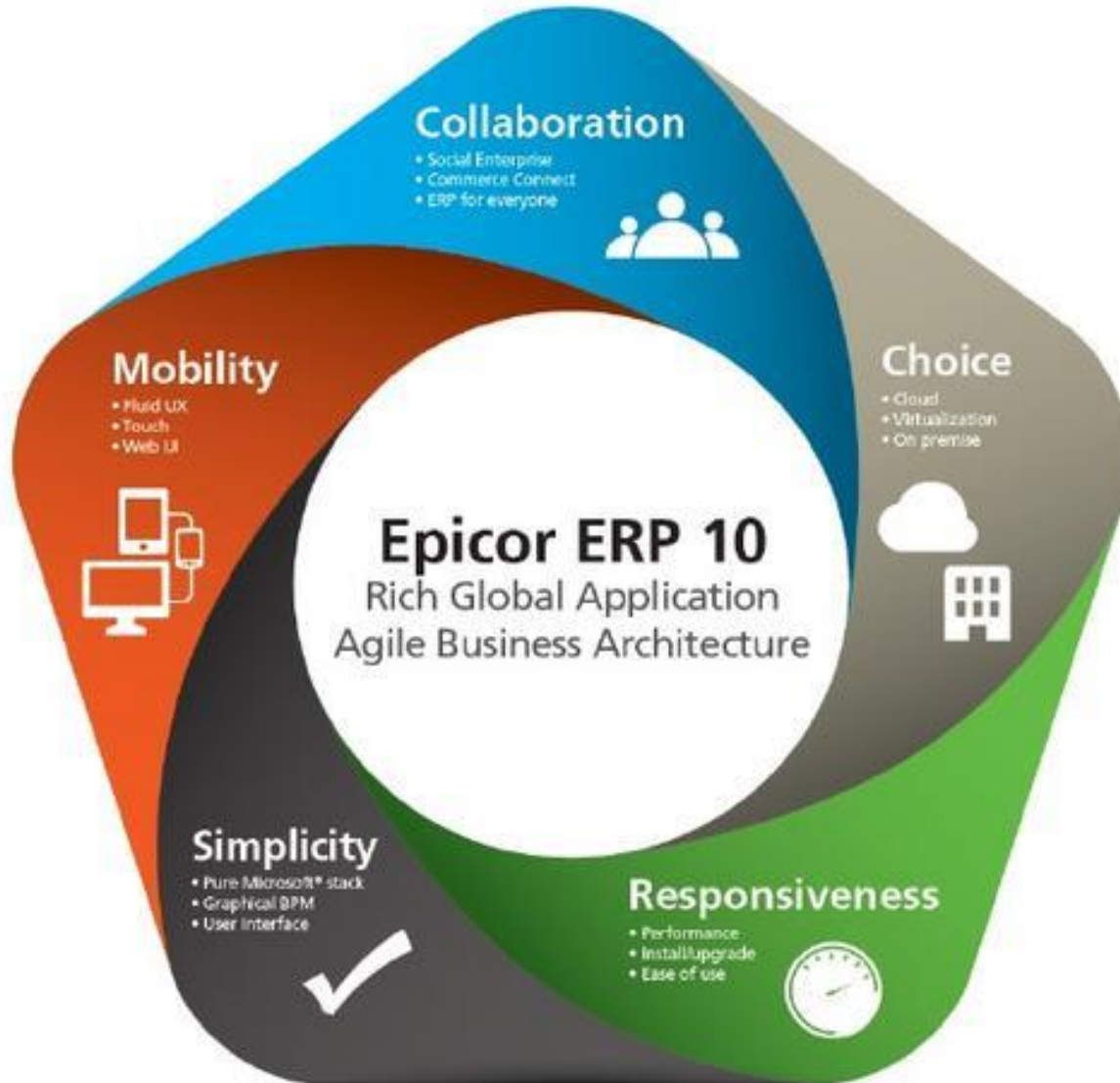
The end users include customers and internal employees of Gary Platt. The system must be easy to use to ensure that the customers and internal employees utilize it and do not revert to the processes of the legacy system.
In order to ensure utilization by users, the following functions must exist in the system

Epicor 10 Start Screen

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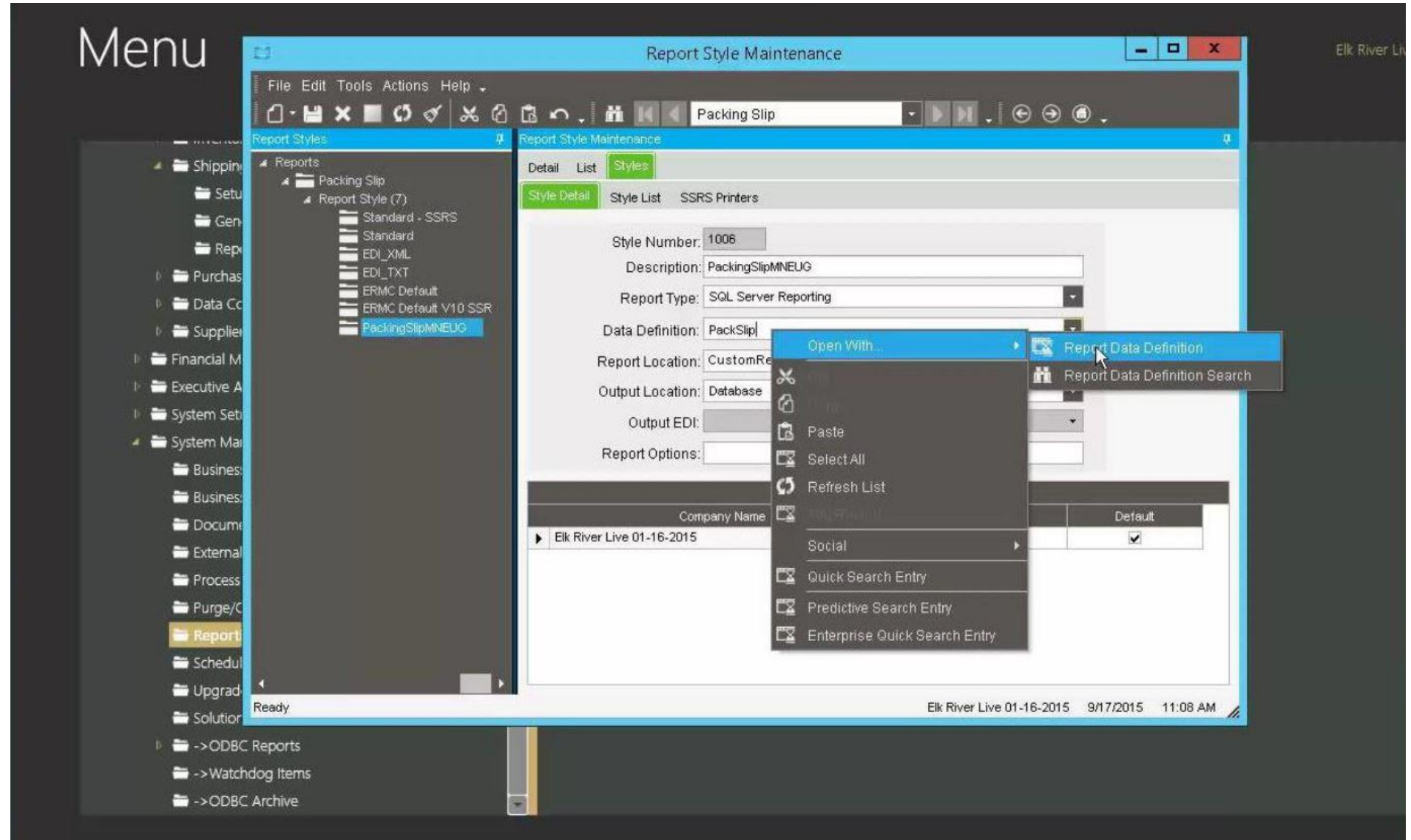
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Web-Based Configurator Screen

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Epicor 10 - Up to 200 Concurrent External User:
- Processor
  - **2 x CPU** sockets with following configuration:
    - **Intel Xeon E5**-2667v2 3.3GHz, 25M Cache, 8.0GT/s QPI, Turbo (or better)
- RAM
  - **96 GB** ECC (Error-correcting code)
- Disk Space
  - Epicor Reports – **2 x 15K HDD** (Enterprise Performance HDD) in RAID 1
  - Total
    - 4 15K RPM HDD (3 Giga bits /seconds SATA or SAS)
    - Quantity 1, **at least 785 GB** , Fusion-IO card
- Ethernet
  - A **1 Gbit** (or faster) network is recommended.
  some cases a 10 Gbit network connection will provide additional benefit.
  - **Fiber optic cable recommended** in environment with electrical noise

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Epicor 10 - Up to 200 Concurrent External User:

- Web Applications OS
  - Windows Server 2008R2
  - Windows Server 2012 operating systems (all editions)
  - SQL Server 2012 Databases (all editions*)
  - Microsoft .NET Framework 4.51

- Services, Domain Database, and MS SQL Server OS
  - On Premise Database Server
    - SQL Server 2008 R2
    - SQL Server 2012, 2014

- Web Applications Browser Requirements
  - For Epicor Web Access, the Mozilla FireFox®, Apple® Safari®, Google Chrome™, and Internet Explorer® 9 (and later) desktop browsers are all fully supported.

- Client Software OS
  - ERP 10 services are hosted purely using Microsoft Windows® components, including Internet Information Services and Microsoft .NET

Application Usage	Load Description
Interactive Application Load	Typical application usage by end-users using ERP 10 via Smart Client and / or browser and / or mobile devices.
Automation and heavy processing 1. Epicor Service Connect (ESC) 2. Imports (e.g. PO, Sales Order, AR invoice and Shipping) 3. Automatic updating of data not covered by ESC 4. Heavy reporting.	If you are processing more than 100K transactions (insert, update or delete) in any one hour period of the working day then schedule this activity to less busy time of the day. **100K transaction is the sum total of all sources of automatic processing.** If this activity cannot be scheduled to less busy time of the day then please discuss the server sizing with Epicor technical services. Heavy and concurrent reporting should be scheduled to less busy time of the day or on a separate reporting appserver.
MRP (Manufacturing customers)	MRP regeneration will be scheduled during less busy times. For daily MRP runs use MRP net change. If your business requires you to run more than 6 processes and 6 schedulers for MRP run then discuss the increase usage with Epicor technical services.
Growth and acquisition of new users	No
Seasonal peaks	yes

Intended System Description and Documentation

- Intended System Description
- Use Cases
- Intended System:
  - Sequence Actor-Interaction Diagram
  - BPMN Diagram
  - ERD Diagram
  - Architecture Diagram

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This RFP proposes the implementation of an online configurator ordering system called Epicor 10, made by the company Epicor.

The new steps for the process using the new Epicor 10 system are:

- **Customer logs onto garyplatt.com and selects "Request Quote"**

- A new questionnaire is created **automatically**.

- The **customer populates the questionnaire**, as opposed to the salesperson.

- If the order contains custom specifications, the **customer sends in an engineering approval request form**, rather than the salesperson.

- If the specifications are feasible, it is now the **engineer's duty to update the online configurator system with the new specifications**. This way, the customer will be able to use the configurator system to fill out their order in its entirety.

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Table 8: Use Case – Customer

Use Case:	Casino Facilities Representative
Actor:	Customer
Description:	The customer logs into their account on garyplatt.com to request a quote on a new set of custom chairs for a redesigned High Limit Area of their casino.
Normal Course:	1. Customer logs into account on www.garyplatt.com. 2. Customer selects the "Request Quote" button on the webpage. 3. After the website creates a quote questionnaire, the customer fills out the questionnaire to the best of their ability. 4. Since the order has custom specifications, the customer is transferred to a different page to submit an Engineering Approval Request (EAR). 5. Once the EAR is approved, the customer enters the information in the updated questionnaire. 6. After the website generates the quote, the customer reviews, approves, and signs the quote.
Pre-condition:	1. Casino management has started the redesign of the High Limit Are of their casino. 2. The purchasing manager has documentation for the custom specifications required for the new chairs. 3. The purchasing manager has an account created with Gary Platt and is a returning customer.
Post-condition:	1. Gary Platt website receives the approved quote from the customer. 2. The approved quote is forwarded to the Sales Representative. 3. The Sales Representative converts the quote to a sales order.
Assumptions:	1. The customer has a prospective order with custom specifications. 2. Customer approves the web-generated quote and wishes to see the quote through to become a sales order. 3. The Engineering Department found the custom specifications to be feasible and updated the configurator to reflect them.

Table 9: Use Case – Website

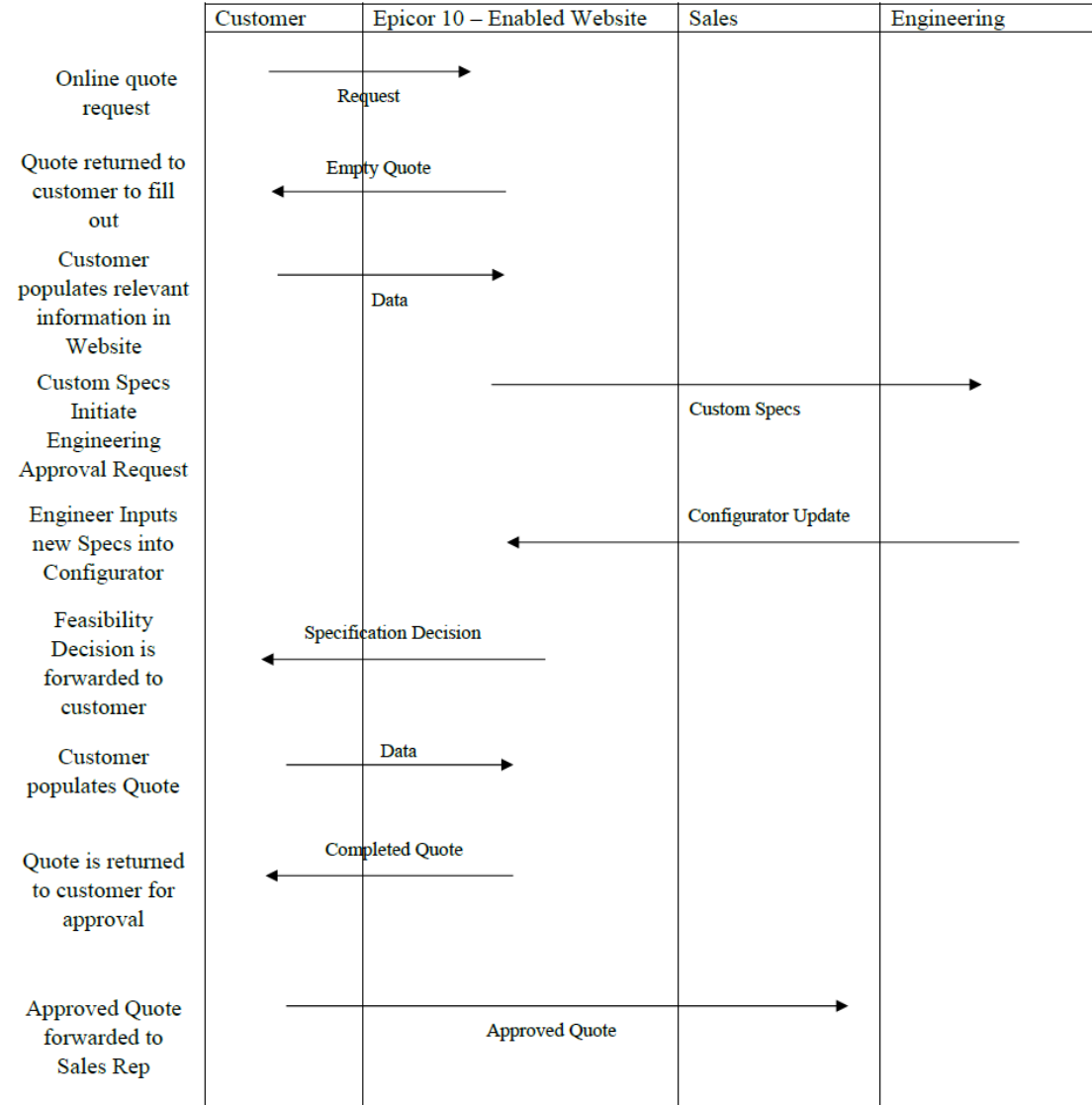| Use Case:	Gary Platt Configurator-Integrated Web Platform
Actor:	Website
Description:	The configurator-integrated website receives a request for a quote and directs the prospective customer through the quote and order process.
Normal Course:	1. The website creates a new quote questionnaire and populates it with the appropriate information from the customer's initial specifications. 2. After the customer indicates that the quote will require custom specifications, the website redirects them to the Engineering Approval Request page. 3. The website forwards the request to the Engineering Department. 4. The website notifies the customer that the custom specifications are feasible. 5. The web-based configurator is updated with the custom specifications for the customer to include in their quote. 6. After the customer approves the quote, the website receives the approved quote and specifications and forwards it to a Sales Representative.
Pre-condition:	1. A customer has created an account on www.garyplatt.com and wishes to request a quote. 2. The desired quote has custom specifications not in the configurator.
Post-condition:	1. Sales Representative converts the quote into a sales order.
Assumptions:	1. The customer has a prospective order with custom specifications. 2. Customer approves the web-generated quote and wishes to see the quote through to become a sales order. 3. The Engineering Department found the custom specifications to be feasible and updated the configurator to reflect them.

Table 10: Use Case – Engineering Department

Use Case:	**Gary Platt Engineering Department**
Actor:	Engineer
Description:	A member of the Engineering Department has received an Engineering Approval Request from a customer who requires custom specifications in a prospective chair order. The engineer updates the web-based configurator with the new specifications and allows the website to inform the customer.
Normal Course:	1. The engineer receives an Engineering Approval Request from the web-based configurator, signaling a custom order. 2. The engineer reviews the EAR and determines that the custom specifications are feasible. 3. The engineer updates the information in the configurator to allow the customer to input their custom specifications into the quote questionnaire. 4. The engineer confirms the updates, which allows the website to inform the customer that their custom specifications are feasible.
Pre-condition:	1. A customer has created an account on www.garyplatt.com and wishes to request a quote. 2. The desired quote has custom specifications not in the configurator. 3. The website has forwarded the completed Engineering Approval Request to the Engineering Department.
Post-condition:	1. The website informs the customer that the specifications are feasible. 2. The customer carries through the quote process to completion. 3. The website receives the approved quote and forwards it to a Sales Representative to convert the quote into a sales order.
Assumptions:	1. The customer has a prospective order with custom specifications. 2. Customer approves the web-generated quote and wishes to see the quote through to become a sales order.

Customer	Epicor 10 – Enabled Website	Sales	Engineering

Online quote request — Request

Quote returned to customer to fill out — Empty Quote

Customer populates relevant information in Website — Data

Custom Specs Initiate Engineering Approval Request — Custom Specs

Engineer Inputs new Specs into Configurator — Configurator Update

Feasibility Decision is forwarded to customer — Specification Decision

Customer populates Quote — Data

Quote is returned to customer for approval — Completed Quote

Approved Quote forwarded to Sales Rep — Approved Quote

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Customer

- Customer name
- Customer number
- Contact name
- Email or phone call for quote request
- Quote specification
- Requested delivery date

Requests quote

- Software version
- Production times
- Accurate product configurations

Website/ Configurator

determines viability

Engineering Department

- Name
- Employee identification

Budget and Financials

- **Budget Description**
- **Development**
- **Financials**
  - **Yearly Recognized Revenue Increase**
  - **Associated Costs and Benefits from the Implementation of Epicor 10**
  - **Yearly Financial Savings/Projections, adjusted for Revenue**
- **Costs and Options**
  - **Cost Associated with Implementation Requirements, based on Epicor 9**
  - **Startup Costs – ERP Implementation & Upgrades**
  - **Startup Costs, Labor Estimates for the Startup Phase**
  - **Yearly Software Maintenance Costs**
  - **Total Costs Incurred by Project by Category**
- **Build vs. Buy**
  - **Buying Cost Estimate**
  - **Building Cost Estimate**
  - **Total Savings Buying vs. Building**
- **ROI, IRR and Payback**
  - **Internal Rate of Return Calculations**
  - **ROI Calculation from Forrester TEI Study**
- **Time Constraints**

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- Gary Platt Manufacturing earns around $10 million in revenue per year.

- This particular case cost Gary Platt over $100,000 out of pocket to fix

- All inside Sales Representatives at Gary Platt would benefit from putting effort into the development of the new ERP system

- Gary Platt completes around 4,000 orders per year, at an average price point of $2,500.

- If they were able to process one additional order per week per sales representative, it would equate to an additional $520,000 of revenue in a year, or a 5.2% year-over-year increase in sales revenue.

- The implementation of a new Epicor 10 ERP system will require a substantial investment in both capital and employee time

- GPM would buy a fully integrated ERP system, which will help the company with extensive functionality for accounting, inventory control, pre-production materials planning, and manufacturing execution

- The database platform of Epicor 10 is Microsoft SQL Server, with a cloud-based software as a service (SAAS) and is module-based

- The implementation of the new Epicor 10 system and web-enabled configurator would have an immediate financial impact for Gary Platt

- Additional benefits come from the decreased amount of time spent by the engineering department and operations manager on processing individual orders

- The monetary value of these benefits are harder to quantify than those afforded by cost reduction and order increases, but they are likely not trivial.

Description	Quantity	Each	GPM Revenue
Revenue per order	208	$2,500	$520,000
Total			$520,000

Epicor savings were calculated based off a Total Economic Impact (TEI) of midmarket manufacturers (MMM) with revenue ranging from $100M to $1B. A full breakdown of the benefits associated with Epicor 10 shown on the next slide.

Financials:
Associated Costs and Benefits from
the Implementation of Epicor 10

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> **Benefits associated with Epicor ERP — $3,826,700.** The *Organization* experienced the following benefits (risk- and present value-adjusted) over five years (further detailed in the Benefits: Quantified section):

- **Financial management suite — $602,500.** Productivity savings in invoicing and sales tax administration, and general accounting productivity related to creating, processing, and reporting numerous accounting entries.

- **Supply chain suite — $861,900.** A 15% reduction in average inventory levels and a reduction in headcount and avoided future hiring associated with supply chain activities.

- **Production management suite — $374,300.** Taking advantage of Kanban and manufacturing execution system (MES) functionality.

- **Planning and scheduling suite — $185,300.** Monitor project status and costs with a project tracker, the ability to check supply and demand of a part with available-to-promise functionality, and taking advantage of multisite management.

- **Sales management suite — $775,000.** Create customer proposals and quotes much faster with Epicor, with the ability to import data from a variety of customer and system sources. And simplify the business of accepting credit cards.

- **Governance, risk, and compliance software — $567,200.** Mitigate exposure to risk with table and field level audit tracking, enhance controls; and gain cross-organizational financial visibility and control over financial reporting, planning, and forecasting processes.

- **Business architecture — $460,600.** Creation and enforcement of unique business processes, alerts, and workflows without customizing the software. And the use of Epicor Enterprise Search (engine) for access to its warehouse distribution solution.

Description	MMM TEI Assumption	GPM Equivalent (10%) Annual Savings
Financial Management	$ 602,500	$ 60,250
Supply Chain	$ 861,900	$ 86,190
Production Management	$ 374,300	$ 37,430
Planning & Scheduling	$ 185,300	$ 18,530
Sales Management	$ 775,000	$ 77,500
Governance, Risk, and Compliance	$ 567,200	$ 56,720
Business Architecture	$ 460,600	$ 46,060
Total Annual Savings	**$ 3,826,800**	**$ 382,680**

- Platt has an annual revenue of approximately $10M, and has about 100 employees, of which, 20 of those employees will need to have licenses to use the system

- Epicor 10 system: Cost estimates based on the assumption of user range being 1 to 200 users.

System cost based off stated Epicor 10 TEI pamphlet.

- Software Costs: annual costs estimate of $373,000

- Hardware Costs: $35,000.

- External IT Support: Platt uses Erlach Computer Consulting as its external IT support. (so no additional cost)

- Startup Costs (two slides from this one)

> **Costs associated with Epicor ERP — $1,884,500.** The *Organization* experienced the following costs (present value-adjusted) over five years (further detailed in the Costs section):

- **Planning the implementation — $350,000.** The labor associated with planning and implementing the solution.

- **Hardware requirements to support Epicor version 9 implementation — $100,000.** Four servers.

  - Note: Deployment for Epicor ERP version 10 will require substantially less (50%) hardware cost. And hardware is not needed with SaaS/cloud Epicor ERP.

- **Epicor software license, maintenance, professional services, and training — $373,100.** Epicor's fees.

- **Ongoing management of the solution — $1,061,400.** The labor associated with managing the solution is two FTEs over the five-year analysis.

Description	Quantity	Each	GPM Cost
ERP Epicor 10 System (software)	1	$200,000	$200,000
Software Costs per user (see maintenance costs)	20	$1,250	$25,000
Hardware Costs - New Server	1	$25,000	$25,000
Hardware Costs - Upgrade Existing Server	1	$10,000	$5,000
External IT Support	1	$0	$0
Startup Costs - Labor (see table 13)	1	$100,000	$100,000
Miscellaneous / Contingency	1	$15,000	$15,000
Total			**$375,000**

Description	Quantity	Each	GPM Cost
Epicor Consultant - Design	$70,000	1	$70,000
Epicor Consultant - Implementation	$28,000	1	$28,000
Miscellaneous Expenses	$75	27	$2,000
Total			$100,000

- Epicor Consultant Design based on hourly rate of $350, 8 hours per week for 25 weeks during design phase.
- Epicor Consultant Implementation based on two forty hour work weeks to implement at $350 an hour.
- Miscellaneous expenses based at $75 a week for 27 weeks.

Description	Quantity	Each	GPM Cost
Licensing & Ongoing Maintenance	20	$1,000	$20,000
Implementation & Training	20	$100	$2,000
Professional Services	20	$150	$3,000
Total		**$1,250**	**$25,000**

Maintenance costs would include a software license and service agreement (SLSA), which guarantees vendor maintenance of the software for $1,000 per license, per year. Maintenance of the software system involves making minor changes to continue to support business needs and upgrading the programming periodically to ensure up-to-date security

Description	Cost
Yearly Financial Savings/Projections (Table 11)	$(382,680)
Revenue Increase due to Sales Rep productivity increase	$(520,000)
Startup Costs –Implementation & Upgrades (Table 12)	$375,000
Startup Costs – labor (Table 13)	$100,000
Maintenance Costs (yearly) (Table 14)	$25,000
Total	**$(402,680)**

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Benefits to Buying an ERP system:

- Faster to install a packaged ERP suite than it is to build one from scratch.

- Off-the-shelf solutions can offer the greatest benefit because a packaged solution can be used right out of the box and requires very little IT overhead. This is extremely beneficial for a company like Platt that relies on external IT Contractors.
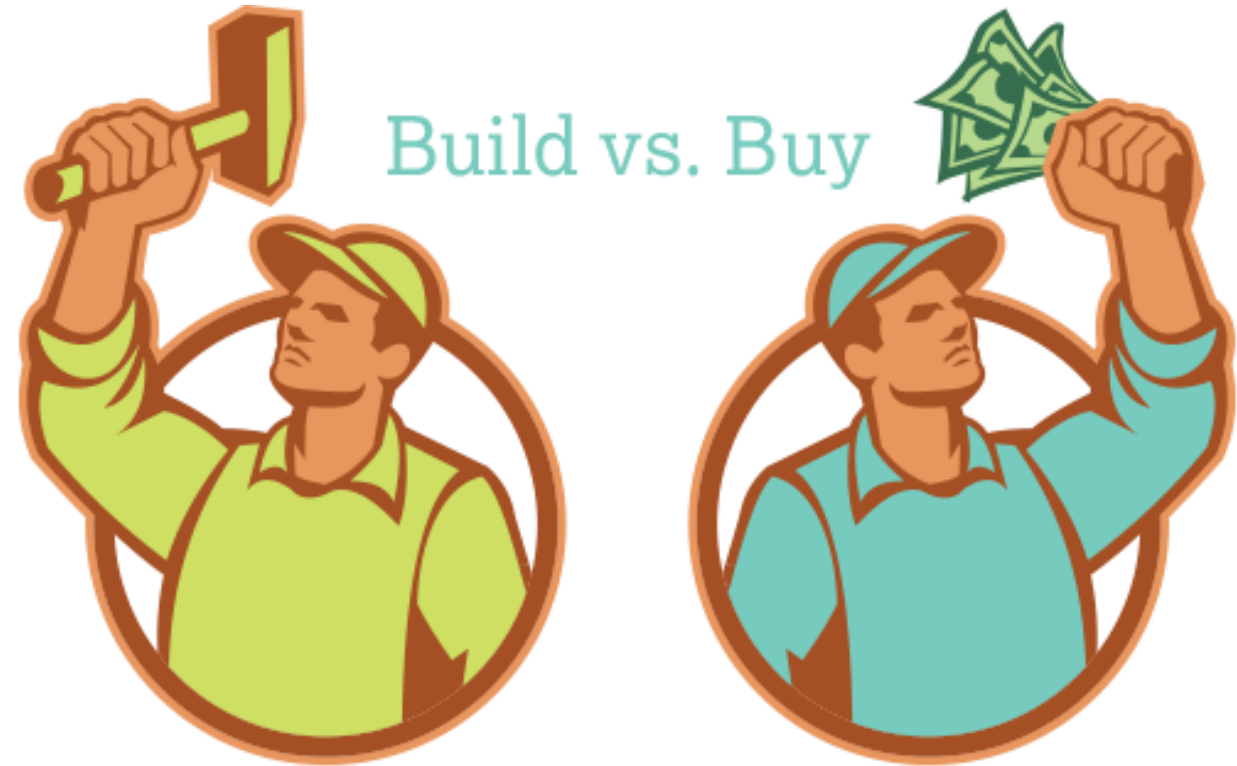
Build vs. Buy

Cost, in-house IT expertise, and time are key considerations taken into account when deciding whether to build-or-buy. A breakdown of the estimated costs of buying an ERP system are as follows:

Description	Qty	Each	GPM Cost
ERP Epicor 10 System (software)	1	$200,000	$200,000
Software Costs per user (see maintenance costs)	20	$1,250	$25,000
Hardware Costs - New Server	1	$25,000	$25,000
Hardware Costs - Upgrade Existing Server	1	$5,000	$5,000
External IT Support	1	$0	$0
Startup Costs - Labor (see table 13)	1	$100,000	$100,000
Miscellaneous / Contingency	1	$15,000	$15,000
TOTAL			$370,000

Description	Qty	Each	GPM Cost
Hosting	1	$250,000	$250,000
Subscription	1	$275,000	$275,000
Internal Costs	1	$250,000	$250,000
External Costs	1	$275,000	$275,000
Other	1	$50,000	$50,000
Hire in-house IT Professionals	2	$65,000	$130,000
TOTAL			$1,230,000

Benefits and Drawbacks of building an ERP system:

- Necessity of hiring in-house IT professionals to begin the build. This creates substantial startup costs before the build can be initiated.
- In-house IT staff would have better understanding of internal processes and how IT can benefit them.
- Considerable amount of time investment required to build and maintain the ERP system.
- Much easier to customize the software, however, customization is more expensive.
- High development and maintenance costs.

Description	Qty	Estimated Cost
Buying Epicor 10 System	1	$370,000
Building ERP System	1	$1,230,000
TOTAL SAVINGS	1	($860,000)

The factors that influenced us to decide to "buy" an ERP system rather than build the new software was mainly due to the cost, lack of severe on-site IT personnel in-house, and the time it would take to build one

Epicor commissioned an independent study from the Forrester Institute to gage the typical Return on Investment and Internal Rate of Return experienced by companies that implement their ERP software.

Data from this study was used to create the table shown on the next slide

Cash Flows (Year 1)	Reasoning	IRR
$ (375,000)	ERP Cost	20%
$ (100,000)	Labor Cost	
$ (25,000)	Software Maintenance Cost	
$ 382,680	Projected Savings from Forrester Study	
$ 520,000	Projected Revenue Increase	
Total $ (402,680)		

Internal Rate of Return Calculations

Independent research confirms Epicor customers achieve a 103% ROI in 15 months

Download Now

ROI Calculation from Forrester TEI Study

The seasonality of the casino seating industry follows an interesting schedule, as casinos tend to have grand openings in late spring to early summer

Due to this, the ideal phase for development of the ERP system would be in January to April 2017, with the testing phases going through the first busy season in April, and then the full implementation would occur during the lull between late summer and winter.

Implementation Plan

- Plan Type
- Project Team
  - Project Manager
  - Project Team Members
  - Project Champion
- Implementation Stages
  - Stage 1: Design
  - Stage 2: System Configuration
  - Stage 3: Testing
  - Stage 4: Implementation
- Acceptance Tests
- Payment Timetable

- Gary Platt Manufacturing will be implementing the system parallel to the current system in place.

- The Sales Manager will be working in unison with an Epicor specialist on the design and implementation of Epicor 10

- There will be one super-user trained from both the engineering department and the sales team to ensure a broad range of knowledge remains within the organization after the consultant departs.

GARY **PLATT**
PERFORMANCE CASINO SEATING

- The Project Manager will be the Sales Manager

  - work in conjunction with an Epicor consultant on the design and implementation of the system
  - This allows the Epicor specialist to tailor the system to what the sales department needs to perform their duties
  - allows someone at check-signing level to have intimate knowledge of the project

- The project team members will assist in the testing and design of the new Epicor 10 system.

  - The team members will consist of one super-user from the engineering department and one super-user from the sales team.
  - Their tasks will include providing design recommendations to the Epicor consultant and learning the software in order to be resources to their coworkers during the implementation and after it has completed

GARY PLATT

PERFORMANCE CASINO SEATING

- The Project Champion of the new Epicor 10 system will be the Vice President of Engineering

  - This is critical to the success of Epicor 10 as he will be the technical lead once the Epicor specialist is no longer involved in the implementation
  - He will need to be knowledgeable and open to questions from his peers.

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- An outside Epicor specialist will be hired to work with Gary Platt Manufacturing to configure the new Epicor 10 system

- The outside specialist will work with the super-users from the engineering and sales departments to configure the system

- For the web-based configurator and quoting function of the system, an employee who is familiar with both the various products and the sales process will be the primary facilitator in the design of the configurator

- The Operations Manager will need to meet with the consultant to help input the production estimation algorithm that will return time estimates to potential customers.

- This stage is scheduled to take 21 days.

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- The system configuration will commence once all pertinent information has been gathered from each department after the design of the configurator in Stage 1.

- This stage will take the longest amount of time due the vast amount of information and combinations that exist

- The outside specialist will create the architecture for the form/questionnaire to create a quote and consult with the sales department super-user to ensure it will be intuitive for customers.

- The engineering super-user will then create the necessary relationships for each of the different historical products produced by Platt.

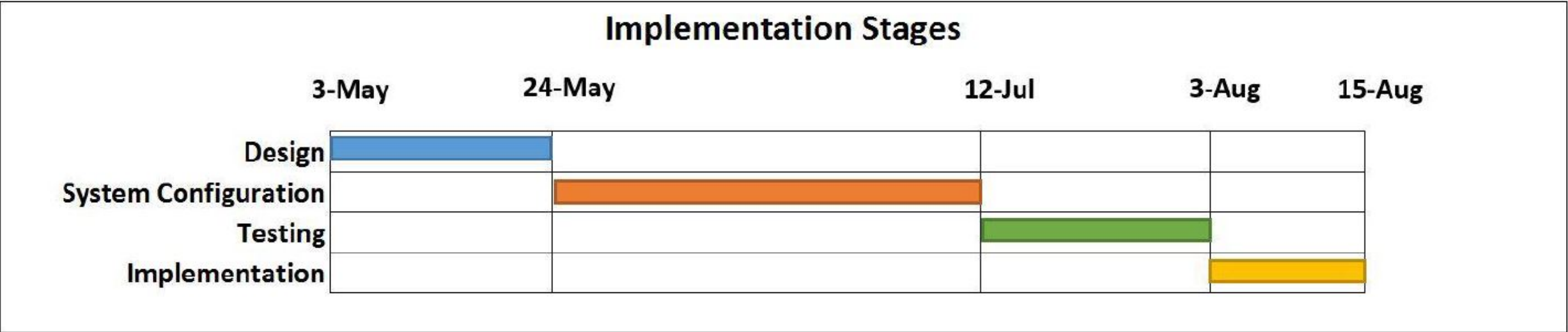- This stage is scheduled to take 49 days.

- After the configurator has been set up, there will be extensive testing done by each major department including Sales, Engineering, Operations, Purchasing, and Accounting

- Any deficiencies found during testing will be collected and addressed by the consultant and the super-users

- After the deficiencies are corrected each department will perform the extensive testing and report any further deficiencies

- This testing would have to be a priority so that a faulty configurator would not be released and cause major issues.

- This stage is scheduled to take 22 days

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- The implementation will be for the entire new Epicor 10 system that includes the updated configurator that is web-enabled. The actual implementation will take place over 2 weeks, 10 business days.

- The first three business days will consist of training for each user

- The next five business days will have the legacy system and the new Epicor 10 system running in parallel

- the end of the ninth business day the actual cut over of the system will begin

- The tenth day will be the first day that the new Epicor 10 system will be running as a standalone program.

Implementation Stages

	3-May	24-May	12-Jul	3-Aug	15-Aug
Design	■■■■				
System Configuration		■■■■■■■■			
Testing			■■■■		
Implementation				■■■	

Milestones

Task	Start Date	Duration	End Date
Hire Consultant	3-May	1	4-May
Sign Contract	4-May	1	5-May
Purchase Licenses	5-May	3	8-May
Select Implementation Team	8-May	2	10-May
Gather Required Information	11-May	13	24-May
Architecture for Questionnaire	24-May	37	30-Jun
Relationships For Questionnaire	13-Jun	29	12-Jul
Department Testing	12-Jul	19	31-Jul
Bug Fixing	25-Jul	9	3-Aug
Training	4-Aug	3	7-Aug
Parallel Run	8-Aug	5	13-Aug
Epicor 10 "Go Live"	13-Aug	1	14-Aug
Online Configurator "Go Live"	15-Aug	1	16-Aug
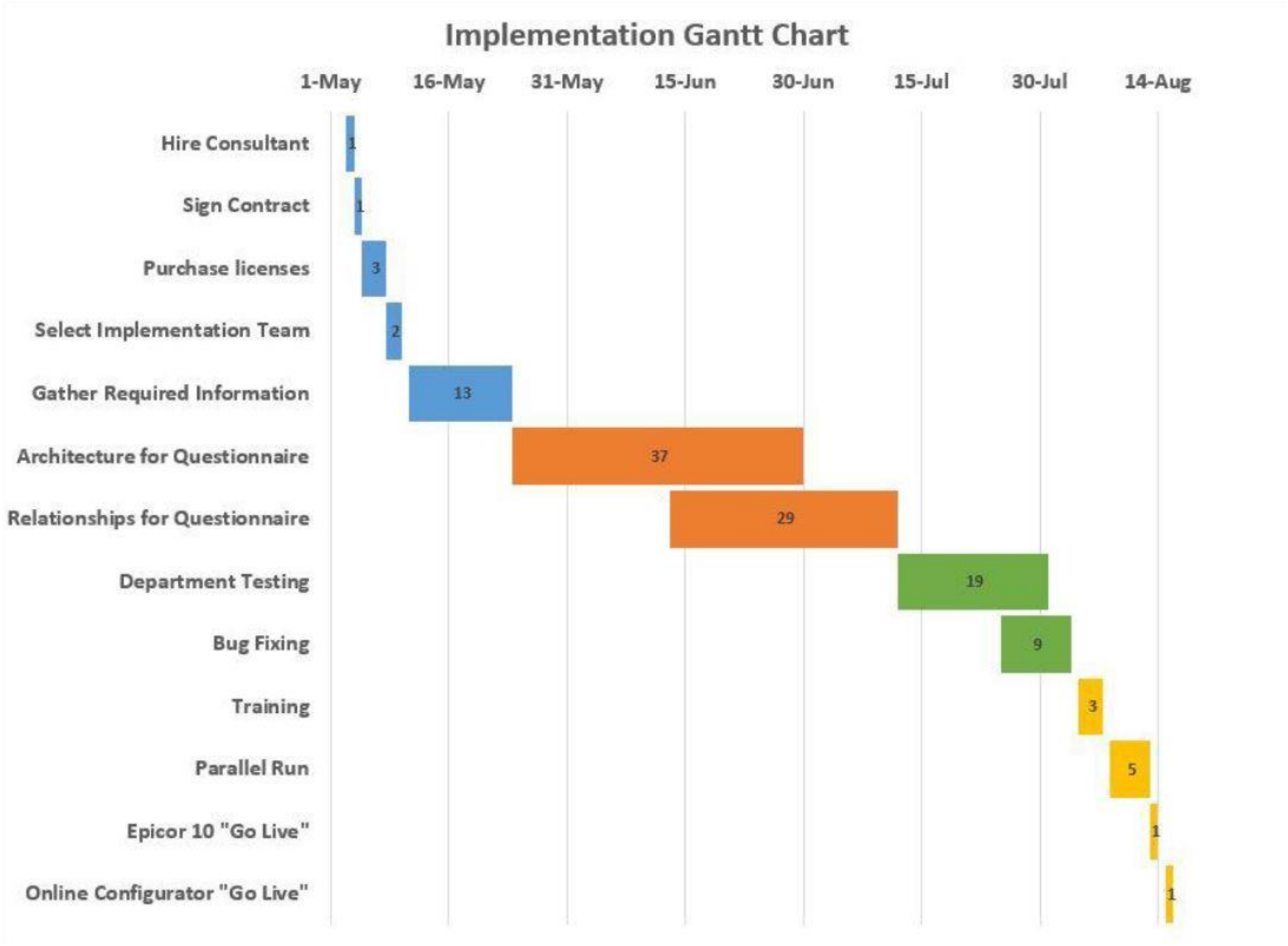
The agreed upon contract fees will be dispersed according to the payment timetable below upon approval from the Project Manager. For any changes to Epicor and the accompanying prototype implementation, all project team members must approve each phase and a two work week testing period be allotted to release payment on said phase.

Description	Desired Result
Contract Signing	Implementation for RPAG & outside API tested, functions with all project team members department needs
Software Testing	All PC's equipped with improved internet connection, all IPads/scanners tested, planning equations, assumptions, and analyzer tested, and all tested by Project Manager for interface.
Management/IT Training	Guaranteed hours of training finished
Testing/Deployment	Considered deployed once stage three is initialized by COO and Director of Financial Planning
Completion	Once the 1st 401K bids comes through the system and a final product is produced
On Time & On Budget	All employees trained and equipment properly working at a budget of $379,624. 3% bonus of total cost will be given within 30 days.

Payment Timetable

Contract Signing	10%	$21,593
Software Tested By Stakeholders	15%	$32,390
Software Installation	29%	$64,779
Management/It: Training	19%	$43,186
Testing/Deployment	5%	$10,796
Completion	19%	$43,186
Completion On Time And On Budget (Bonus)	3%	$6,478
Total	100%	222,408

All payments are subject to acceptance testing

Detailed Change Plan

- **Internal Stakeholders**
  - **Internal Sales Representatives**
  - **Engineering Team**
  - **Operations Manager**
- **External Stakeholders**
  - **Customers**
  - **Epicor and Associated Contractors**
  - **External Sales Representatives**
- **Project Risks**
- **Job Impacts**
- **Training Plan**
- **Internal and External Stakeholder Handling**

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- The objective of the internal stakeholder analysis is to identify the internal and external stakeholders and the changes they experienced through the implementation

- This analysis provides a snapshot of the changes experienced by the staff within Gary Platt, and the extent to which the project relies on external stakeholders.

- Additionally, it also gives an accurate picture of the extent to which internal procedures and processes must be changed to accommodate the new system, as the minimal customization of the software will mandate some change

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- The sales team's original process of working with customers in regard to planning and coming to an understanding was very time-involved due to communicating back and forth and performing administrative duties

- The new system will streamline the process of putting together a product and take the sales person out of much of the quote process, allowing them to focus on acquiring more customers and processing current orders
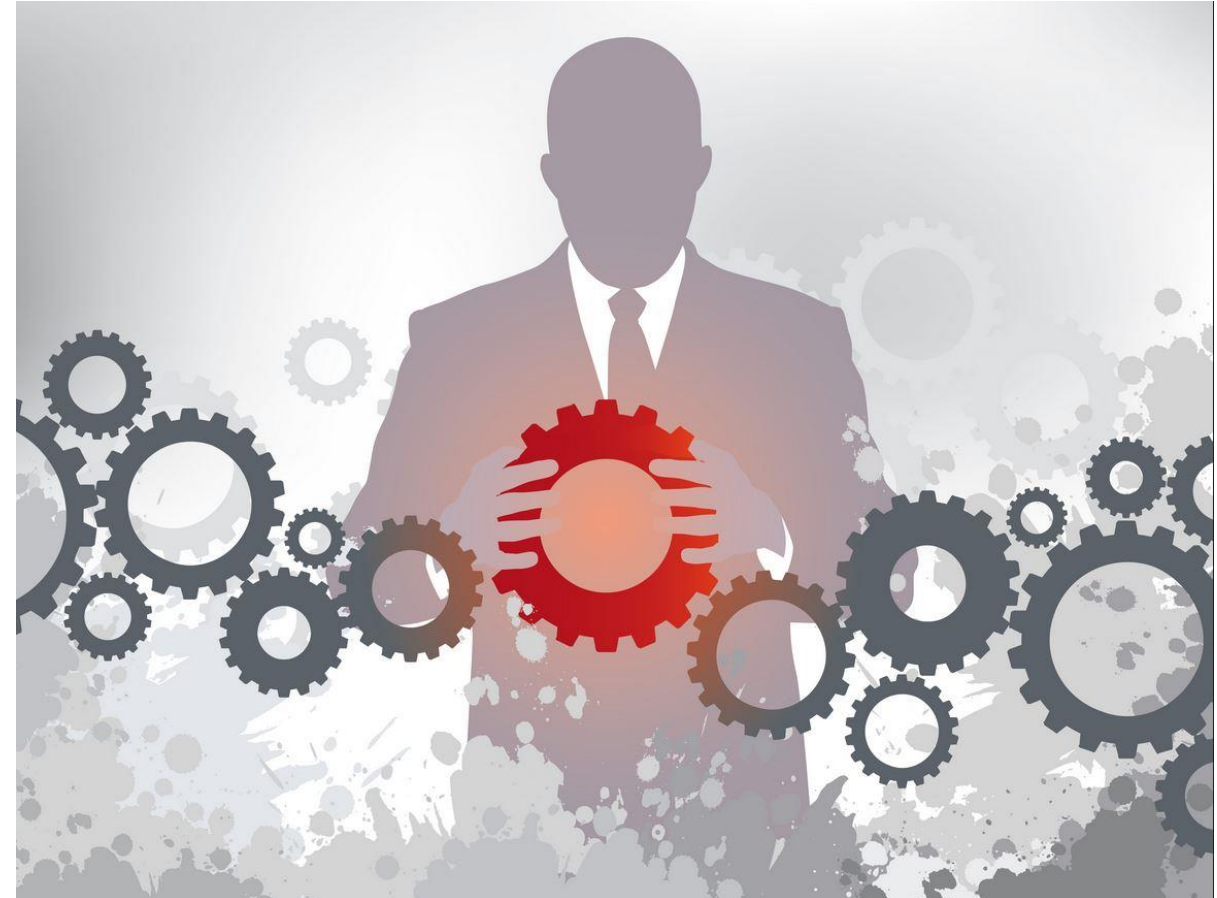
- The engineering team will be responsible for maintaining the web-based configurator in a timely manner, to ensure that custom orders from customers are not held up

- The new process takes out the middleman and ensures that the engineering department has independent overview of the potential risks of custom orders

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- The Operations Manager will no longer be included as an internal stakeholder in the quote and sales order process

- This is because the web-based configurator will be equipped with a manufacturing estimate time based on the level of customization within the order and the seasonality of the quote.

- The Operations Manager will no longer be required to provide production estimates for customers, a change that will save additional time in the process.

- Customers will greatly benefit from the implementation of the new ERP system, allowing for more frequent updates, greater ease of use, faster turnaround, and more accurate quotes.

- The implementation process will require a considerable amount of effort on the part of the customer, as the web-based configurator requires a significant input to complete a quote request

- This learning curve may be difficult for customers of Gary Platt, as they have become used to having the internal sales representatives do the "leg work" in completing their orders previously.

- The associated contractors working with Platt are responsible for the customization and implementation of the software

- the contractor will spend the majority of their time working on the design of the software, and meeting with the individual internal stakeholders to receive input on process alteration.

- During these meetings, the internal super-users in both the engineering department and sales department should be chosen and trained, in order to assist other users with questions when the contractor is not presen

External Stakeholders: External Sales Representatives
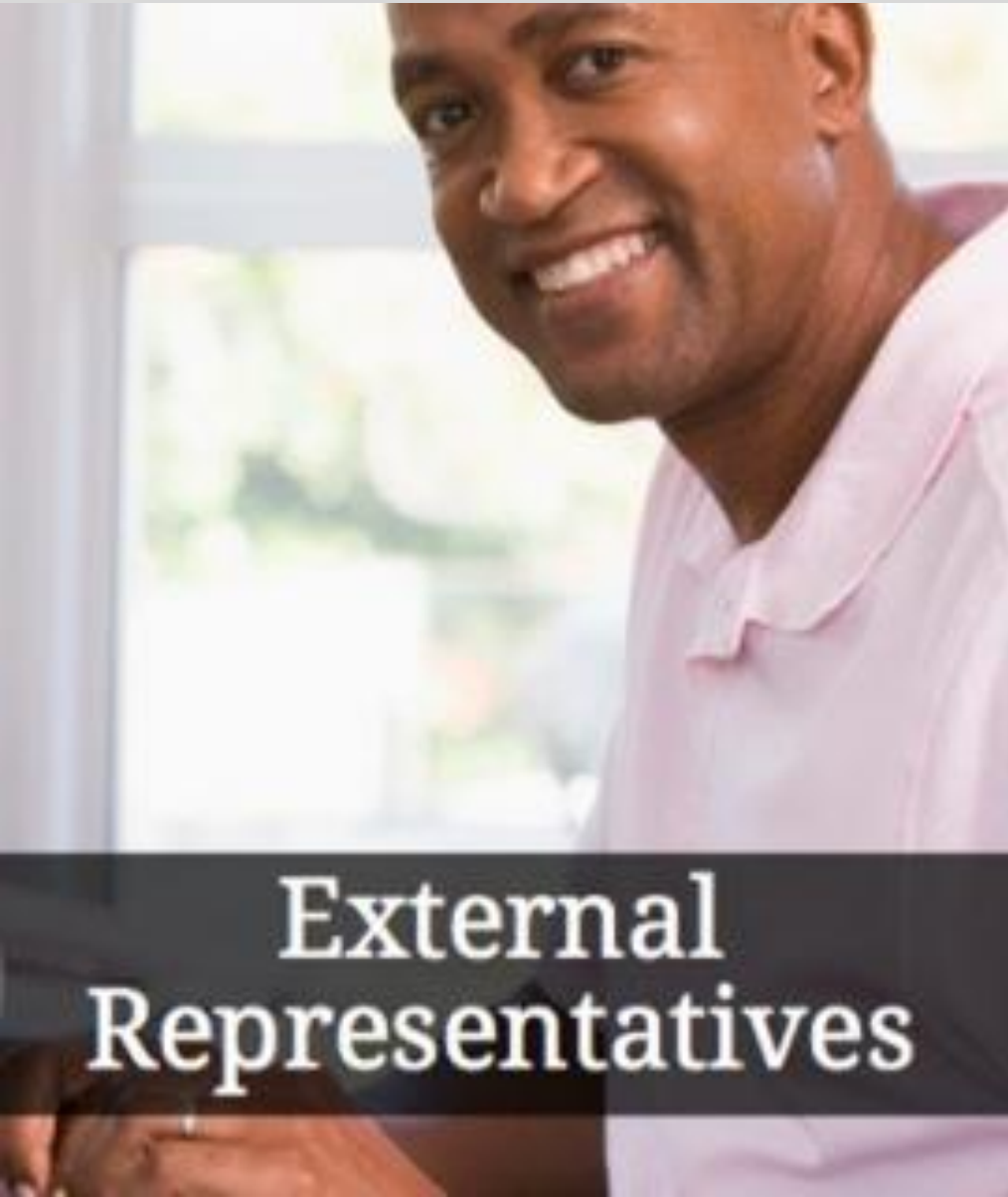
- Gary Platt maintains a distributed network of external sales representatives that cover territory across the United States and the world

- These external sales representatives would be responsible for completing an online training program designed by one of the super-users within Platt in order to have their yearly sales representative license renewed

- This way, it ensures that all potential users of the system order chairs in the same manner, preventing the organization from reverting to its previous methods.

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- Customers not feeling confident in the production estimates provided by the web-based configurator.
- External Sales Representatives reverting to their previous processes after completing their training program.
- Customers not being content with the customization offered by the website, and not providing enough relevant information to the engineering department to appropriately update it.
- Internal Sales Representatives not taking on a higher load of orders once the new system is implemented. The financial success of the ERP upgrade hinges on a larger quantity of orders being undertaken by the internal sales team.
- Customers being uncomfortable with the chairs they build being selectable and viewable by other competitor organizations on the website.
- The User Interface on the website not being easy enough to use for the customers, leading them to resist the new system and revert to the previous quote and ordering process.

- New system will enable employees to utilize more time generating revenue for the company and processing existing orders.

- This higher processing speed will lead to a quicker turnaround for the customers, leading to higher customer satisfaction.

- The new system will increase the efficiency of the sales process and enable employees to spend more time helping customers that have completed the quote process.

- Operation manager spends more time focusing on the orders that are currently in production

- the engineers will likely be able to spend more time in product development and will be sure to answer all custom specification requests input into the configurator; something that was not possible in the previous system.

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PERFORMANCE CASINO SEATING

- The contractors will be utilized for training super-users within the engineering department and the internal sales department, as well as assisting all users during the parallel run implementation
- The quicker the employees are capable of becoming familiar with the system, the sooner they can switch to using the Epicor 10 system completely
- it will be the responsibility of the super-users to develop a training program for the external sales representatives to complete, in order for them to renew their sales representative license at the end of Platt's fiscal year
- This is extremely important, as the sales representatives will be able to see the benefits of the web-based configurator system without needing the input of the internal sales representatives when creating quotes

Internal and External Stakeholder Handling

- Frequent communication between Gary Platt and Contractors will be an important key to a successful implementation of the Epicor system.

- Employees within Gary Platt are likely to better utilize the new system if they find it helpful and easy to use.

- These two attributes can be achieved if the contractors are able to simplify the use of the system to the point where the employees are able to teach others how to use it and, in turn, motivating them to readily promote the new system.

Thanks