Adaxa Implementation Methodology

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NOTES

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The Adaxa Approach

Successful implementation of an Enterprise Resource Planning system (ERP) is the result of knowledgeable and dedicated people working together. It entails company-wide commitment, openness to change, good planning, and experienced guidance.

A necessary precondition for a successful implementation is the commitment by the senior management of the organisation to support and promote the adoption of the new system. Unless that commitment exists then the project will struggle to be successful. The implementation of an ERP system affects nearly every person working in an organisation in some manner. As a consequence the HR Change Management issues are at least as important as the ERP system issues.

The core of the Adaxa approach is our proven six step implementation methodology. This methodology leverages the knowledge and years of experience of the Adaxa team, the highly customisable open source technology and our customer-first focus to deliver successful project implementations worldwide.

Adaxa uses **SMART objectives** to ensure that the software implementation's strategic objectives and functional requirements are thoroughly planned, managed and realised in production. SMART (Specific, Measurable, Actionable, Realistic and Time-Bound) is an objectives-focused implementation component method which includes the specific steps to define project plan task items and initiatives in a manner that controls scope, specifies outcomes and ensures metrics are established by which the success of the task or initiative can be continually measured and managed.

Changes are inevitable during the course of a project and for this reason it is essential to deploy a proven methodology that defines the project baseline and measures deviations from it. This process allows for the consequences of any change to be assessed so that the impact on both the project budget and time-frame is clearly understood and accepted by all stakeholders.

Nearly all changes will add to the cost of the implementation even if they are being charged to a 'contingency allowance' created for that very reason. It is essential that stakeholders are involved in reviewing all changes to ensure that they feel that the changes will provide an economic return. If the changes do not demonstrate an economic return then they should be immediately rejected. During the implementation there will be constant requests for changes from staff who are being introduced to the new system and unless a process is in place, involving the stake holders, to evaluate and approve or reject such changes then more junior staff from the company's project team are likely to approve them to as a means of reducing resistance to change. This is so common we even have a term for it .. 'implementation blackmail'. Uncontrolled changes WILL cause a falling out between the company and its implementation partner.

1 Change Management

As mentioned before, the implementation of an ERP system affects nearly every person working in an organisation in some manner. As a consequence the HR Change Management issues are at least as important as the ERP system issues.

1.1 Resistance to Change

No matter the size, age, scope or complexity of the business, ERP implementations are difficult; even when there is general dissatisfaction with an existing system. Frequently shortcomings in the existing systems are enough to spur the desire for change however resistance will arise as employees become aware of how the change may impact them. Some sources of this employee resistance may have little to do with the new ERP system but still need to be managed.

Some sources of resistance are:

- Fear of job loss: Fear of losing one's job causes much employee resistance to new ERP systems and processes: Mostly the fear is unfounded, but the perception will trigger resistance that may not have been apparent when everyone was considering the opportunities for improvement during the ERP selection process. Reassurance that employees' jobs are not at stake is valuable.
- Fear of perceived diminished value to the organisation: Some staff may fear that they will no longer add the same value to the organisation they once did. The person spending half their time gathering data and putting together spreadsheets for analysis will feel threatened if the need for that role no longer exists. An effective organisational change management plan is critical in addressing these concerns and helping staff understand that while their role may change, their value to the company is not being undermined.
- Fear of not being in control of business processes and procedures: Employees often take pride in "owning" certain business processes and being the only ones that can perform those functions. If the new ERP system diminishes reliance on that one person – and in many cases it will – they are going to resist the change.
- Dislike of standard, shared business processes: Some staff resist migration to standard business processes. Whatever the cause, this dislike of common and shared business processes across the organisation is a very real and common source of resistance to change (and pandering to it is a big cause of cost overruns).
- Inability or unwillingness to accept change: Sometimes a staff member may simply be unwilling or unable to accept change. Further training may or may not overcome the problem. In the case of simple unwillingness to change, it is unlikely

that the employee will ever accept or support the change, in which the employee may need to be replaced.

- Reallocation of tasks: some tasks may be removed from one group and added to the tasks of another group, hopefully with a lower total resource usage. The second group will resent the change.

At the end of the day, employees of all types are likely to resist change on some level. Everyone from front-line, entry-level employees to senior management have their own motivations, fears and interests. By identifying the sources of resistance and building an organisational change management plan, the various human elements that contribute to resistance can be managed.

Change management is a process that must be 'owned' and managed by the organisation for whom the ERP system is being implemented. It involves negotiations between an organisation and its staff and will almost certainly be undertaken by the organisation's HR staff, not by the ERP implementer. It is ALWAYS a major task and if it is not managed effectively it will most likely prejudice the ERP implementation.

Fixed Price or Estimate

As was mentioned in the previous section changes are inevitable during the course of a project and this will cause a variation of the price regardless of whether the contract price basis was fixed price or an estimate with some bounds.

There are elements of the implementer's work which are impossible to estimate with any accuracy and for which it is just not sensible to provide a fixed price. An example of this is data extraction from the current system and importation into the new system.

Adaxa's preferred approach is to manage to an agreed estimate however it is not uncommon to work on a Time and Materials basis to the end of Phase 2 – Design and then provide a fixed price for the balance of the work.

The Estimate

Adaxa provides a template estimate in a spreadsheet. This estimate is broken into the sections detailed in following parts of this document.

Each section contains a list of all the tasks that Adaxa has identified as being required to be considered and/or performed in a typical ADempiere implementation. Adaxa's preferred approach is to work through the list with the customer's project manager and consider each item based on the information then available.

Each task can be considered as follows:

- Is it relevant/required in a particular implementation
- Should the task be performed by the Customer or Adaxa
- How much time is required to perform the task
- Do we know enough to accurately estimate the task duration

[Clearly some items can not be accurately assessed until stage 2 is completed however broad allowances can typically be made and re-assessed at the end of Phase 2]

Is the Project viable?

On the basis of the estimate and the understanding of which tasks are to be performed by Adaxa staff and customer staff a decision to proceed or otherwise can be made. At the conclusion of Phase 2 the estimated cost can be amended to incorporate that which has been learned in Phases 1 and 2.

2 The Implementation Phases

2.1 Phase 1 – Planning

- Assemble the project team
- Clarify project goals and success criteria
- Detail Project Scope
- Review existing business processes
- Identify gaps

2.2 Phase 2 – Design – Conference Room Pilot

- Train project team
- Identify transaction flows
- Map data conversion cycle
- Evaluate and design system enhancements and/or customised requirements
- Document reporting requirements
- Create data integration points and data transfer design documents

2.3 Phase 3 – Configuration and Development

- Complete Configuration
- Complete Customisations
- Complete data scrubbing and conversion
- Perform User testing

2.4 Phase 4 – Training

- User training – train-the-trainer
- Risk Analysis
- Change management
- Readiness Assessment

2.5 Phase 5 – Go Live

- Contingency Plan
- Help Resources
- User Adoption

2.6 Phase 6 – Evolution

- Stabilise and Optimise
- Benchmark Reviews
- Process Refinement
- ROI Measurements

Phase 1 - Planning

Good project plans begin with good implementation methodologies and project planning best practices. Good Project management methodologies ensure consistent, controlled and quality deliverables that satisfy expectations.

The implementation project starts with a project team kick-off meeting. If advanced preparation has been made, by the end of the meeting the implementation is defined, the activities surrounding the project plan are established, administrative procedures are implemented, project guidelines are established and project monitoring and control processes are developed.

Key activities in this phase include the following:

- Assembling the project team: identify and appoint an empowered executive sponsor as the stakeholder's representative, an experienced project manager, subject matter experts (SMEs) for each line of business, broad representation from the user communities and IT (Information Technology) resources.
- Clarify the project goals and key success criteria that are endorsed by executive management.
- Solidify a detailed project scope.
- Review business processes and keep an open mind to business process improvement or re-engineering. Don't repeat processes in the new system simply because that's the way they have always been done. The process of implementing a new business software system is often an ideal time to revamp business processes for an even greater synergistic effect.
- Confirm business process workflows. This can be facilitated by the use of process mapping software or whiteboard sessions. Ensure processes are defined from end to end so that cross-departmental intersections are identified.
- Identify where software customisation is required so that the specification and design documents can be created as early as possible in the process.

Phase 2 – Design

Adaxa uses a Conference Room Pilot (CRP) as the methodology to develop and simulate operation of a system, to learn how it works or should work and how best to manage the business with it – prior to the live implementation.

The Project Team normally begins by attending a training course which provides an overview of the ERP software. In very general terms, the Conference Room Pilot is used to test and validate the organisation's business model with the new system. The results indicate confirmation or identify areas requiring further design effort to be undertaken prior to full implementation. Key purposes of a CRP include the following:

- To train project team members in the operation of the ERP application software
- Gain a practical understanding of the way that the software really works- both strengths and weaknesses
- Evaluate the software for functional "fit" and configure or customise the application as necessary
- Develop and validate the plan for actual live data set-up, conversion and implementation

A number of key decisions must be made in implementing each of the ERP business processes. For each process, there should be an assigned **subject matter expert or champion** who will have ultimate responsibility for the configured application. Adaxa provides application consulting to assist the project team in making these important decisions while setting up the pilot environment. Some of the more detailed tasks included during a CRP include the following:

- Identify transaction flows and processes
- Review transaction flows and modify where required
- Map out the data conversion cycle. Sample and test the historical data; scrub data as necessary, perform a sample conversion and reconcile
- Understand and configure set-up and file maintenance software parameters
- Document user and system security profiles (roles)
- Document reporting requirements (format, content, frequency, distribution, etc.)
- Create integration points and data transfer design documents; plan for thorough system integration testing
- Evaluate and develop system enhancements where necessary

Good CRPs accelerate learning on the part of the project team, identify issues and opportunities early in the project life cycle, set realistic expectations for project team on

effort required for the real thing and incur far less risk than a “live” pilot or “big bang” implementation.

Phase 3 - Configuration Development

Upon completion of the Design (Conference Room Pilot) phase of the project, any modifications to the core software are defined and changes are completed and tested with project manager and user groups against user defined business practices and reworked as necessary.

Configuration of the software is completed, any data conversion, scrubbing is completed and data and full configuration testing is performed before introducing random user testing.

An agile development model is followed for all enhancements and customisations. By understanding the business of the organisation, the problem domain being addressed by the project, and identifying a viable solution to address the problem domain the best possible solution is identified.

Agile development accelerates the delivery of business value, and through a process of continuous planning and feedback, is able to ensure that value is continuing to be maximised throughout the development process. As a result of this iterative planning and feedback loop, teams are able to continuously align the delivered software with desired business needs, easily adapting to changing requirements throughout the process.

By measuring and evaluating status based on the testing software, much more accurate visibility into the actual progress of projects is available. Finally, as a result of following an agile process, at the conclusion of a project is a software system that much better addresses the business and customer needs.

Phase 4 - Training

The Project Team members will have received training in the Design (Conference Room Pilot) phase. Upon completion of core project team training and a complete testing of the applications in the configuration phase, Adaxa is able to provide additional training for the benefit of all end users of the application. User training courses differ from the initial project team training in that they focus on the day-to-day operations of the applications and do not cover the administrative components of the application software. This allows the users to focus on only the processes that they need to be concerned with and leaves the configuration and business processes to the core project team members.

Training is a exercise in all ERP implementations. Using boilerplate training materials supplied won't be sufficient to train the staff. Boilerpalte training materials can act as strong starting points, they will not be customized to your specific industry, business processes and organizational roles and responsibilities – all of which are critical in helping the staff understand how the new processes and systems will work. There is significant work in creating custom training as part of the organisational change management plan. The project plan must be very clear as to whether the creation of the customised training materials will be done by the implementer or the organisation's subject matter experts.

Knowledge retention is the most challenging consideration for user training and we recommend scheduling user training to occur just prior to Go Live. User training is typically delivered using a Train-the-Trainer method by the organisation's subject matter experts. All users who will be responsible for using the system in everyday operations are trained in the processes necessary for their routine tasks.

- Training is critical to the success of an ERP software implementation, thorough training and post-production support for the staff are directly tied to the acceptance and use of the new system and the realisation of objectives by the organisation.
- All software configuration and testing must be completed before introducing user training. Users should not be testers or use a Beta site which could cause them to lose their confidence in the new system just before the go-live event.
- Create training programs which use the real data to ensure that the end users are familiar with the material and need only to learn the methods used in the new application.

Phase 5 – Go Live

Once the support resources are in place and the final risk analysis and readiness assessments suggest a green light, the organisation is ready to Go Live. This is a critical time and the point where it is important to have additional resources available to give the user community confidence and to be available to address any issues that may arise. When users do have issues, questions or problems, it is important to show them the help resources that have been set-up to provide such responses and information. This will both grant the user an on-demand information resource and validate that the help resources are accurate and complete. Users' greatest reluctance of the new system will occur on the first production days. It is critical that the change management plan incorporate findings discovered from throughout the implementation and be prepared for user resistance to occur on the first day of Go Live. Winning the first day sets the stage to win the implementation.

Preparation is the key to success. There is a very clear correlation between Pilot Testing and Go Live success. The more a pilot system is tested the more smooth the Go Live. After a short period into Go Live, the system will have initially stabilised, the users will have increased their confidence and the project team will hold an exit conference which will bring closure to the Go-Live phase.

The Go-Live Plan must have a number of 'success' criteria defined and a plan of what actions will take place if various aspects of the Go-Live plan are not met. Management must meet frequently and agree that the success criteria have been either met or not met. If they are not met then the plan for dealing with such circumstance must be invoked without delay.

A Comment on Parallel Running.

Adaxa recommends that all processes, reports and transaction volumes be tested and validated in ADempiere prior to Go-Live and then the ADempiere system be used exclusively from the date of Go-Live rather than attempting 'parallel running' with the old system. No attempt to go live should occur until everyone is satisfied that the system is fit for production use. Our experience of client's attempts at parallel running have shown the following is a common outcome. The staff first go to their old system to enter any transactions or data. They then fall behind in entering the same data in ADempiere and if there is any training or software issue then it does not get resolved promptly. Then, because the ADempiere data is not up to date the users have to continue to enter data in the old system for another one, two or more months and then have to re-enter it in ADempiere. The longer it is allowed to happen the worse it gets and the staff will naturally resent having their workload doubled for what becomes an extended period of time. The new system is naturally but unfairly blamed for what are really Change Management issues which have not been adequately addressed by management initiatives.

Phase 6 – Evolution

An ERP system will evolve with the evolution of the organisation. Once into a production environment, post-implementation reviews and system usage checks should be performed at least every six months in order to evaluate the way in which the system has addressed specific goals and objectives as well as evaluating the technical and functional use of the system. Objective measurements can be used to further tailor the system for greater efficiencies and user satisfaction. Key metrics to be analysed and measured during post-implementation reviews include:

- Comparison, measurement and verification of the extent to which the system has met the objectives for each segment of the organisation
- Comparison and verification against previously defined critical success factors
- User-based system utilisation metrics (e.g. transactions entered per user, time incurred per user)

Virtually all commercial organisations and government agencies face the challenge of moving to an efficient 'customer oriented' model to compete effectively in the marketplace. ERP is an outstanding instrument to effect this change. However the implementation of an ERP system is more than a set of technologies. It is a strategy designed to create more efficient and effective customer and supplier relationships through the integration of multiple channels and cross departmental activity allowing an organisation to not only provide a more customer oriented model but also to enable the organisation to effect and manage change in the business environment and meet the challenge of growth and success.

Stakeholder's Checklist

The following attempts to summarise the areas of risk in an ERP system implementation. Before proceeding on an implementation or going 'live' we recommend that Stakeholders have satisfied themselves on all the points.

Most ERP software is robust and flexible enough to address normal functional requirements however it may not work in the best way for the organisation's business. Addressing technical configuration is relatively easy but ensuring that the software is aligned with the organisation's business and people needs is critical. Relying on a series of ticks against a Requirements Specification is dangerous. Use a Conference Room Pilot to ensure that the sofware really does what the organisation needs. Be prepared to commit significant time of the organisation's 'subject matter experts' to the pilot. If those resources are unavailable then defer the project until they are available.

The Stakeholders must be involved in regular scheduled meetings to review the project's progress. Unless the Stakeholders are able to commit their time to this then defer the project until it is possible.

Implementing an ERP is a significant task and will require committed resources from the organisation. Attempting to have staff perform these tasks without adequately relieving them from their daily tasks will severely prejudice the project. If staff resources will not be available to commit time to the project, and/or hired-in project management resources have not been acquired then defer the project.

All changes to the project plan that exceed a cost for which the organisation's project staff have delegated authority must be documented and approved by the Stakeholders. Unless the Stakeholders will be available to make timely decisions on proposed changes then defer the project.

The organisation must have an understanding that Change Management will be a major task and must have a Change Management Plan to deal with the natural concerns of staff during the changeover. The majority of the project resources will be expended on people and process issues – much more so than the technical issues. If there is no plan and/or the Change Management resources are unavailable then defer the project.

Implementation of an ERP system can cause stress to some of the individuals involved. This typically generates resistance to change and may cause people who are particularly change-resistant to leave. Ensure that the Change Management plan addresses how such losses will be covered.

The project will start with the assumption that standard processes within the ERP will be able to be utilised to meet the organisation's needs and therefore there should be no need to change the behaviour of the software. In many cases this is true but the project team will still recommend changing the software to overcome 'resistance to change' issues. There should be a plan to deal with the issue and a budget for the costs involved.

All processes to be used in the organisation's business must be tested both for functional fit and volume handling. Do not attempt to 'parallel run' thinking it will save you from fully testing the system. If the testing has not been completed and documented then defer the go-live.

Time Estimating and Costing Worksheet

The following screen captures were from an estimate produced to assist a business system's student with an assignment that required an ERP implementation in a simulated company. It is reproduced here to demonstrate the items that need consideration or action when planning the implementation of an ADempiere ERP&CRM system. Note that it does not address the implementation tasks for other functional areas of the Adaxa Suite.

The subject company in the assignment had quite limited needs. Real companies requirements can be more or less complex. The matters to be considered and, frequently, the tasks to be performed in an ERP system implementation will be similar regardless of the software product selected. If the estimated implementation cost is lower in one proposal than another the probability is that some parts of the implementation process are being ignore or treated as "to be performed by the customer". At a later date these items will become the subject of argument and cost escalation. This is the reason that Adaxa prefers to work from a detailed costed estimate.

The cost rates per hour used in the estimate are fictitious and for illustration purposes only. The 'take away" message from a review of the following pages is that, in an ERP implementation, there are many things to be considered, many decisions to be made and then actions dependent on those decisions. Many companies that come from an environment where they have been using a "one size fits all" simple accounting package can find the extra complexity in a real ERP system quite challenging.

A simple example of this is that ADempiere has at least 6 different sales order types, each with their own functional behaviour. Time will necessarily be spent understanding the company's business processes and deciding which sales order type or types map onto the customers business need. Ignoring these issues in order to save time almost certainly will cause pain and expense at a later date.

Client **Ben's Omicrons Pty Ltd**
Project **Adempiere Implementation**
Date **2/02/2000**
Prepared By **Bill Smith**

Executive Summary

Simple system requiring some make to order and some make to stock, low complexity BOMs and Production processes.

Ben's appears to need a webstore(s) since it lacks a store front and seems to accept orders from end users. The Adempiere integral webstore will suffice for wholesale customers

Ben's staff will be able to utilise the java smart client for in-house usage, its suppliers can use the Ajax web cleint for their interations with the system. Ben's staff will be able to utilise the mobile phone UI on their smartphones to enable immediate out of hours response to supplier and other questions.

Deployment on a cloud hosted server is assumed due to limited inhouse skills. Hosted deployment of the application is allowed. Cost of hosting service is not included

Adempiere System Implementation Check List and Cost Estimate

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cust Pr Mgr	Cust Other	Cost Estimate
Hourly Rates	**$12**	**$11**	**$10**	$0	$0	

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Project Team								
Identify Project Team members	1							
Identify Project Methodology and Tools	1							
Set everyones expectations correctly	1							
Configure Project Administration Tools	1							
Project Team 'kick-off' meeting	4							
Project Planning								
Project Plan - Create the plan	2							
Project Plan - Distribute for review	0							
Project Plan - Sign off	1				agree with client			
Project Management								
Project Plan Review and follow-up Meeting 01	1							
Project Plan Review and follow-up Meeting 02	1							
Project Plan Review and follow-up Meeting 03	1							
Project Plan Review and follow-up Meeting 04	1							
Project Plan Review and follow-up Meeting 05	1							
Project Plan Review and follow-up Meeting 06	1					1	1	
Phase 1 - Planning Total	**17**	**0**	**0**	**$204**		**1**	**1**	**$0**

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Project Management of Design Phase overall	7							
Review Business Processes								
Quote to Cash								
Quotations		1						
Sales Orders		1						
Shipments		1						
Point of Sales System		1						
Customer Invoices		1						
Receipts		1						
Returns from Customers		1						
Requisition to Payment								
Requisitions		2			standard will be OK			
Purchase Orders					standard will be OK			
Material Receipts					standard will be OK			
Vendor Invoices					standard will be OK			
Payments					standard will be OK			
Payment Gateways					standard will be OK			
Returns to Vendor					standard will be OK			
Open Item Management								
Open Items Management		1						
Payment Rules (Receivables and Payables)		0						
Complex inter-org banking		0						
Bank Statement		1						
Cash Book		na						
Charges		0						
Expense Allocations		0						

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Customer Relationship Management								
Lead and Activity Tracking		1						
Marketing Campaign Management		0						
Promotions		0						
Customer Profitability Analysis		0						
Self Service Online Inquiry		0						
Partner Management								
Shared Services		0			na			
Centrally Maintained Information		0			na			
Counter Documents		0			na			
Supply Chain Management								
Product Catalogue		0						
Distribution and Multi-Warehouse Control		0						
Replenishment		2			seasonality, complex lead times			
RFQ		0			na			
Materials Management		1						
Performance Analysis								
Accounting Rules		0			std is ok			
Integrated Reporting		1						
Data Warehousing and OLAP		0						
Manual Journals		0						
General Ledger Distributions		0			na			
Data Cube columns		0						
Financial Reports		0			std is ok			
Web Store								
Online Product Catalogue		0			na			
Online Sales Transactions		0			na			
Supporting Components		0			na			
Manufacturing								
Manufacturing-Lite		2			review			
MRP2 Manufacturing		0			na			
Security								
Roles		0			std is ok			
Access Controls - Role Data Access		0			std is ok			
Change Audit		0			std is ok			
Process Audit		0			std is ok			
Financial Ledger								
Define Organisational Structure +		1			std is OK			

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Define Chart of Accounts Structure +					std is OK			
Define Calendars					std is OK			
Define Currencies & Exchange Rates +					std is OK			
Define Document Types and Sequences					std is OK			
Business Partners								
Define Business Partner Groups		1						
Define Payment Terms		0			std			
Define Debt Collection Cycles		0			std			
Products, Services and Expense Types								
Define Product Categories and Asset Groups		1						
Define Product Attributes		1						
Define Price Lists		1						
Fixed Assets								
Define Fixed Asset Groups		1			small needs			
Define Depreciation Rules		0						
Define Insurance Requirements		0						
Warehousing								
Define Warehouse Locations/Types +		1			small needs			
Define Bin Location strategy per warehouse +		0			small needs			
Define Inventory Replenishment strategy per warehouse		0			small needs			
Treasury								
loans		0			out of scope			
investments		0			out of scope			
derivatives		0			out of scope			
forex		0			out of scope			
Document Gap Analysis	1	8				1	1	
Phase 2 - Design Total	**8**	**33**	**0**	**$459**		**1**	**1**	**$0**

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Manage Phase	0				no allowance			
Specification								
Prepare Specs for code changes for gaps		1	4		only for ones below			
Development								
Development Required to Satisfy Gap Analysis								
allowance - change 1		0	0		std functionality seems adequate			
allowance - change 2		0	0		std functionality seems adequate			
allowance - change 3		0	0		std functionality seems adequate			
allowance - change 4		0	0		std functionality seems adequate			
allowance - change 5		0	0		std functionality seems adequate			
allowance - change 6		0	0		std functionality seems adequate			
Contingency for extra requested features arising from Gap Analysis		2	8					
Configuration - Infrastructure								
Build Server and Install Desktop Software								
Configure hosted environment to suit Adempiere		6			by adaxa			
..or ..Integrate Server into the LAN environment *		0						
Install Adaxa Adempiere QuickStart package +		3			by Adaxa			

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Check mailserver connections etc		1			by Adaxa but changes by Client will be needed			
Review/Install Client's Java (by Clients IT Dept)		0			by client			
Review standard settings for suitability of infrastructure		0			by adaxa			
Configuration - Application								
Quote to Cash								
Quotations		0			std			
Sales Orders		1			mainly out of box			
Shipments		0			std			
Point of Sales System		0			na			
Customer Invoices		0			std			
Receipts		0			std			
Returns from Customers		0			na			
Requisition to Payment								
Requisitions		0			std			
Purchase Orders		0			std			
Material Receipts		0			std			
Vendor Invoices		0			std			
Payments		0			std			
Returns to Vendor		0			std			
Open Item Management								
Open Items Management		0			std			
Payment Rules (Receivables and Payables)		0			std			
Complex inter-org banking		0			na			
Bank Statement		0			std			
Cash Book		na						
Charges		0			std			
Expense Allocations		0			std			
Customer Relationship Management								
Lead and Activity Tracking		1			extra functions Ben will want to use			
Marketing Campaign Management		1			extra functions Ben will want to use			
Promotions		2			extra functions Ben will want to use			
Customer Profitability Analysis		0						
Self Service Online Inquiry		0						
Business Partner Management								
Shared Services		0			std			

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Centrally Maintained Information		0			std			
Counter Documents		0			na			
Supply Chain Management								
Product Catalogue		0			out of scope			
Distribution and Multi-Warehouse Control		0			na			
Replenishment		0			na			
RFQ		0			na			
Materials Management		1			std mainly			
Performance Analysis								
Accounting Rules		0			std			
Integrated Reporting		0			use Quickstart			
Data Warehousing and OLAP		0			na			
Manual Journals		0			std			
General Ledger Distributions		0			na			
Data Cube columns		0			std			
Financial Reports		6			use Quickstart and extend PC allowance			
Web Store								
Online Product Catalogue		0			na			
Online Sales Transactions		0			na			
Supporting Components		0			na			
Manufacturing								
Manufacturing-Lite		8			setup and explore			
MRP2 Manufacturing		0			na			
Security								
Roles		1			simple needs			
Access Controls		1			simple needs			
Change Audit		0						
Process Audit		0						
Financial Ledger								
Organisational Structure +		1			Quickstart standard will suffice			
Chart of Accounts Structure +		0			Quickstart standard will suffice			
Calendars		0			Quickstart standard will suffice			
Currencies & Exchange Rates +		0			Quickstart standard will suffice			

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Document Types and Sequences		0			Quickstart standard will suffice			
Business Partners								
Business Partner Groups		0			minimal needs			
Payment Terms		0						
Debt Collection Cycles		0						
Products, Services and Expense Types								
Product Categories and Asset Groups		1			quick review			
Product Attributes		1			quick review			
Price Lists		1			quick review			
Fixed Assets								
Fixed Asset Groups		1			std			
Depreciation Rules		0			std			
Insurance Requirements		0			std			
Warehousing								
Warehouse Locations/Types +		1			simple needs			
Bin Location strategy per warehouse +		1			simple needs			
Inventory Replenishment strategy per warehouse		1			simple needs			
Forms Creation (Only if different from those supplied with the Adaxa Quickstart Package)								
Sales/Purchase Order		0			use std			
Delivery/Goods Received Note		0			use std			
Warehouse Move		0			use std			
Debtors/Creditors Invoice		0			use std			
Debtors Statement		0			use std			
Creditors Remittance Advice		0			use std			
Additional List Reports								
List reports additional to QuickStart package		0			use std and train users to do own with std tools			
Financial Reports (Only if different from those supplied with the Adaxa Quickstart Package)								
Create additional/Change Profit & Loss (Detailed)		0			see above			
Create Additional/ ChangeBalance Sheet (Detailed)		0			see above			
Additonal financial reports [placeholder value only]		0			see above			

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Prepare Mastefile Data and Opening Balance Data for import testing								
Business Partners (Customers, Suppliers and Employees)		0			Data created by Client to Adaxa spec			
Products, Services and Expense Types		0			Data created by Client to Adaxa spec			
Bills of Material		0			Data created by Client to Adaxa spec			
Warehouse Locations		0			Data created by Client to Adaxa spec			
Price Lists		0			Data created by Client to Adaxa spec			
Physical Inventory quantities		0			Data created by Client to Adaxa spec			
Sales/Purchase Order History		0			Data created by Client to Adaxa spec			
Accounts Payable/Receivable Open Items		0			Data created by Client to Adaxa spec			
Unreconciled Payments		0			Data created by Client to Adaxa spec			
General Ledger Trial Balance		0			Data created by Client to Adaxa spec			
Review and advise Client re the above	2	8						
Validate/Test Import Client provided Masterfile and Open Balance data								
Business Partners ~1000 BPs		1			only ok if client data is perfect			
Products, Services and Resources ~5000 products		1			only ok if client data is perfect			
Warehouse Locations ~100 location		0			Client to keypunch			
Price Lists ~4 price lists		1			only ok if client data is perfect			
Physical Inventory quantities ~5000 products		2			only ok if client data is perfect - **note that serialiation issues can extend this**			
Sales Order History ~1000 orders		1			only ok if client data is perfect			
Purchase Order History ~1000 orders		1			only ok if client data is perfect			

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Accounts Payable/Rec Open Items ~500 BPs		1			only ok if client data is perfect			
Unreconciled Payments ~100 payments		1			only ok if client data is perfect			
General Ledger Trial Balance ~200 row summary		1			only ok if client data is perfect			
Website/Webstore' Work (out of order here)								
not required		0						
not required		0						
not required		0						
						1	1	
Phase 3 - Configuration and Development Total	**2**	**61**	**12**	**$815**		**1**	**1**	**$0**

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Conduct Training (Using Test Masterfile and Open Balance Data)								
Prepare Client Specific Training Material and Documentation		16						
Basic System Training **(in one location)**	2	16			one class of trainers for 2 days			
Ad-hoc training allowance		16			based on our experience!			
Assistance to Trained Trainers in their first 3 sites		0			na			
Production Systems Training (in one location)		8			small needs			
Extra Training for Accountant, Project Managers and Operations Manager +		8			one 2 day class			
Modify documentation based on training outcome		16						
Risk Analysis	1				assist client			
Change Management	4				assist client			
Ready to Go?								
Develop End User Acceptance Test Plan	1							
User Acceptance Testing - assist with		4			assist client			
Preliminary System Acceptance		1			assist client	1	1	
Phase 4 - Training Total	**8**	**85**	**0**	**$1,031**		**1**	**1**	**$0**

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Develop Contingency Plan	2				assist the Client to plan/perform - placemarker only			
Go Live Green Light	2				assist with decision - placemarker only			
Import Masterfile and Opening Balance Data								
Prepare 'Go Live' Masterfile and Opening Balance data		0			Client Task to deliver in agreed format			
Import 'Go Live' Masterfile and Opening Balance data		16			by Adaxa			
Set to Work - User Adoption								
Go Live								
Post Go Live Support - handholding week 1		16						
Post Go Live Support - handholding week 2		8						
Post Go Live Support - handholding week 3		4						
First Month-end		4						
Final System Acceptance	1							
						1	1	
Phase 5 - 'Go Live' Total	**5**	**48**	**0**	**$588**		**1**	**1**	**$0**

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Stabilise and Optimise	0	0	0			1	1	
Benchmark Reviews	0	0	0					
Process Refinement	0	0	0					
ROI Measurement	0	0	0					
Phase 6 - Evolution Total	**0**	**0**	**0**	**$0**		**1**	**1**	**$0**

	Adaxa Proj Mgr	Adaxa Tech	Adaxa Prog	Cost Estimate	Comments	Cust Pr Mgr	Cust Other	Cost Estimate
Client	**Ben's Omicrons Pty Ltd**							
Project	**Adempiere**							
Date	**2/02/2000**							
Prepared By	**Bill Smith**							
Totals for Project	**Adaxa Proj Mgr**	**Adaxa Tech**	**Adaxa Prog**	**Cost Estimate**		**Cust Pr Mgr**	**Cust Other**	**Cost Estimate**
Phase 1 - Planning Total	**17**	**0**	**0**	**204**		**1**	**1**	**0**
Phase 2 - Design Total	**8**	**33**	**0**	**459**		**1**	**1**	**0**
Phase 3 - Configuration and Development Total	**2**	**61**	**12**	**815**		**1**	**1**	**0**
Phase 4 - Training Total	**8**	**85**	**0**	**1031**		**1**	**1**	**0**
Phase 5 - 'Go Live' Total	**5**	**48**	**0**	**588**		**1**	**1**	**0**
Phase 6 - Evolution Total	**0**	**0**	**0**	**0**		**1**	**1**	**0**
Total for Hours Allowed	**40**	**227**	**12**	**$3,097**		**6**	**6**	**$0**
Travel - trips @ $500	0			**$0**				
Accommodation - days	0			**$0**				
Other Expenses				**$0**				
	0	**0**	**0**	**$0**		**0**	**0**	**0**
Quickstart Database standard price				$1				
Adaxa Quickstart database	**0**	**0**	**0**	**$1**		**0**	**0**	**0**
Installed Cost plus initial on-site support				**$3,098**				

Adaxa's Offices and Contacts

Information of a general nature about Adaxa and its services can be found at www.adaxa.com or obtained by sending an email to info@adaxa.com with a description of the information that you would like to receive. If you are an existing client and wish to initiate a request for software support please send an email to helpdesk@adaxa.com with as much detail as possible about the nature of your support request.

For all other information please contact the Adaxa office nearest to you.

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