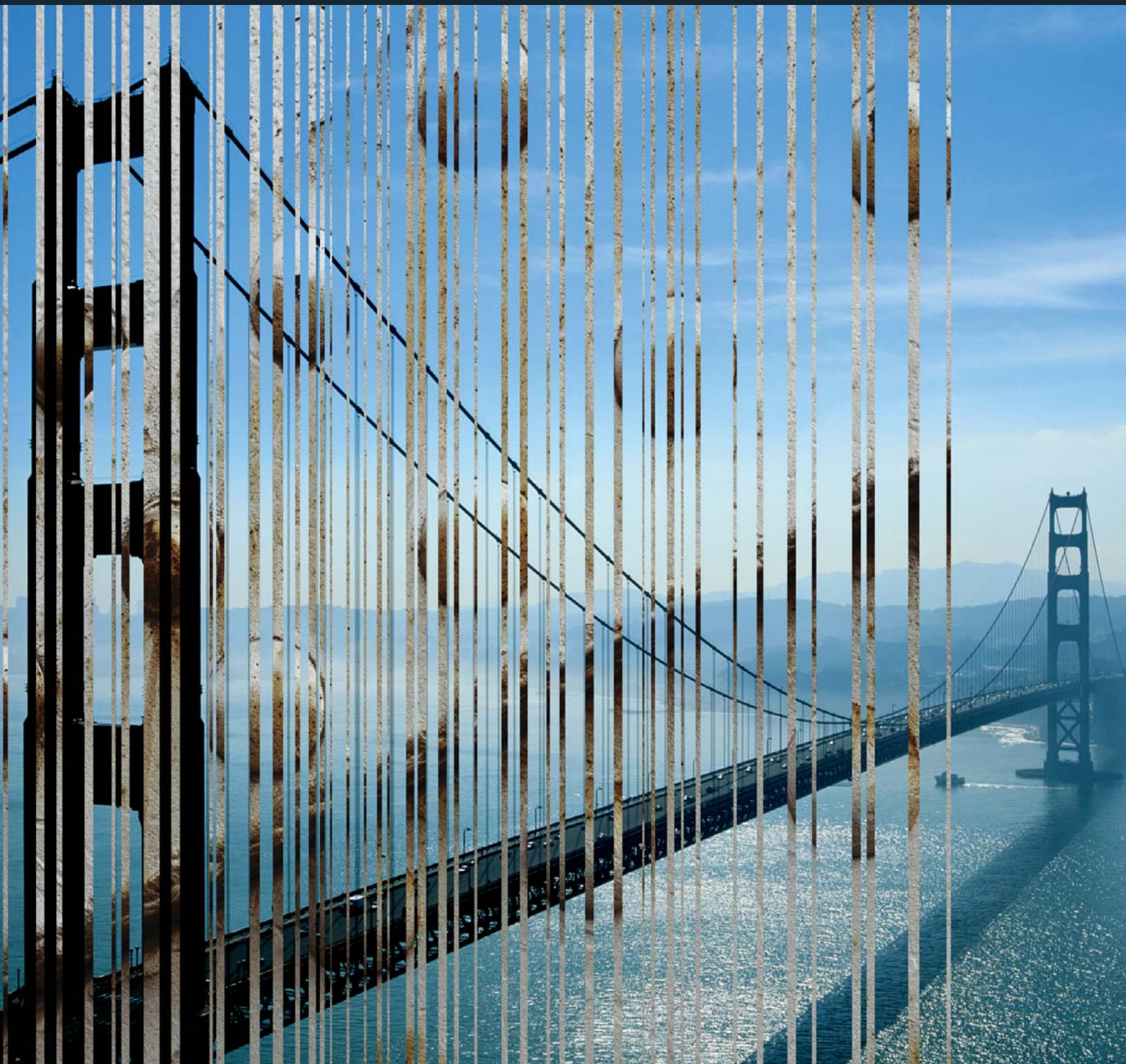


Case Study - Functional & Performance Testing

SAP Manufacturing Pilot and Roll-out of SAP Manufacturing at Runcorn

Experior worked with Galiform to Pilot their SAP Manufacturing Implementation, then subsequently with the roll-out, helping them achieve a reduced planning window, improved precision and reduced WIP held.



About Galiform

Galiform plc is the parent company of Howdens Joinery, a leading supplier of kitchens and joinery to trade customers across the United Kingdom.

Howdens Joinery was founded in 1995. Today, the group directly employs 5,750 people in two factories, three warehouses and 454 depots, and sells more kitchens than any other company in the UK. Each year they supply 240,000 account customers, principally small builders, with around 400,000 complete kitchens comprising of four million kitchen cabinets and four million internal and external doors.

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It is important to Galiform that they remain true to their locally based business model, providing small businesses with the service, business support and products that they need. With significant areas of the business being run on legacy systems which would soon be unsupported, it was time for an update.

When it came to the manufacturing area of the business, the decision was SAP® as not only is SAP widely recognised for manufacturing, but also other areas of the business were already running SAP.

'We saw it as an ideal opportunity to integrate the manufacturing solution with the rest of our SAP footprint as well as to put in best practices and more rigid process controls.' Says Craig Ellis, Applications Architect, Galiform. Before rolling out SAP Manufacturing however, Galiform carried out a pilot to ensure that this solution would work for their business. Subsequently, they implemented SAP Manufacturing in one of their larger manufacturing sites running 24/7 – Runcorn.

The Pilot – Testing the Water

Historically Galiform had been running on systems tailor-made to them, so before investing in the full roll out they had to be sure of success. The pilot was an important step in gaining business sign-off

for the SAP implementation as not only did the pilot have to prove that the SAP solution could be implemented, it would also prove that the business could plan on and work on standard SAP Manufacturing processes.

Throughout the Pilot, Experior worked with Galiform's internal SAP Competence Centre to: Understand the solution design to be implemented; Define a risk based test approach and scope; Build the functional test pack and execute the tests alongside the internal team, whilst taking ownership of the testing area and test management.

The pilot was a success; it went live on time and on budget, meeting the success criteria and proving the value of the system. Therefore the roll out could begin at Runcorn.

Roll-out at Runcorn

Runcorn is a large manufacturing plant supplying standard kitchen cabinets. After the success of the Pilot, confidence and momentum to begin the Runcorn project were high.

At the time of this project there was a lot of business change going on within Galiform so rolling out SAP still needed a great deal of planning even after the success of the Pilot.

During the roll-out at Runcorn Experior worked again alongside the internal team following the same risk based test methodology, but expanding both the scope and duration in line with the implementation complexity. In addition, Experior implemented a targeted performance test solution focused on business critical transactions.

Throughout this project, one of the key benefits of using Experior was their expertise in testing non-SAP systems. The bespoke integration systems at Runcorn had to be tested too and Experior were able to do both with seamless ability.

This project also went live on time and to budget, but this may not have been the case without Experior consultants showing a professional level of flexibility and adaptability, working with Galiform's internal teams. 'In the middle of the Runcorn project the government announced the national reduction in VAT – we had to move quickly to adjust our internal systems. Experior consultants put in extra effort and extra time to support the VAT change, reacting quickly and ensuring the Runcorn project was not affected.' Says Jonathan Milner.

Experior working with Galiform

Experior are Galiform's chosen testing partner and have been providing Galiform with specialist SAP consultancy services for over 5 years, so when Galiform were planning the Pilot and the new instance of SAP, Experior were happy to be a part of the project team from the beginning.

For Galiform, it was important to have Experior involvement in this project, not only for their expertise and knowledge of Testing and SAP, but their methodology of testing and the added value they bring to the business. 'In terms of best practice testing, our internal team undertake independent testing – contracting out testing to Experior gives a higher level of independence'.

When this level of independent testing is partnered with the experience Experior consultants have, they can also add value at an advisory level. 'Experior consultants are seen as part of the team from the beginning of a project. Once we have decided which direction we are going, they have the experience and expertise to be able to advise us on testing at a strategic level'. Says Jonathan Milner.

As Galiform have worked for several years with Experior, they were already aware of the invaluable benefits Experior can bring. However, Chaz Birk who was new to Galiform had not worked with Experior before. 'Experior surpassed my expectations. Runcorn was my first large scale SAP project and to have support from Experior made things easy'.

'One of the key things Experior consultants bring is their mentoring skills – they not only lift the quality of the testing on

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Benefits

Benefits of the Pilot

- Confidence in the roll-out
- Business buy-in was achieved for the full implementation
- Went live on time and on budget

Benefits of the Runcorn Roll-out

- Planning window significantly reduced and based on firm demand
- Improved precision
- Planning and production can be managed at a more granular level
- Visibility of detail across the organisation
- Less safety stock carried
- WIP held reduced by nearly 50%

'Testament to Experior's testing ability and the project success as a whole is the length of support time that was needed on site after go-live. This was only one week 24/5 and two weeks standard business support, which in my opinion is the sign of a very successful project'

the project, but they engage the whole internal team. Part of our plan is always to increase the ability and knowledge of our internal test team – Experior share their knowledge and experience, increasing our internal capability all the time'. Says Craig Ellis of Galiform who works closely with Experior consultants on a day to day basis.

Outcome & Benefits

Galiform knew that after completing the implementation of SAP they would see a host of improved efficiencies and benefits – however, the realised benefits have out-weighed the predicted benefits significantly. Replacing the legacy systems, Galiform hoped to see more process control and accuracy, ensuring production was in line with the plan at all times.

Pilot benefits

The benefit of running the pilot before rolling out SAP Manufacturing across all manufacturing plants was that they could go ahead with the roll out with confidence. The pilot achieved its objective of receiving the business buy-in that the full implementation needed. The pilot went live on time and on budget.

Runcorn benefits

One of the main reasons to update the legacy systems was to improve efficiency. After implementing SAP Manufacturing at Runcorn, Galiform found that this was increased at a much higher rate than predicted. 'Our planning window has been significantly reduced and is now based on firm demand, ensuring that we have the correct stock made on a just-in-time basis.' Says Chaz Birk.

Precision has also been improved by the SAP Implementation – planning and production can be managed at a far more

granular level than previously. Everyone in the organisation can see this level of detail – from the management through to the shop floor – this inevitably leads to higher levels of customer satisfaction.

'We are able to keep track of the stock at a far more detailed level now, we therefore need to carry less safety stock and have significantly reduced our WIP held', adds Craig Ellis.

'Testament to Experior's testing ability and the project success as a whole is the length of support time that was needed on site after go-live. This was only one week 24/5 and two weeks standard business support, which in my opinion is the sign of a very successful project', Concluded Craig Ellis.

Future plans

Future plans include the continuation of the rollout of SAP Manufacturing across all the factories and Automation is also something Galiform are looking into. As part of the Runcorn project, Experior and Galiform carried out a test Automation PoC to see what benefits could be derived from Automation as the solution matures.

Jonathan Milner sums up Galiform's satisfaction with Experior, 'Experior will play a part in our future projects no question. The quality of their service allows us to take our testing to another level – not only in SAP but across other business systems too.'

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See SAP Differently

For more information on how Experior have worked with Galiform or to hear more client case studies, please contact Experior on +44 (0)20 8439 9453 or email info@experiorgroup.com