

ORACLE EBS IMPLEMENTATIONS FOR SMALL TO MID-SIZE COMPANIES

Setting the Project up for Success

MOAUG Summit

11-30-11



Today's Agenda

- Knappe & Vogt Overview
- Our History with Oracle EBS
- What Went Wrong
- What Went Right
- Looking Ahead
- Summary of Lessons Learned



Who is Knappe & Vogt?

- Founded in 1898
- Acquired by Wind Point Partners in 2006
- High level of Growth through Acquisition
- Facilities in Grand Rapids MI (Headquarters), Petaluma CA (Workrite), and Taipei Taiwan (GSlide) as well as a sales office in Canada



PRODUCT CATEGORIES

Sliding Systems – 40%



Ergonomic Office Components and Accessories – 22%



Kitchen & Bath Storage Solutions – 5%



Shelving & Hardware – 33%



MARKETS SERVED

Cabinetmakers through Distributors - 35%



Original Equipment Manufacturers – 24%



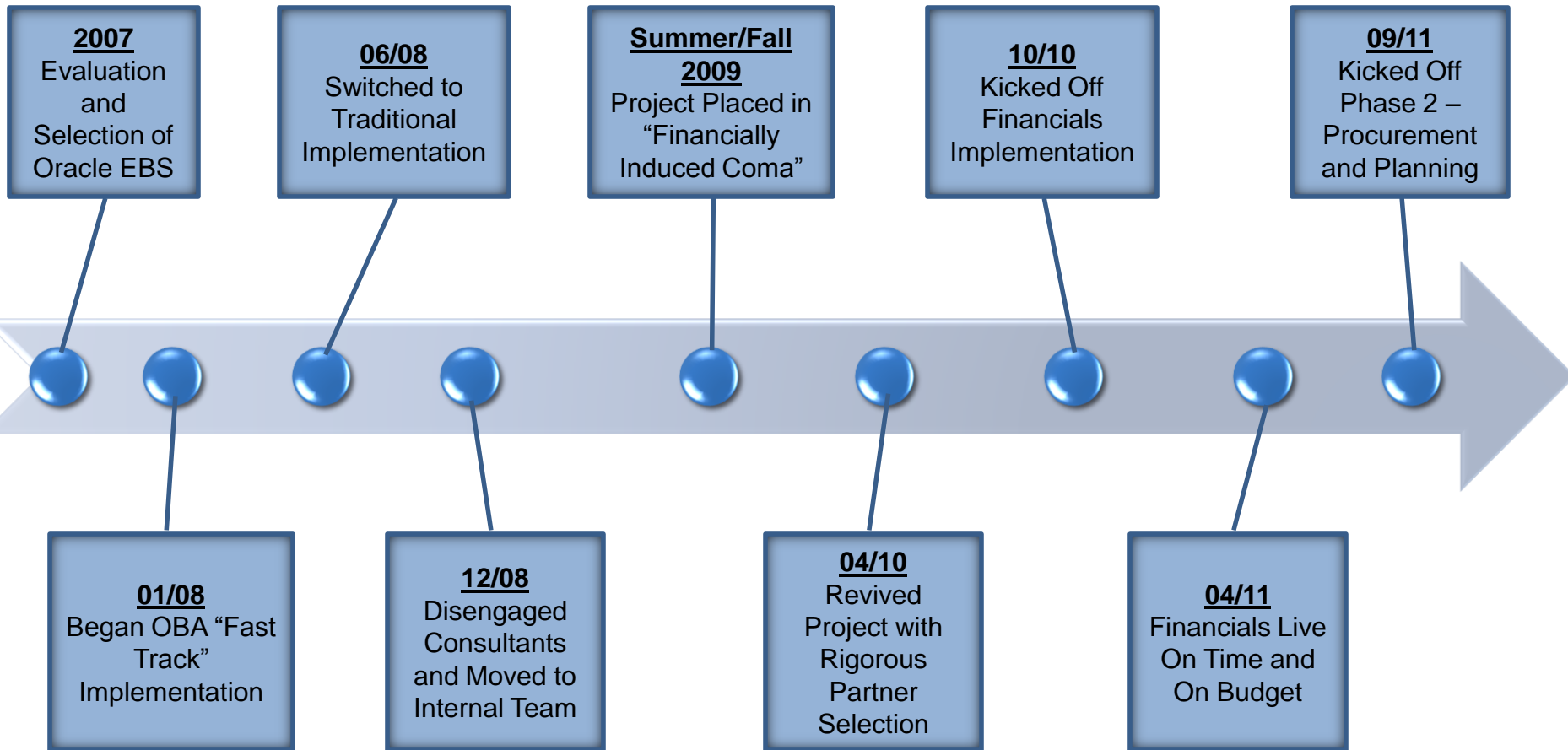
Consumers through Retailers – 28%



Office Supply Dealers – 19%



KV's Oracle Journey...



Some thoughts before getting into the details...

May you have the hindsight to know where you've been, the foresight to know where you are going, and the insight to know when you have gone too far.

~ Irish Blessing

A man can get discouraged many times but he is not a failure until he begins to blame somebody else and stops trying.

~ John Burroughs

Remember that failure is an event, not a person.

~ Zig Ziglar

Willingness to change is a strength, even if it means plunging part of the company into total confusion for a while.

~ Jack Welch

And Now...

The Good, The Bad, and The Ugly...



What Went Wrong (the first time)...

- Lack of understanding of what Accelerators could and couldn't do and the complexity of Oracle
- Big Bang approach... huge scope
- Unrealistic timelines (lack of due diligence up front)
- No change management focus
- Multiple implementers with no "skin in the game"
- Lack of common methodology for implementation
- Implementers not regarded as strategic partners
- Team comprised of SME's that were very functional / silo oriented
- Conflicting priorities within the organization
- Economic downturn



What Went Right (the next time)...

- Intense partner selection process to find a strategic partner, not just an Oracle implementer
- Fixed fee milestone based contract
- Built in change management throughout the project
- Partner provided best practice processes and willing to push back on KV to make the best choices
- Internal team comprised of process focused change agents vs. SME's
- Dedicated team with backfill
- Single executive owner

**“The Main Thing
is to Keep the Main Thing
the Main Thing”**



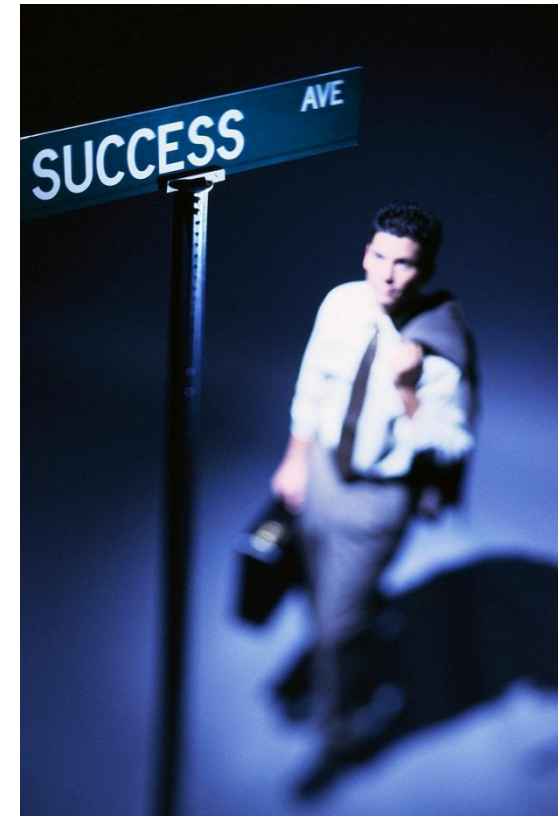
Looking Ahead...

- Phase 2 – Procurement and Planning (Including Demantra)
 - Even more change management focus – up front lean effort for process improvement, quick hits to help fund project, and input to To-Be Oracle processes
- Phase 3 – Manufacturing, Warehousing, and Order Management
- Future Phases
 - Business Intelligence / Data Warehouse
 - Process Optimization
 - Add-On Modules



Lessons Learned

- Executive Ownership and Buy In
- Manageable Scope
- Strategic Implementation Partner
- Incentive Based Contract
- Best Practice To-Be Processes
- Internal Team Selection / Dedication
- Change Management Focus



**Set the Project up for Success
BEFORE You Start Implementing!**



Q&A / FEEDBACK

