

## **Modular TS Business Strategy**

Following the yearly review of the company goals derived from the Business Strategy, we determined the following to fall under the digital strategy umbrella:

- Need to improve customer service to be the best roofing supplier in Atlantic
- Current Accounting System was not owned by Molar TS, but shared with Atlantic Roofers, for this reason alone, the company needed to acquire a new ERP System.

## **Current Technology Strategy**

The technology has not been reviewed for a while. Following our review we identified the following:

- No IT personnel or outside support in place
- Network system dated
- Internet speed limitation
- Maestro is the current ERP System, and does not fill all needs
- Time from the customer request to delivery of the estimate was not acceptable to market
- Time from the Customer order to the delivery of material had room for improvement

## **Impact of Change**

Not having any network support was the main reason technology was overlooked. The change impact would help improve current tools and identify opportunities in the future. The risk was adding extra cost, but the return was definitely more significant

Investing in new hardware would greatly minimise the risk of not being able to process customer orders, and loose valuable data. The risk is to purchase more than we need, and not purchasing the right equipment for the current needs.

Improving the internet speed adds better method of communication with customers. It would also increase staff efficiency. The risk is really minimal.

Changing the current ERP system is viewed as the greatest milestone.

Change would improve the following for customer service:

- Lead time from customer quote request to delivery of the estimate from days to 30 min.
- Lead time from the customer order to delivery of material would be 50% better at minimum
- Better information will lead to better pricing for the customer
- Better inventory control, will improve the customer service
- Better control of the human resources will also help improve the customer service
- Having accurate Bill of Materials will also improve on product quality

## Execution plan

1. We need to either hire a full time employee to support the network and technology within or outsource. We need to complete this step first, since the resource is needed in order accomplish the other goals. Recommendation is to outsource, since the need would not be full time, and also too diversified for one person to handle.
  2. Contact the internet provider to see options of connection services. Make sure they will accommodate the current needs.
  3. Identify with the new network support what server we will need to accommodate the new ERP solution selected, along with upgrading the current computers and other network hardware as needed.
  4. Selection of a new ERP system.
- Revise and analyse current process to build an ERP improvement plan
  - Gather all accounting needs
  - Reduce the multiple entries, from quote to Sales Order, to Production, shipping and invoicing.
  - Review the communication tracking needs with customer and suppliers
  - Gather list of master files (Inventory, categories,customers, vendors, etc)
  - Analyse Manufacturing needs, tracking, Scheduling, Costing
  - Gather list of BOMs, Project details, costing logic Etc.
  - Evaluate reporting needs, personnel involved, key position training needs, etc
  - Evaluate ERP softwares in consideration and give recommendations
  - Evaluate change/add hardware needs.
  - Evaluate where customization will be needed.
  - Identify any other needs in order to improve the current ERP process