**Enterprise Information Systems**

**Assignment – 2**

Name: Sheraz Ahmad

Roll#: L13-4049

Section: BCS-8A

Roku Inc.

# Introduction

Roku Inc manufactures a line of digital media players which go by the name of Roku. The devices offer access to various online media streaming service from a single device.

Roku Inc. collaborated with Netflix to produce their first model back in May, 2008. The Roku series has been considered influential on the overall market for digital media players, helping to popularize the concept of low-cost, small form factor set-top boxes designed for over-the-top media consumption.

Along with this, Roku has their own operating system which runs on Linux OS. All the devices of Roku use this OS.

Apart from this, Roku released their own brand of smart TV in 2014. Their television models include some of the latest technologies like over-the-air play.

Roku owns a TV channel as well. Its licensed content includes movies and TV shows from studios such as Lionsgate, MGM, Paramount, Sony Pictures Entertainment, Warner Bros., and Disney as well as Roku channel content publishers American Classics, FilmRise, Nosey, OVGuide, Popcornflix, Vidmark, and YuYu.

Recent growth for the company over the past decade, expanding portfolio of products into new countries. Roku volume experience increases of 5% to 8% per year. Steady growth called for a streamlined approach to ERP to leverage competitive advantage on the global market with real time data, and to ensure standard data quality, practices, and usage in the network.

# Project Scope

Roku was using 7 different information systems at the time. Also, the sales forecasts based on market orders were loaded into the demand forecasting system once per month. The MRP system at the company level was run every night. This resulted in an unpredictable forecast tracking for the company. The final piece of software is reporting software that runs market inventory, sales, and forecast accuracy reports, directly linked to demand forecasting system. This was updated once per month, and therefore would not be running using live data.

Thus, the case for a single ERP system was very strong, offering many benefits for Roku. A SAP system was selected consisting of finance, production, device management, sales, distribution, warehouse and human resources.

SAP gave Roku a lot of advantages including real time data, increased visibility and software alignment along with effective communication and quality data management.

# Customization

The customization process was very smooth. SAP met all the requirements of the company. And a key factor in this was that 12 – 18 months before going live with the ERP system, the implementation team laid out all the SAP functionality for their company. The customizations included T-Code access, master data fields, etc. Also, the team involved process level workers to understand how exactly every process worked. This also helped them in streamlining the workflow efficiently. Otherwise, if it was realized after the system went live, the whole process might have to be reengineered. Although, the employees were often disagreed about what current processes needed reengineering to align with SAP processes, and would be upset when work operations changed.

On the company’s part, employees had to customize many legacy reports according to the SAP format. But after the system went live, many reports were not transferred over. o planners and buyers had to rely on the new planning functionality in SAP.

# End User Involvement

The workers were aware of the new changes being made to the company. And the project lead involved the company workers in process streamlining with SAP. They were reluctant to accept the changes. But as time passed and they knew this is how things are going to work now onwards, they started accepting the new system. Employees started re-thinking and designing how to perform their daily activities.

The company knew that the learning curve for some employees may be huge, that’s why they did everything they could to help their employees, coup up with the new system. Live webinars, hands-on training, presentations and practice sessions were arranged for the employees.

The planners are among the heavier users of ERP at the company. After the system went live, they experienced 15-20 hours longer work weeks for 3 months. This overtime dropped to 10 hours after 1 year of ERP implementation.

# Planning of End User Training

As cited earlier, the employees were totally unaware of the new system and they had to be trained from scratch. For this reason, company arranged special webinars in teams. They were taught about specific modules and workings of SAP relevant to their departments. Apart from these, “super-users” were created. One-month prior to going live, special training sessions were held with super-users and the consultants. Super-users were taught everything in a real-time, sandbox environment. They ran mock processes such as transactions, invoices, launching process orders, resource allocation, etc.

For the employees back at company, only How-to tutorials were available. And they could not see a “transaction” go through until the system went live.

# Data Migration Strategies

The data migration strategy adopted by Roku was:

* **Collect the Data**:
  + For this purpose, individuals from the company were allocated a module and a department. The individual would go over the data fields of that department and convert them according to the SAP customizations. Every individual was responsible for his own department and module only.
* **Uploading the Data**:
  + Roku started uploading the data only after the system went live. Obviously, there were many compatibility errors. During this phase the consultants were onboard too with the individuals. And they could ask for help from the consultants in case of difficulties. It took several months to finally streamline data fields and key all the data into the system.

# Implementation Methodology

Roku Inc followed the six phases of SAP implementation.

* Once Roku decided that they need to move on to a newer system and that their legacy system does not meet their needs now, they selected an ERP vendor for this job. They analyzed the costs of hardware, trainings, implementation and other miscellaneous costs.
* Next, they analyzed how much beneficial the newer system will be from the current one. And even if they need it or not in the future. They requirements and functional specifications were also jotted down in this phase.
* Once everything was written, the vendor and the employees of the company set on to customization to meet at a common point. Data fields were made common, new data sets were created; modules were integrated to meet the requirements. And once everything was ready few months before going live, the super-users were given access to the system in a sandbox environment to test the functionality. They ran mock transactions and other processes.
* Along with this, employees were trained through teleconferences, webinars, presentations, etc. The difficulties faced by the implementation team were resolved with patience.
* Once the system went live, the data sets prepared were added to the system. In the beginning they faced a huge setback when 70% of data turned out to be in wrong format or incompatible with the current system. The consultants were brought on-board again to help company deal with this problem.
* After several months, the company finally got everything together and this resulted in a smooth implementation of the ERP system. All the processes were streamlined, employees knew how to use the system, the working hours reduced, company had more insights than ever before. And this was all achieved by the hard work of employees, project leads and the top management of the company.

Sanofi Pakistan

# Introduction

Sanofi is dedicated to supporting people through their health challenges. We are a global biopharmaceutical company focused on human health.

With more than 100,000 people in 100 countries, Sanofi is transforming scientific innovation into healthcare solutions around the globe. We prevent illnesses with vaccines; stand by the few that suffer from rare diseases and the millions with long-term chronic conditions.

Sanofi has been present in Pakistan for over half a century, manufacturing locally for over 45 years, saving the lives of millions and improving the quality of life of many more through effective, top quality products.

# Project Scope

Sanofi Pakistan was using mostly manual record keeping for their customers data and some form of Electronic Management System and Electronic Directory Management for other record keeping.

Now, when the head office of Sanofi – in France – implemented SAP-Unity for its business needs, they sent a team in Pakistan to implement the ERP system in its Pakistani branch as well.

The team’s job was to link the data management system the central. As Sanofi maintains a centralized database of all its customers around the globe. To make all the record – Accounting, Finance, HRM, Monetary matter – electronic. And to train the staff to use the new system.

# Customization

Since a system was already implemented in the head branch and they had set a standard for data fields, different record keeping and modules were finalized as well, that’s why they had the idea where the customization needed to took place.

They had to alter most of the things at company’s end in Pakistan. The way data was being recorded had to be altered. For this, they trained the staff according to the new rules. As usual employees were reluctant in the beginning but once the top management has decided to implement something, the employees had to follow. It took employees months to adopt to the new format.

Some changes were made in modules as well to comply with country laws.

# End User Involvement

Staff and workers in Pakistan were a fan of manual record keeping. They were doing it from years. And lack of digital skills also barred them from liking the new system.

Although, since it’s a different country with different set of rules and regulations, some local workers and team leads were involved in understanding the process. And then changes were made in specific modules of the local copy only.

# Planning of End User Training

The team made arrangements of on-site training. The workers were shown videos of how stuff worked in their other branches and how they can accommodate that style of business in their local facility.

The team faced a lot of difficulties due to lack of digital skills in the staff. But *practice makes you perfect*. And with the passage of time and after learning from their mistakes, the staff got used to the new system.

# Data Migration Strategies

Since most of the data was manually written, only the most important data fields were selected and converted into SAP-Unity format. And it was decided that the new data will be entered digitally and in the given format. Basically, it was a new beginning for the local facility in Pakistan. It was done to save time and to get the things moving.

# Implementation Methodology

The team members from Sanofi France had experience of implementing an ERP system in their office. So followed same implementation methodology here as well. It was in line with the recommendations given by SAP. They took the same model and followed their footsteps.

It was already decided by the head office what ERP to implement and the budgeting was done as well. The benefits of the ERP were already being seen globally by the company.

The only hurdle was the local processes in the Pakistani facility. For that the team engaged local staff and customized the processes accordingly.

Training was done on-site, with hand-on experience and 1-1 meetings. Staff faced difficulties in the start which is very normal, but with the passage of time, they got to use to it.

After the implementation of ERP in the local facility in Pakistan, they can access the financial records of the company, get real-time updates about the stock, know how many and who is working for them ad a lot of other useful information that was not readily available before.