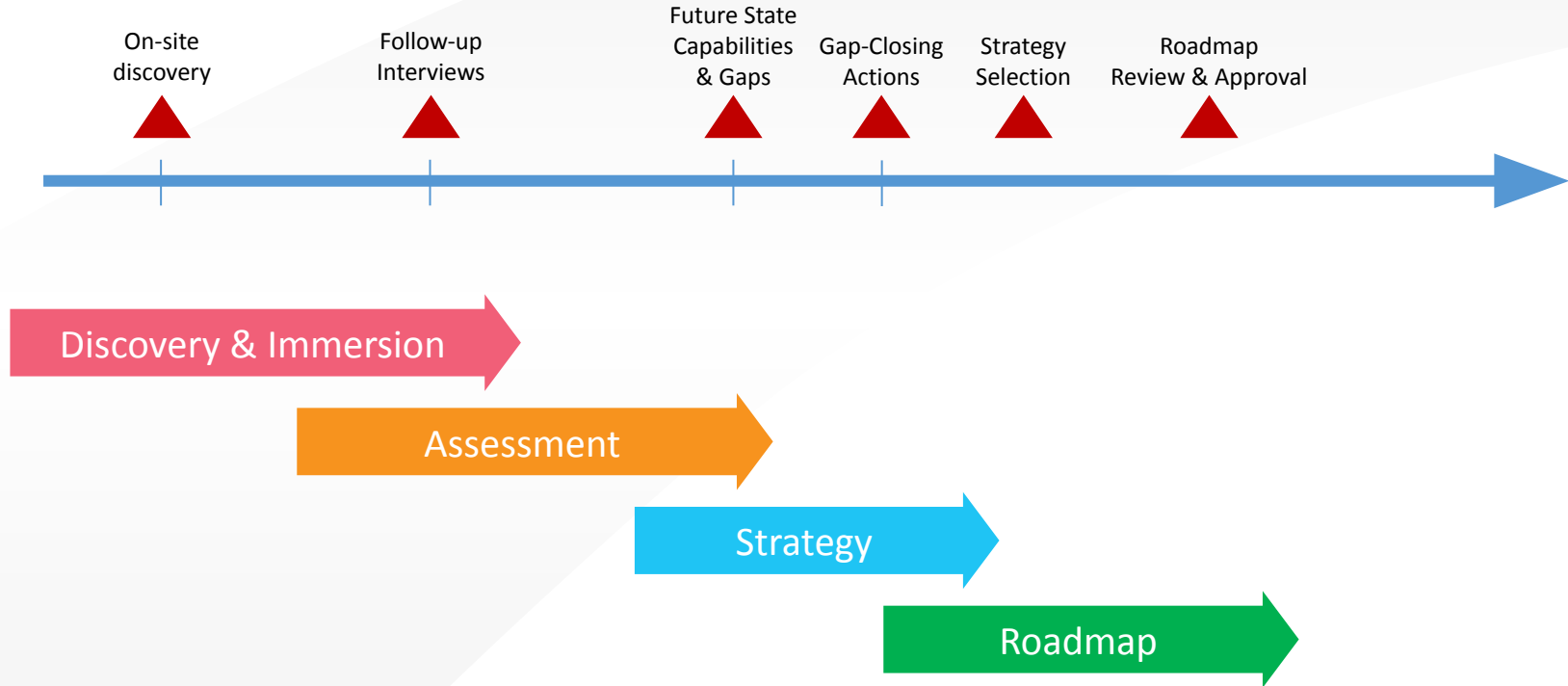


HATCH *quantified*

ACME Systems & Business Process Gap Analysis

Project Strategy & Roadmap in 90 days



Background

At the invitation of ACME Products, Inc. (“ACME”), HATCH assessed business capabilities including sales, production, purchasing, logistics, finance, and platform capabilities including ERP, ecommerce, CRM, and DAM.

We conducted discovery sessions with ACME June 21-23 at their headquarters and with remote state via web conferencing.

We documented detailed findings in these areas:

- Human Resources
- Business Process
- Customer Relationship
- Selling
- Order Entry
- Creative Management
- Creative
- Workflow
- Purchasing
- Logistics
- Finance

Discovery & Gap Analysis Work Process



Type	Notes and capabilities notes	Score	Level	Key components / Capabilities
Top priority to build	CPI is a place that people want to work.	5	5	Company culture, Key points, job descriptions, process documentation, decision programs, team structure
Clear focus	CPI Leadership communicates the vital few company priorities to employees.	5	5	Values, strategy, vital few
Culture	CPI Company values are documented, used in hiring and promotion criteria, and are important for and rewarded. Bad behavior is actively managed.	5	5	Company values
Performance Measurement	CPI People understand how their performance supports company objectives, how it is measured, and how it is tied to their compensation.	5	5	Objective development
High Pay	CPI people understand the connection between their position and their compensation. They grades are consistent.	5	5	Pay policy, job descriptions
Process documentation	CPI people understand the business process and their role in it.	5	5	Business process documentation & training, SOP roles
Performance Evaluation	CPI People consider the training and information they need to do their jobs.	5	5	Systems & Process documentation & training
Onboarding	Every brand new hire can be effective in their jobs within two weeks of starting.	5	5	Role-based New Hire Onboarding & Training



Discovery Participants

Role	Role
CEO	Designer/Illustrator
HR Director	Production Traffic
VP Finance & Operations	Designer Illustrator
Director Talent Management & Production Ops	Accounts Payable Manager
Controller	Accounts Receivable Lead
Director Product Development	Production Traffic
Regional Sales Manager	Quality Assurance
Director Domestic Purchasing	SVP Sales & Marketing, ACME Global
Import Purchasing Supervisor	Sales Coordinator
VP Marketing & Sales Ops	Regional Sales Manager
Regional Sales Director	Regional Sales Manager
Senior Sales Coordinator	Production Director
Director, Logistics Management	Designer Illustrator
Logistics Coordinator	Designer Illustrator
Account Manager	Account Manager
Director IT	

Key Findings

- **The current ERP is largely viewed as having potential to improve work at ACME.** Only one person said it was “horrible”. Several thought it was great. Most people understand that the implementation can be improved and contributed suggestions.
- **The relationship between sales and production is strained and the most frequently cited area for change.** There is motivation to fix it and a fair degree of alignment on the potential means. Root causes are process and systems.
- **Near term opportunities:**
 - **Order-to-Cash cycle time** can be improved with prioritized ERP projects targeting **AR latency (shipping to invoice)** and **reorder processing**.
 - Before tradeshow season, sales needs **tools for capturing quotes and orders**.
- **Longer term opportunities:**
 - Production capacity management and resource scheduling.
 - Customer self-serve through a portal for reorders and order status.
 - Dashboards and KPIs.







Vision Framework











Future State Capabilities: Gap Analysis

ACME Future State Capabilities to Achieve the Vision

















Future State Capabilities: Purchasing


Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
PO Accuracy	Purchase Orders can be placed with factories 95% of the time without iteration.			Order Types, Required Fields, Business Rules, Workflow
Supplier Scorecards	Purchasing evaluates Suppliers on lead time, promise dates, shipping notification, and AP timeliness.			Supplier Scorecards, supplier chargeback process
Replenishment Process	Replenishment systems and processes are in place to avoid stock outs.			ERP Replenishment Management Setup: "SKUs", min/max, Lead Times

Future State Capabilities: AP/AR





Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Ready to Invoice	AR Invoices are sent within 2 business days of customer shipment, regardless of fulfillment channel.			ERP shipped ready to invoice. 3PL <u>transmit carrier shipment data</u>
Pay On Time	AP Invoices are paid on time. There are no credit holds.			AP Process Improvement
AP ePayment	Most AP invoices are paid electronically.			Electronic bill payment processing
Electronic Payment	Most AR payments are received electronically.			Electronic payment processing

Future State Capabilities: People & Culture (Human Resources)





Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Fun place to work	ACME is a place that people want to work.			Company values, Pay parity, job descriptions, process improvement, retention program, open door policy
Vital Few	ACME Leadership communicates the vital few company priorities to employees.			Vision, strategy, vital few
Values	ACME Company Values are documented, used as hiring and promotion criteria, and are inspected for and rewarded. Bad behavior is actively managed.			Company values
Objectives Deployment	ACME People understand how their performance supports company objectives, how it is measured, and how it is tied to their compensation.			Objectives deployment
Fair Pay	ACME people understand the connection between their position and their compensation. Pay grades are published.			Pay parity, job descriptions
Process Awareness	ACME people understand the business process and their role in it.			Business process documentation & training, ERP roles
Performance Enablement	ACME People receive the training and information they need to do their jobs			Systems & Process documentation & training
On-boarding	Entry-level new hires can be effective in their jobs within two weeks of starting.			Role-based New Hire On-boarding & Training

Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Customer-centered Design	ACME has unique products that are on-trend, with stand-out Production, with the right price point, right quality, right MOQ, right lead time, that we can reliably source for our target customers.			Product development team, Customer-centered Design, VOC analysis, trend analysis, sales analysis
Multiple-source Strategy	ACME identifies multiple reliable sources for items that are critical to our product strategy.			Supplier scorecards, ACME-branded quality certification, sourcing strategy
Product Quality	ACME differentiates by offering our customers safe, socially responsible, and environmentally responsible products with recognized certifications.			ACME-branded quality certification, sourcing strategy
<u>Product Selection & Rationalization</u>	<u>ACME selects families of products</u> with recognizable designs and similar imprint capabilities across a range of form factors (e.g. drinkware lines, apparel lines, etc.) to guide buyer selections, <u>increase deal size, and drive GM.</u>			Product development team, <u>product rationalization</u> , Customer-centered Design, VOC analysis, trend analysis, sales analysis
Production Programs	ACME offers a selection of pre-built Production programs with reusable elements built for our target verticals and regions in order to quickly and profitably deliver high-quality, factory-ready custom Production.			Customer-centered Design, VOC analysis, trend analysis, sales analysis, Production taxonomy, Production templates, DAM













Future State Capabilities: Business Process Management

Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Business Process Mgmt	ACME Business Processes are documented, with clear process owners, inputs, outputs, KPIs, and targets.			Business Process Documentation, KPIs
Process KPIs	KPIs and SLAs are measured and reported regularly.			KPIs, Dashboard

















Future State Capabilities: Customer Relationship

















Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Prospecting Tools	Salespeople have the information and tools they need to effectively prospect.			CRM, prospecting best practices
CRM	ACME people can see all touches and communications with customers and prospects throughout the customer lifecycle.			CRM, dedicated customer support role

Future State Capabilities: Selling



Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Customer Meeting Prep	Sales can prepare for customer meetings with past sales, open orders, on hand inventory, last price and current price information			Customer Meeting Report (print and drill down)
Hot Production	Sales and Production know which Production is selling and the ROI of Production programs.			DAM, Production numbering, Hot Production Report, Taxonomy, Trends
Hot Items	Sales knows which items are selling and the ROI product lines.			Item numbering, Hot Item Report, Taxonomy, Trends
Guided Pitches	Salespeople can find and present items and Production in a sales meeting or tradeshow that are appealing (product lines, Production programs, colors), appropriate (region, vertical, MOQ, LT), and profitable.			Digital Sales Catalog, QR Codes, Digital Selling Tool, Firewalled Online Commerce
Requirements Capture	Salespeople can easily capture detailed customer requirements for items and Production during a sales meeting or tradeshow.			Digital Sales Catalog, QR Codes, Digital Selling Tool, Firewalled Online Commerce
Customer Self-Service	Customers can place orders or request quotes directly online for select items, plug & play Production, and reorders.			Digital product strategy, Ecommerce, product information, ecommerce integration, Production templates

Future State Capabilities: Order Entry





Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Adaptive Order Input	The inputs required for Order Entry adapt to the different business models (e.g. ACME Global, plug & play, web self serve, small accounts, reorders)			Order Types, Required Fields
Production Requirements	Salespeople can clearly capture and communicate Production requirements to Order Entry.			Production numbering, Production Metadata, DAM, Digital Selling Tools
Production Numbering	Sales can identify Production independently of a customer or item.			Production numbering, Production Metadata, DAM, Digital Selling Tools
Item Numbering	Salespeople can clearly specify items (blanks) to Order Entry.			Item numbering, Item Metadata, Digital Selling Tools
Production Metadata	Production is clearly labeled as ready for Plug & Play and suitable for specific imprint types.			Production Metadata, DAM, Digital Selling Tools
Order Accuracy & Completeness	Order Entry has criteria for completeness and accuracy of information on Orders (Production, item, UPC, logistics, reorders), which systems help to validate, with SLAs and KPIs			Order Types, Required Fields, Business Rules, Workflow
UPC Compliance	There are clear roles in Sales, Purchasing, and Production for UPC compliance. UPC Compliance Success Rate is a KPI.			UPC Workflow, UPC Fields
Reorder Processing	Reorders are processed with the fewest possible touches and with timely confirmation from factories on pricing and availability, with SLAs and KPIs.			Order Types, Required Fields, Business Rules, Workflow

Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Sales & Production Interface	Sales and Production systematically interact in ways that maximize accurate communication and optimize throughput and creativity.			Process Improvement, metadata, item numbering, Production taxonomy, DAM
Production Calendar	Sales and Production maintain a calendar of key events requiring creative support.			Creative Calendar, Production Capacity Planning
Production Capacity Planning	Production and creative capacity are measured and visible. Wait times are known when Production is submitted.			Capacity Planning, Scheduling, Production Modeling
Production Prioritization	Sales is responsible for prioritizing Production assignments and for deciding tradeoffs in Production scheduling.			Capacity Planning, Scheduling, Production Modeling
Production SLAs	There are different SLAs for different levels of Production			Production SLA redux
Sales & Production Communication	Production and salespeople can interact freely to understand and meet customer requirements.			Process Improvement
Artist Assignments	Production is assigned to artists in a way that optimizes creativity and productivity.			Process Improvement, Work Queue
Production Iterations	Production meets written customer requirements 95% on the first iteration.			Production metadata, numbering, taxonomy



Future State Capabilities: Creative

Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Production Utilization	Artists spend 80% of their time producing Production.			DAM, Production Process Improvement, Production taxonomy

Future State Capabilities: Workflow

Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Notification	People who need to know are informed when changes are made to Orders, Production, UPCs, POs, receipts, and invoices.			ERP Workflow, Creative Workflow, Collaboration
Process Throughput	People can track process cycle time and throughput for Orders, Production, UPCs, POs, shipments, invoices, and payments.			Business Process Documentation, KPIs, ERP Workflow, Creative Workflow, Dashboard

Future State Capabilities: Logistics

Topic	Future state capability vision	Current State	Pain Level	Gap-closing projects / IT capabilities
Tracking	Logistics can track an order without an investigation 95% of the time.			Order Types, Required Fields, Business Rules, Workflow

Gap-Closing Actions

Actions required to attain the future state vision,
in the areas of people, process, technology, & content

Gap-Closing Actions: Organization (People & Skills)

Staff Effort (days)
H > 150
M 50-150
L < 50
Cost
\$\$\$ >100K
\$S 50-100K
\$ <50K
Impact on Pain
X Very High
H High
M Medium
L Low
Risk of Not Doing
X Safety
H Process Capability
M Inefficiency
L Uncertainty

	Gap Closing Actions	Description	Phase	Staff Effort	Cost	Impact on Pain	Risk of Not Doing
O1	Position Descriptions	Job descriptions with pay ranges, grades (entry, mid, career). Employees mapped to pay grades.	1	L	\$	L	M
O2	Job SOPs & new hire training	For every position, develop written SOPs. SOPs form the foundation of new hire training, which adds performance criteria for every task	1	M	\$	H	H
O3	Performance Measurement	Develop objective criteria for throughput and quality for all production and transactional positions. Measure throughput and quality and use as a key component of a balanced scorecard for performance review (along with company values).	2	M	\$	L	M
O4	Employee Retention Program	Given mapping of employees to pay grades, evaluate current pay relative to performance in grade, time in grade. Identify a budget based on cost to replace and risks to the business and allocate to retention or relationship bonuses for high-risk employees.	1	L	\$\$\$	H	H
O5	Customer Support Team	Formation of a dedicated customer support team to handle inquiries about order status, quality, invoicing.	2	M	\$	M	M
O6	Product Team	Formation of a dedicated product team responsible for product selection & rationalization	2	M	\$	H	M

Gap-Closing Actions: Process

Staff Effort (days)
H > 150
M 50-150
L < 50
Cost
\$\$\$ >100K
\$\$ 50-100K
\$ <50K
Impact on Pain
X Very High
H High
M Medium
L Low
Risk of Not Doing
X Safety
H Process Capability
M Inefficiency
L Uncertainty

	Gap Closing Actions	Description	Phase	Staff Effort	Cost	Impact on Pain	Risk of Not Doing
P1	Order Entry & Production Production Management Process	A team of SMEs from sales coordinators/order entry, Production traffic, artists, and purchasing redesigns the order entry and Production production management processes to optimize communication clarity, productivity, and creativity. Define method for managing capacity, schedule, assignments. Develop process documentation including process and outcome KPIs and align the process to the feature set in Business Central. Write requirements for new ERP capabilities.	1	H	\$	X	H
P2	Product Selection Process	Define the business process steps and KPIs for product selection, product design, and product rationalization. Implement Customer-centered design approaches, perform trend and sales analysis on items, imprint methods, colors, and Production.	2	H	\$	H	H
P3	Quote Process	Develop process documentation for the Quote process including in-process and outcome KPIs and align the process to the feature set in Business Central.	2	L	\$	M	M
P4	Supplier Management Process	Integrate the Quality Management and Supplier Management operations. Implement a branded ACME certification process, implement supplier scorecards. Optimize the supplier base for lead time and reliability. Implement and manage RMA and supplier chargeback processes.	2	H	\$	M	H
P6	Replenishment Process	Implement the replenishment process in ERP with SKUs, min/max, lead time. Train the Purchasing team. Implement SLAs and KPIs for stock-outs.	1	L	\$	M	H

Gap-Closing Actions: Technology 1/2

Staff Effort (days)
H > 150
M 50-150
L < 50
Cost
\$\$\$ >100K
\$S 50-100K
\$ <50K
Impact on Pain
X Very High
H High
M Medium
L Low
Risk of Not Doing
X Safety
H Process Capability
M Inefficiency
L Uncertainty

	Gap Closing Actions	Description	Phase	Staff Effort	Cost	Impact on Pain	Risk of Not Doing
T1	Sales Tools	Iterative design and implementation of sales tools to enable complete and accurate order capture, optimized fit of product to customer requirements, and increased profit and share of wallet.	1-3	M	\$\$\$	H	H
T2	ERP Transactional Workflow	Implement Order Types to reflect the different business models. Implement role-based workflow in ERP with business rules and required fields to assure complete and accurate data entry and minimized rework.	1-2	M	\$\$	H	H
T3	AR Process Automation	For all four shipping channels, implement automatic process triggers in ERP to transmit complete information needed to invoice (freight, tariff, surcharges, etc.). SLA is two business days from ship to invoice.	1	L	\$\$	X	H
T4	Electronic Payments	Implement third party electronic payment for AP and AR.	1	L	\$\$	H	M
T5	Production Production Management	Based on the requirements of the order entry & production process improvement team, implement changes in ERP to Production cards, and implement capabilities for Production production assignments and scheduling and capacity planning. Implement creative workflow.	2	L	\$\$	X	H
T6	DAM	Assure the DAM implementation supports the requirements for sales tools, order entry, Production production management, and transactional workflow.	2	H	\$	H	H

Gap-Closing Actions: Technology 2/2

	Gap Closing Actions	Description	Phase	Staff Effort	Cost	Impact on Pain	Risk of Not Doing
T7	CRM	Implement a CRM solution that integrates with ERP to track customer and prospect touches and to support prospecting and marketing automation.	3	M	\$\$\$	M	M
T8	Customer Portal	Implement a Customer Portal that enables customers to login, check order status and initiate RFQs and reorders.	3	L	\$\$	H	M
T9	Ecommerce for Plug & Play	Pending plug & play strategy selection, implement the ability to receive and process web self-service orders for plug & play products (logo and name drop).	3	L	\$\$\$	M	M

Staff Effort
(days)

H
> 150

M
50-150

L
< 50

Cost
\$\$\$
>100K

\$\$
50-100K

\$
<50K

Impact
on Pain
X
Very High

H
High

M
Medium

L
Low

Risk of
Not Doing

X
Safety

H
Process
Capability

M
Inefficiency

L
Uncertainty

Gap-Closing Actions: Data & Content

Staff Effort (days)
H > 150
M 50-150
L < 50
Cost
\$\$\$ >100K
\$S 50-100K
\$ <50K
Impact on Pain
X Very High
H High
M Medium
L Low
Risk of Not Doing
X Safety
H Process Capability
M Inefficiency
L Uncertainty

	Gap Closing Actions	Description	Phase	Staff Effort	Cost	Impact on Pain	Risk of Not Doing
D1	Sales & Trends Analysis	At regular intervals in the business cycle, report on industry trends in Production, colors, and items. Monthly, report on what Production and items are selling by region, segment. Report TTM sales by item and by Production for the top N items and Production programs.	2	L	\$	H	M
D2	Operational Dashboards	Based upon the business process design, automatically generate reports on KPIs and SLAs for Sales, Order Entry, Creative, Production Production, Purchasing, Logistics, Shipping/Receiving, AR, and AP weekly.	2	L	\$	H	M
D3	Production Templates	Develop Production templates to enable Production reuse, with metadata to define their fit to customer needs (plug & play readiness, animal options, regional options, effort to customize, colors, production imprints supported, items supported, etc.)	2	H	\$	X	H
D4	Production & Item Numbering	Develop Production and item numbering standards that enable items and Production to be identified and selected during sales meetings and tradeshow; to be specified on an order line, to be specified on an Production card, and to be supported with reference thumbnail Production and templates in DAM.	2	M	\$	X	M
D5	Taxonomy & Metadata	Combine and normalize the taxonomies currently in use for DAM and other systems that apply to Production, Customers (segment, region), Products (item categories and subcategories, colors/color families, materials, certifications), Production Methods (imprint types, color references). Implement the taxonomies in sales tools, ERP, and eCommerce systems.	2	L	\$	H	M

Gap-Closing Actions: Culture

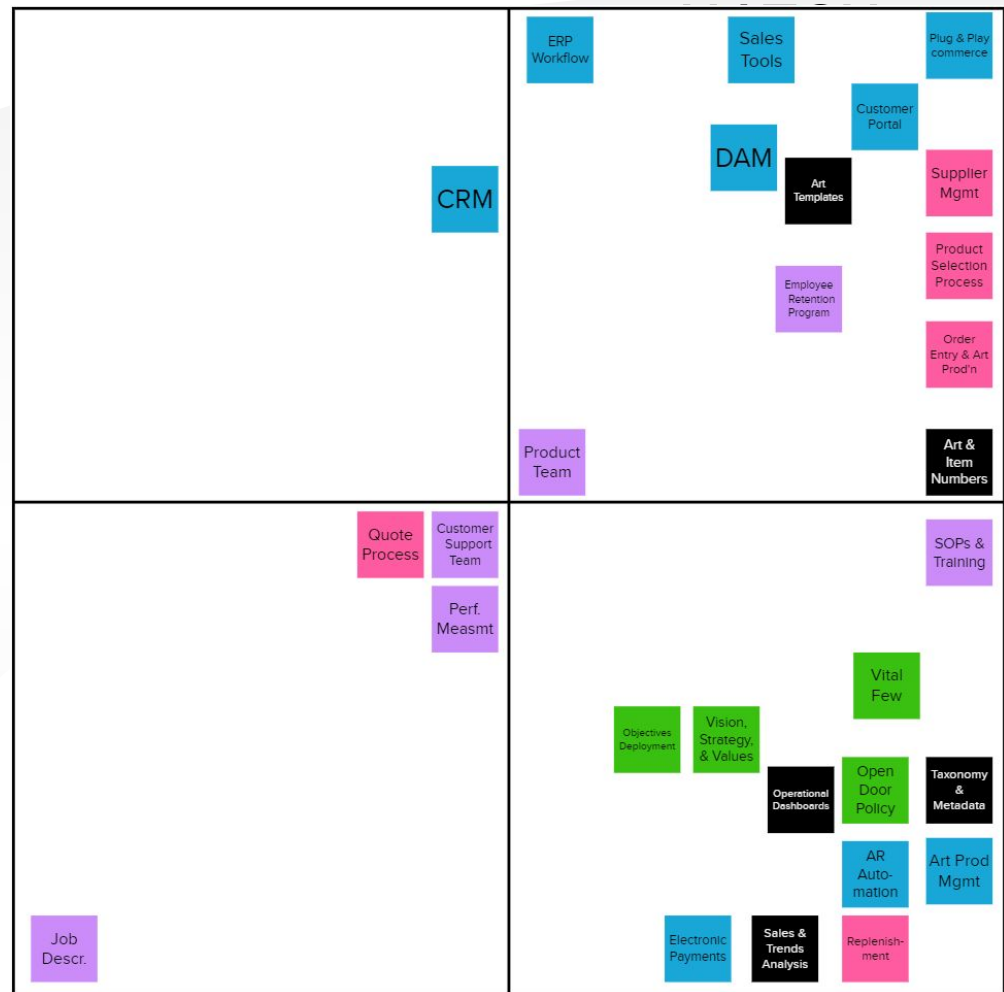
Staff Effort (days)
H > 150
M 50-150
L < 50
Cost
\$\$\$ >100K
\$ 50-100K
\$ <50K
Impact on Pain
X Very High
H High
M Medium
L Low
Risk of Not Doing
X Safety
H Process Capability
M Inefficiency
L Uncertainty

	Gap Closing Actions	Description	Phase	Staff Effort	Cost	Impact on Pain	Risk of Not Doing
C1	Vision, Strategy, & Core Values	Concisely define ACME's vision and strategy (3-year, 5-year, 10-year horizons) and communicate it to all employees. Routinely update the company's progress against the strategic goals. Define the core values for the company that will be used as guides for hiring and retention.	1	L	\$	H	H
C2	Vital Few	Each year, identify the vital three initiatives on which the company will focus to achieve the 3-year strategy. Communicate the Vital Few in every corporate communication to employees.	1	L	\$	X	H
C3	Objectives Deployment	Employee annual objectives are aligned against the vital few initiatives. Employees are clear on how their performance and behaviors support the Vital Few, and how they impact Revenue and Profit Growth.	1	M	\$	X	M
C4	Open Door Policy	Managers maintain an "open door policy" that encourages employees to voice concerns about the business without fear of repercussions. Employees are free to escalate concerns to the next level of management if their immediate manager is not receptive or responsive to their concerns.	1	L	\$	X	H

Impact/Difficulty Matrix

- People
- Processes
- Tech
- Data
- Culture

Difficulty



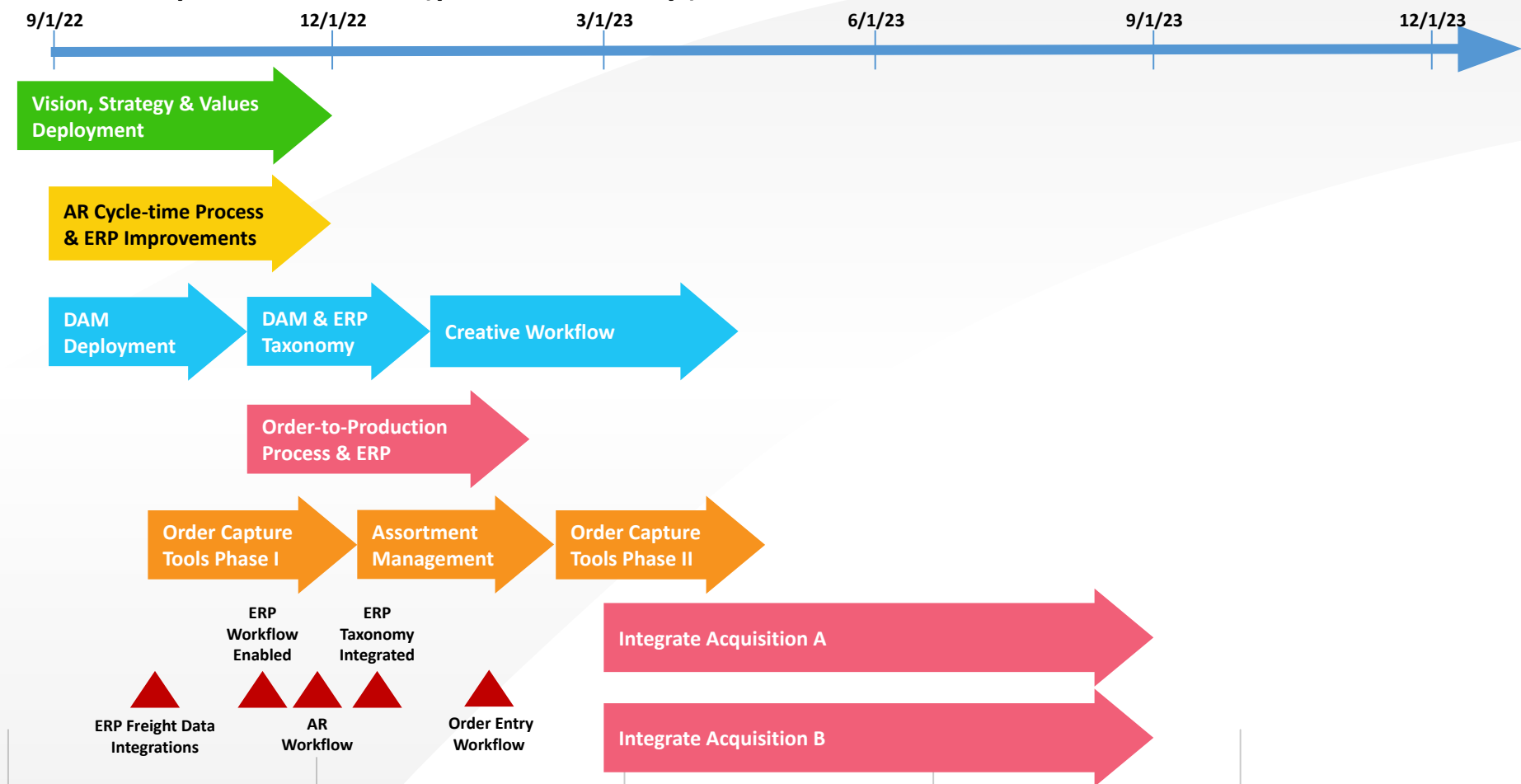
Impact

Project Recommendations & Roadmap

ACME Improvement Program Roadmap – Overview

<div>Staff Effort (days)</div> <div>H > 150</div> <div>M 50-150</div> <div>L < 50</div> <div>Cost</div> <div>\$\$\$ >100K</div> <div>\$\$ 50-100K</div> <div>\$ <50K</div> <div>Impact on Pain</div> <div>X Very High</div> <div>H High</div> <div>M Medium</div> <div>L Low</div> <div>Risk of Not Doing</div> <div>H Process Capability</div> <div>M Inefficiency</div> <div>L Uncertainty</div>	ACME Improvement Program Roadmap – Overview							
	Project	KPI	Staff Effort	Incr. Cost / CapEx	Impact on Pain	Risk of Not Doing	Gap-Closing Actions Addressed	Dependencies
	Short Term (<3 months)							
	A	Vision, Strategy & Values Deployment	Employee Satisfaction	L	\$	H	M	C1, C2, C3
	B	DAM Deployment	Production Cycle Time	M	\$	X	H	T6
	C	AR Cycle-time Process & ERP Improvements	AR Cycle Time	M	\$	H	H	T2, T3, D2
	Medium Term (3-9 Months)							
	D	DAM & ERP Taxonomy Definition	Order Entry Cycle Time	L	\$	M	M	D5
	E	Order-to-Production Process Definition & ERP Improvements	Order Entry Cycle Time	M	\$	X	H	T2, P1, P3, P6, D1, D2, D4
	F	Sales Order Capture Tools	Order Entry Cycle Time	L	\$\$	X	H	T1, P3, D4
	G	Assortment Management	Order-to-PO Cycle Time	M	\$	H	M	P2, P4, O6
	H	Creative Workflow	Production Cycle Time	M-H	\$\$	X	H	T5, D3
	Long Term (9-12+ Months)							
	I	Integrate Acquisition A	PO-to-Fulfillment Cycle Time	M	\$\$	X	H	
	J	Integrate Acquisition B	PO-to-Fulfillment Cycle Time	M	\$\$	X	H	

Roadmap Timeline (preliminary)



ACME Improvement Program Roadmap Details – Short Term

Short Term (<3 months)

Project	Description	Executive Owner
A Vision, Strategy & Values Deployment	<ul style="list-style-type: none"> Leadership team agrees on Core Values, Vision, and 1-year Plan Employee communication plan and execution for Core Values, Vision, and 1-year Plan Integrate Core Values into Review, Recognition, Reward, & Hiring processes Actively police & remediate behaviors that undermine core values 	Lauren
B DAM Deployment	<ul style="list-style-type: none"> DAM go-live in September 2022 including Production migration and cleanup 	Melanie
C AR Cycle-time Process & ERP Improvements	<ul style="list-style-type: none"> Form a Cross-functional team – Purchasing, AP, AR, Logistics, IT & partners For each fulfillment channel (Domestic Dropship, Domestic Assembly Orders, WH1 shipments, WH2 shipments): <ul style="list-style-type: none"> Measure and baseline AR cycle time for the channel Define a cross-functional work process optimized to reduce AR latency and error rates Identify opportunities for automation (through systems integration, EDI, shipping modules) of data entry for tracking numbers, freight costs, misc. charges, to eliminate transcribing from non-ERP data sources (e.g. the UPS invoice, Shipping Portals, etc.) Identify opportunities for process triggers to be automated based upon system events (minimize or eliminate need for manual process event coding) Once the team defines the work processes and opportunities for automation, implement the necessary changes in ERP (form changes, required fields, user permissions, taxonomy, workflow) Implement the capability to track improvements in AR cycle time 	Lawrence (process) Dan (ERP)

1/2

Medium Term (3-9 Months)

Project	Description	Executive Owner
D DAM & ERP Taxonomy Definition	<ul style="list-style-type: none"> • Develop a ERP taxonomy for Production attributes that is aligned with the DAM taxonomy • Extend the ERP taxonomy to define item types, imprint types, and other attributes needed for order clarity • Define a framework for identifying Production independently from a customer and production instance 	Melanie
E Order-to-Production Process Definition & ERP Improvements	<ul style="list-style-type: none"> • Form a Cross-functional team – Sales Coordinators, Production Management • For each of the order scenarios (new plug & play, new element in existing Production program, new Production program, reorder) <ul style="list-style-type: none"> • Measure and baseline Order-to-Production cycle time for each scenario • Define a cross-functional work process optimized to reduce Order-to-Production Cycle Time and rework on Order Entry (e.g. incomplete Production card, incomplete data on Order) • Identify opportunities for process triggers to be automated based upon system events (minimize or eliminate need for manual process event coding) • Once the team defines the work processes and opportunities for automation, implement the necessary changes in ERP (form changes, required fields, user permissions, taxonomy, workflow) • Implement the capability to track improvements in Order-to-Production cycle time 	Melanie (process) Dan (ERP)

ACME Improvement Program Roadmap Details – Medium Term 2/2

Medium Term (3-9 Months)

Project	Description	Executive Owner
F Sales Order Capture Tools – Phase I	<ul style="list-style-type: none">• Design & develop working prototypes of tools to help sales capture detailed customer requirements for Items and Production.• Develop item and Production data and attributes to enable the prototype to be practical.• Pilot test the prototypes in the field• Review pilot results and refine requirements for production Sales tools (Phase II)	Angela
G Assortment Management	<ul style="list-style-type: none">• Reduce the number of items that ACME offers based upon sales trends, margins, fulfillment cycle time• Given the rationalized list of items, update item data and attributes in ERP to enable order accuracy.• Track and report data fill rates for key attributes.• Deactivate items in ERP that are no longer being offered	Angela
H Creative Workflow	<ul style="list-style-type: none">• Identify and baseline KPIs that will be improved by creative workflow.• Implement creative workflow in DAM to support the Order-to-Production process• As practical & appropriate, integrate creative workflow and ERP workflow• Track improvements in Order-to-Production cycle time from creative workflow.	Melanie (process) Dan (technology)

ACME Improvement Program Roadmap Details – Long Term

Long Term (9-12 months)

Project	Description	Executive Owner
I Integrate Acquisition A	<ul style="list-style-type: none">• Form a Cross-functional team – Sales, Production, Purchasing, Production Studios, TechStyles• Define a cross-functional work process that is operationally excellent to maximize opportunities• Define SLAs for the fulfillment process• Implement the capability to track improvements in SLAs• Train the sales team on the new process and offerings	Angela
J Integrate Acquisition B	<ul style="list-style-type: none">• Define a cross-functional work process that is operationally excellent to maximize opportunities• Define SLAs for the fulfillment process• Implement the capability to track improvements in SLAs• Train the sales team on the new process and offerings	Paul