

# HOW TO HEDGE SOFTWARE IMPLEMENTATION RISKS



WHERE INNOVATION MEETS COMMODITIES

# ABOUT iRely



- **Technology company with a 100 year strategy**
- **Privately held and owned by Harris Group**
- **Tied to our brick and mortar roots**
- **Cooperative focused**
- **350+ agricultural customers**
- **140 co-workers, headquartered in Fort Wayne**



**Quick Fact:** Harris Tea produces 97% of private label tea in the USA.

# ABOUT ME – GEORGE OLNEY



- Chief operating officer at iRely
- Focused on customer success
- Data and metric driven
- Supporter of Technology to drive cost out of organizations
- 20+ years experience in technology
- Implemented over 300+ complex systems for customers

# OUR APPROACH TO THE TOPIC



- **We are going to use a sample project – big data**
- **We will talk about how a big data project will get implemented as a metaphor for any project**

# TERMS



## Big data

Data sets so large and complex that it is difficult to process using traditional data processing applications.

## Cloud

Data stored in virtualized pools hosted by third parties

## Software Implementation

The process of accelerating your aging process by changing technology

# HOW DO WE USE “PRETTY” BIG DATA



- **Manage and leverage risk**
- **Develop metrics**
- **Drive customer satisfaction**
- **Develop trend analysis for our customers**
- **Looking to leverage multiple customers data with the “Cloud” and Partnerships - University of Wisconsin Center for Cooperatives**

# EVOLUTION OF NEEDS

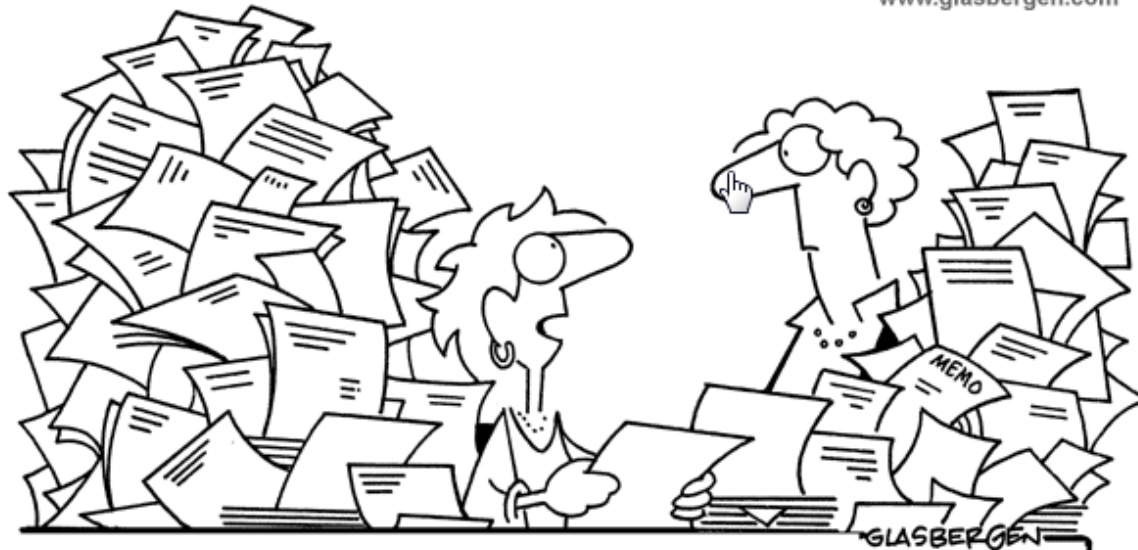


- **Data Collection**
- **Operational reports**
- **Exception Reports**
- **Trend reports**
- **Projecting behavior**

# DATA COLLECTION



Copyright 2004 by Randy Glasbergen.  
[www.glasbergen.com](http://www.glasbergen.com)



**"I am not disorganized — I know exactly where everything is!  
The newer stuff is on top and the older stuff is on the bottom."**



# DATA COLLECTION



- **Ensure that your data collection systems are ready**
- **Review what technology platform you are on**
- **Collect the right data or you are going to fail**

# TECHNOLOGY FOR ANALYSIS



- **Technology**
  - N-Tier
  - .Net
  - HTML5
  - JavaScript
  - MSSQL
  - Oracle



# REPORTS VS. DATA



Static  
Hard to adjust  
Solves specific questions

Dynamic  
Easy to adjust date ranges  
Changes daily

These reports are static and difficult to adjust. They show specific data for a fixed date range (10/19/2001) and are hard to navigate for specific questions.

This dynamic dashboard provides a comprehensive overview of sales performance. It features several key metrics and charts:

- Closed Sales YTD:** A gauge chart showing YTD sales of 4,253,310 against a target of 18.5M and a stretch target of 24M. The total amount in USD is 24,000,000.
- Closed Sales QTD:** A gauge chart showing QTD sales of 110,800 against a target of 4.225M and a stretch target of 5M. The total amount in USD is 5,000,000.
- Sales by Country YTD:** A pie chart showing sales distribution by country: Canada (1,557), UK (226), US (211), and Other (2,259). The total amount in USD is in thousands.
- Closed Sales by Industry:** A horizontal bar chart showing sales by industry from February 2006 to May 2006. The total amount in USD is in millions.
- New Business Pipeline:** A horizontal bar chart showing the sales pipeline stages: Prospecting, Qualification, Needs Analy..., Value Propo..., and Proposal/Pri... The total amount in USD is in thousands.
- Key Opportunities (Pipeline):** A table listing key opportunities with their names and amounts:
 

Opportunity Name	Sum of Amount
Cardinal 6 GC 5000	USD 800K
Edge 6 GC 5000	USD 800K
LLoyds 6 GC 5050	USD 800K
ATB Financial upsell opportunity	USD 450K
- Top 5 Sales Reps:** A horizontal bar chart showing the top sales representatives, with Andy Macrola at the top.

# REPORTS NATURALLY LEAD TO EXCEPTION REPORTS



- Reduce the amount of time spend reviewing reports with exception reports
- Quicker to react
- Easy to review

The image shows a screenshot of an email client interface on the left and a task management dashboard on the right. The email client shows an inbox with various emails, and a red circle highlights a red exclamation mark icon in the bottom left corner. The task management dashboard displays a table of tasks with columns for Status, Task % Complete, and Due Date.

Status	Task % Complete	Due Date
	0%	1/12/2011
	0%	1/11/2011
Database.C Not Started	12%	1/21/2011
Database.C Not Started	12%	1/21/2011
Database.C Not Started	12%	1/21/2011
Not Started	0%	3/4/2011
Not Started	0%	3/4/2011
Not Started	0%	3/4/2011
uter.Mark	0%	2/4/2011
uter.Mark	0%	2/4/2011
uter.Mark	0%	2/4/2011
Not Started	0%	1/28/2011
Not Started	0%	1/28/2011
uter.Mark	0%	1/18/2011

# EXCEPTION REPORTS



## **Agriculture business**

- **High volume deliveries from customers**
- **Low margin or no margin sales**
- **Slow moving inventory**

## **Our Business**

- **Calls without answer**
- **Long hours outstanding**
- **Calls by associate**

# TREND REPORTS

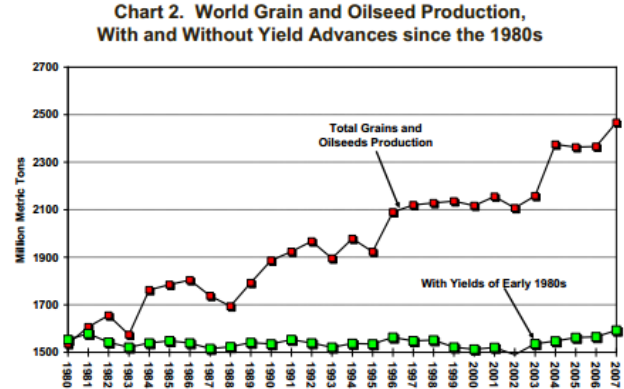


## Agriculture

- Inventory by location
- Historic positions
- Storage by location

## Our business

- Calls outstanding over time
- Customer call volume
- Issues per release of software



Source: Informa Economics

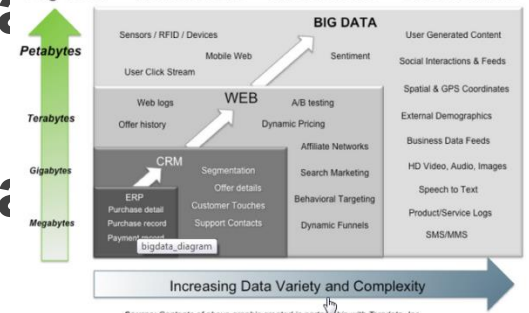
# PROJECTING BEHAVIOR



## Big data insight

- What happens to volume with change in patronage levels?
- What happens to volume with change in price?

Big Data = Transactions + Interactions + Observations



## Our Business

- What happens on a new release of software?
- How many staff should be available?

# WITH BIG DATA YOU CAN BEGIN WHAT IF ANALYSIS



- **The analysis is not fact but it provides great insight**
- **You can potentially see a trend that you may otherwise miss**
- **You can manage with a little more fact**



# WE DID NOT GET TO A DATA DRIVEN MODEL IN ONE DAY



- **Software implementation risks**
  - Budget
    - Time
    - Cost
  - Success / Failure
- **Big data project is a go**
  - Do you know what you are buying?
  - Can you deliver what is needed?

# PROJECT GOALS



- 1. Understand what is reasonable to expect from a data project**
- 2. Set goals that are incremental and attainable**
  - Agile partners
  - Clear deliverables
  - Clear project goals
- 3. Don't spend \$2 million...**

# CLEARLY ASSESS WHERE YOU ARE



- **What stage are you at?**
  - Data collection
  - Operational reporting
  - Exception reporting
  - Trend reporting
  - Big data
- **What is reasonable for you to expect**
  - Move to the next stage of development

# MOVE FORWARD AGGRESSIVELY



- **Get the systems in place to ensure your future success**
- **Get the mindset in place**
- **Get the data**

# SELECTION PROCESS



- ✓ Identified a need
- ✓ Selected a project manager
- ✓ Established a buying/decision committee
- ✓ Contacted software vendors
- ✓ Determined how you would like to implement
- ✓ Set aside resources for this project

# UNDERSTAND WHAT YOU NEED



- **Data collection**
- **Operational reporting**
- **Exception reporting**
- **Big data**

# SCHEDULE OF EVENTS



- **When do you want to Go Live?**
- **What dates need to be considered?**
  - Seasonal busy times
  - Year-end
  - Board Meetings
  - Other?
- **Any other obstacles you foresee that could interfere with the timeline?**



THANK YOU  
QUESTIONS?



WHERE INNOVATION MEETS COMMODITIES