



Managing Organizational Change

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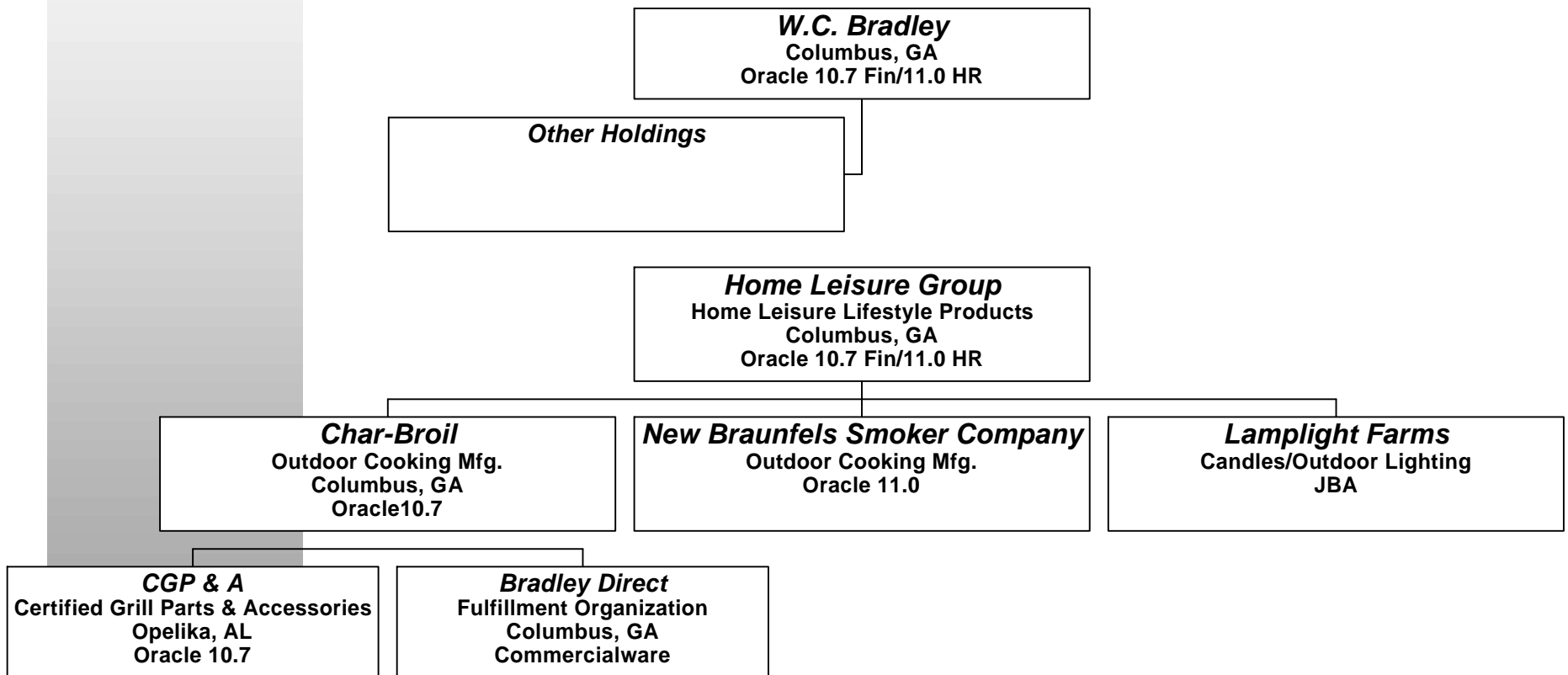
W.C. Bradley, Home Leisure Group

- **W.C. Bradley founded in 1885**
- **Headquarters in Columbus, GA**
- **Home Leisure Group strategic purpose is to acquire home leisure lifestyle businesses**
- **Current largest division of Home Leisure Group is Char-Broil**

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Organizational Structure



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Technology Integration

- ✓ **Mainframe Applications** ⇒ **Since 1963**
- ✓ **Warehouse Management System** ⇒ **Oct '95 - Sept '96**
- ✓ **Apollo 13 Initiative** ⇒ **Jan '96 - Oct '96**
- ✓ **Office Automation** ⇒ **Jan '97 - Jun '97**
- ✓ **Lotus Notes** ⇒ **Jan '97 - Jun '97**
- ✓ **ERP Selection** ⇒ **Jan '97 - July '97**
- ✓ **ERP Implementation** ⇒ **Aug'97 - Sept '98**

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Oracle Project Scope

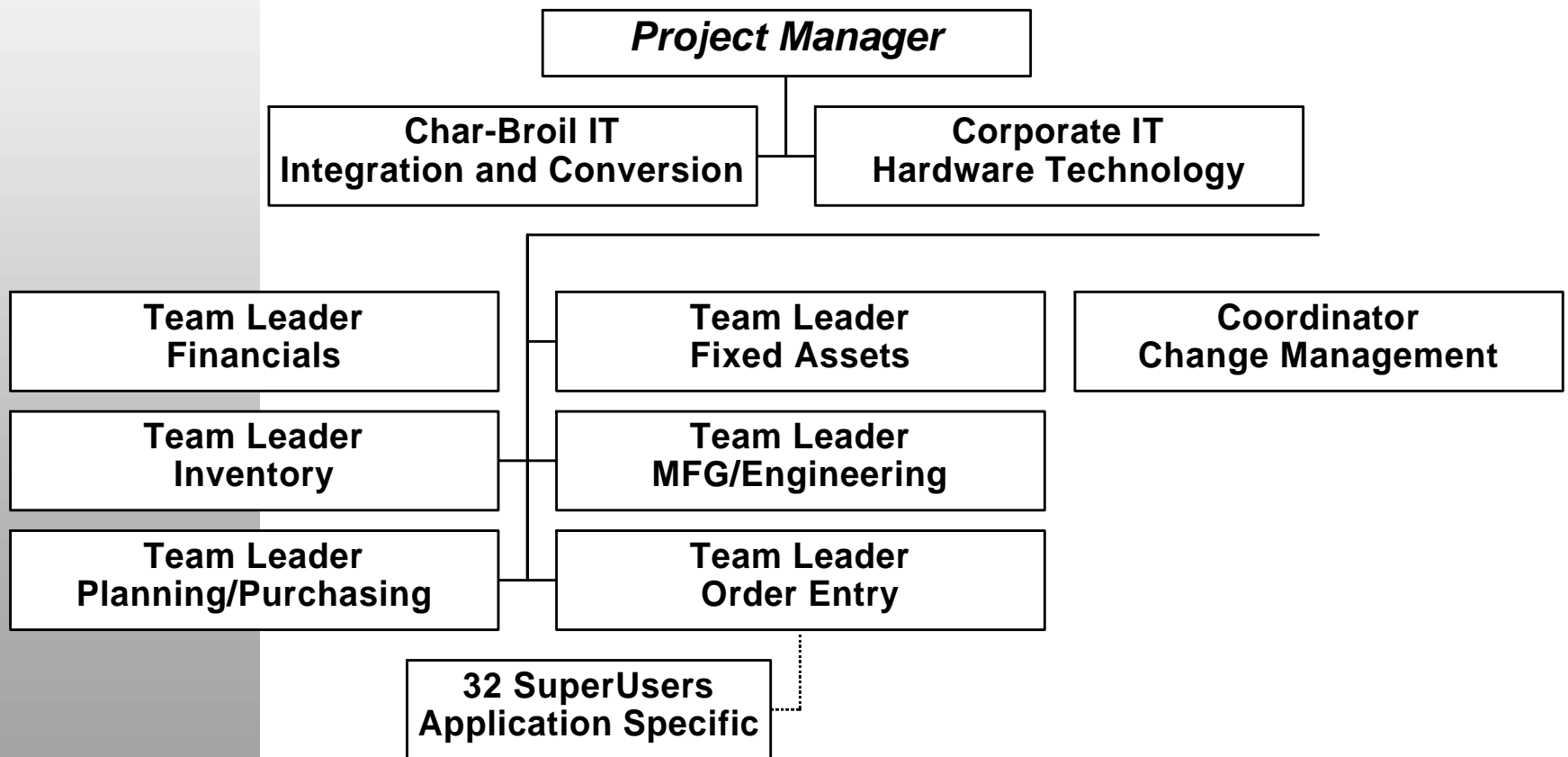
- **Full Suite of Manufacturing, Financial Apps, and HR (IBM RS6000SP AIX)**
- **Modified Big-Bang Approach**
 - 1st Phase Go-Live - GL/FA, MRO Purchasing - June '98
 - 2nd Phase Go-Live - Core Apps - Sept '98
 - 3rd Phase Go-Live - HR - 1999
- **Integrate WMS and Forecasting bolt-ons**
- **Project Size**
 - 500 End Users
 - 360 Oracle Clients
 - 5 Major Site Locations
 - 32 SuperUsers

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Project Structure



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Why we focused on Change Management?

- **Impact to our organization's culture**
 - Rate of technology integration
 - Expansion of the use of new technologies
 - Transition from centralized to distributed processing/data
- **Impact to the IT culture**
 - Transition from mainframe development
- **Previous lessons learned**
- **Optimizing benefits**

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Major Change Issues

- **Acceptance/Buy-in/Ownership of the system**
 - Executive Staff
 - Middle Management
 - Technical Staff
 - SuperUsers
 - Users
 - Organization Wide
- **Individual Competencies**
 - Technical Staff
 - SuperUsers
 - Users
- **User Support**
 - No problem reporting structure
 - No IT workload management
 - No existing Help Desk

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Change Management Initiative

- **User driven ERP selection process**
- **Established Change Management Committee**
- **Integrated into the project time line:**
 - **Communication Plan**
 - **Documentation Plan**
 - **Training Plan**
 - **On Going Support Plan**

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Communication Plan

- **Quarterly activities**
 - Team building
 - Plant wide meetings
- **Monthly activities**
 - Executive Steering Committee
 - Communication package
 - Newsletters
 - Other meetings
- **Weekly activities**
 - Project team meetings
 - Change Management Committee meetings
- **Other**
 - E-mail updates
 - Adhoc meetings
 - Discussion database

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10

Documentation Plan

- **SuperUsers create the procedures during Conference Room Pilot**
- **Team leaders then certify the accuracy**
- **A Documentation Specialist standardizes the document using established conventions**
- **Procedures are used to create training materials and post implementation reference manuals**
- **Reference Manuals are published to an intranet web site**

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Training Plan

- **Identify who to train**
 - Project Team (Received Oracle ILT)
 - SuperUsers (Received Oracle ILT)
 - End Users (Trained by SuperUsers)
- **Phased Approach for End Users**
 - PC Literacy (Windows '95)
 - Oracle Navigation
 - Area/Job Specific Training

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12

Training Plan (Cont.)

- **Require all internal instructors to attend Train the Trainer course**
- **Developed an Access database to track:**
 - **Courses created (HR # assigned)**
 - **Time, location and course instructor**
 - **Employee requirements - who attended (or needs to attend) what training**
 - **Eligible \$ to be claimed for GA Retraining tax credit (2 years saved \$255,000)**

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13

Ongoing User Support Plan

- **Establish a problem resolution structure**
- **Implement a Help Desk to:**
 - Centralize IT communication with the user base
 - Control IT staff workload
 - Track Development activities/requests (limit customizations)
 - Track statistical reporting data
- **Conduct user surveys to obtain feedback**
- **Established policies and procedures for training, communication and documentation**

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14

Since '98 Go-Live

- ✓ Release 11 at NBSC ⇒ August 1999
- ✓ Char-Broil - Manugistics ⇒ March 1999
- ✓ Bradley Direct - Commercial Ware ⇒ September 1999
- ✓ Char-Broil - Windchill ⇒ May 2000

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15

Future Plans

- ✎ **CB Upgrade to Oracle Release 11** ⇒ **August 2000**
- ✎ **Oracle Web Tools** ⇒ **Winter 2000/2001**
- ✎ **Oracle Release 11i** ⇒ **Fall 2001**
- ✎ **LampLight on Oracle** ⇒ **Winter 2001**
- ✎ **Other Acquisitions** ⇒ **2002 and beyond**

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16