

Aligning Your Business For Local Success

帮助您本地化成功

ERP 'done right' in China
ERP在中国实施要诀

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Preview 概要

We are all familiar the marketing promises of how IT solutions will improve our businesses by providing operational “break through” to greater success. Our first exposure had us dreaming of competitive advantage through more “business savvy” processes. Yet, this was not so. These logical arguments enticed us, but today our experience tells to be a bit more cautious. So now, like many others before, we ask:

对于“IT解决方案能够通过运营的变革提升我们的效益”的营销承诺我们都很熟悉了。我们的第一反应是，幻想通过运用更多的“运作技巧”提升竞争力优势。但是，事实并非如此。虽然逻辑推理诱使我们这样想，但是今天我们的经验却告诉我们并非如此。我们需要考虑几个问题：

- What can we do to make our operations better in China?
- How can we ensure our ERP is done ‘right’ in China?
- How can we align our project to address the 1) cost structure, 2) local environment, 3) operating scope, 4) organizational maturity, and 5) leadership team?
- 如何做才能使我们在中国的运营更有效?
- 如何确保ERP在中国实施成功?
- 如何校准我们的项目，以解决1) 成本结构，2) 本地环境，3) 运营范围，4) 组织成熟度，5) 领导团队?

Article 正文

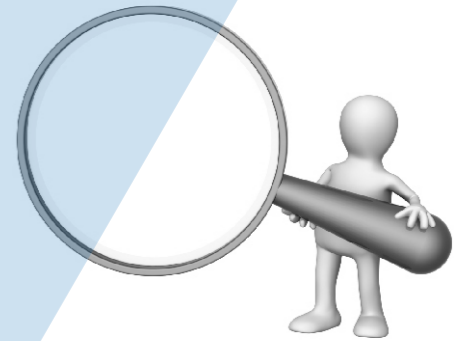
To state things simply, we need to realize that ERP projects must tightly align the work performed by an organization with its commercial goals. To do this means creating a solution that genuinely supports the organization, resulting in employees more easily completing work, and completing it more accurately and cost effectively.

Organizations usually require investing more effort in project preparation than they ever anticipated. However, this should not be frowned upon, because this effort serves to clarify the business rational for a solution, and often justifies what functionality a solution should include and, in some cases, exclude. These issues become key ingredients to solid project planning; and this results in aligning an ERP project to support a business.

When seeking alignment for a success implementation, care and consideration should be taken in relation to a business's 1) cost structure, 2) local environment, 3) operating scope, 4) organizational maturity (labor pool), and 5) leadership team (commitment and direction). These items serve as filters to ensure a planned project well supports a business's goals and also ensure we address project risk factors locally in a real way.

Cost Structure | 成本结构

The most basic measurement of an ERP project's success is determined by how well the realized solution enables the business to achieve financial objectives. Executives should ask: Does the planned solution provide reporting, control and efficiency in a manner that is cost sustainable for the business? Does the planned solution provided for a cost effective maintenance and support structure? Do the planned implementation costs fall reasonably within budget constraints? When aligning ERP with financial considerations, it is critical to ensure the planned solution provides for a long-term cost model. A cost model that the local business cannot only sustain, but evolve and grow from year after year.



Local Environment | 本地环境

Rarely do businesses operate in a vacuum. As China has opened to the world, the demand for better supply chain communication has often increased faster than organizations can cope. Regulatory requirements are constantly evolving and supply chain partners are continuously expanding and changing. This rapid change has propelled companies to consider how an ERP solution would interact with local and strategic partners and the organization's work force. Frequently they ask: What must the company do to be competitive? How quickly can we bring suppliers and the local work force “up to speed” to become effective with the solution? Alignment with the local environment means ensuring the implemented solution is a solution partners, regulatory authorities, employees can easily understand and use effectively.

Operating Scope | 运营范围

Perhaps the most critical issue to consider during implementation is the complexity of the solution or what project management professionals commonly refer to as “scope”. In China, buyers often try to maximize ERP value by increasing project scope by adding functionality. However, organizations that purchase ERP often fail to realize that additional functionality does not equal operational effectiveness. These are two very different issues. Added functionality usually provides the future potential for added value, whereas operational effectiveness focuses on value capture in the present.

Organizations should first seek to implement ERP with the goal of gaining mastery of core business processes. It is important to remember that what an operation can easily execute is a more accurate measure of financial value than reaching for what is technically possible. Organizations should consider: What quantity of functionality can be implemented and digested in a finite amount of time? What amount of the implementation budget and effort should be invested in training vis-à-vis expanding functional capability?

Organizational Maturity | 组织成熟度

An organization's maturity (its workforce) is directly related to the long-term management of the implemented scope, which means it must manage the complexity. At the most basic level, organizations should be much more concerned with the human capital “platform” a solution will “run on” and relatively less concerned with the hardware platform. When preparing for ERP, companies should consider carefully the locally available workforce and the investment required to train and retain a competent workforce. The availability, maturity, and long-term cost of the local workforce should not be overlooked. This means management must be practically minded by ensuring chosen solutions. Frankly speaking, it makes little sense to implement highly sophisticated solutions or packages if developing and retaining the personnel to manage these systems is too great.

Leadership Team | 领导团队

Most all areas of management will emphasize the importance of a leadership team and the direction it provides. These are key success factors to projects requiring organizational change like ERP. When considering “alignment” it is fair to say that projects that reach from the shop floor to the boardroom merit “buy in” and commitment from both these parties and all those in between. Organizations with successfully ERP solutions require leaders who have rapport, respect and authority that reaches across departmental fiefdoms. The permanent, long lasting effect of strong, positive leadership exerted and applied during the initial implementation cannot be understated.

To Sum Up 综述

Frequently companies fail to realize projects expectations because the planned projects were not properly “aligned” to receive the benefits an ERP solution could provide. In most case, companies missed the opportunity to achieve alignment because they failed to recognize the need to realign before the project kick-off. Companies can capture the opportunity by focusing on a few key issues, specifically: the costs the system places on an organization, the solution's interaction with the local environment, the operating scope of the solution, the organization's maturity and the leadership team's commitment to the solution.

ERP “done right” in China can be achieved by aligning projects with the local business's objectives, its operations, and its people. Alignment truly is the key to success.