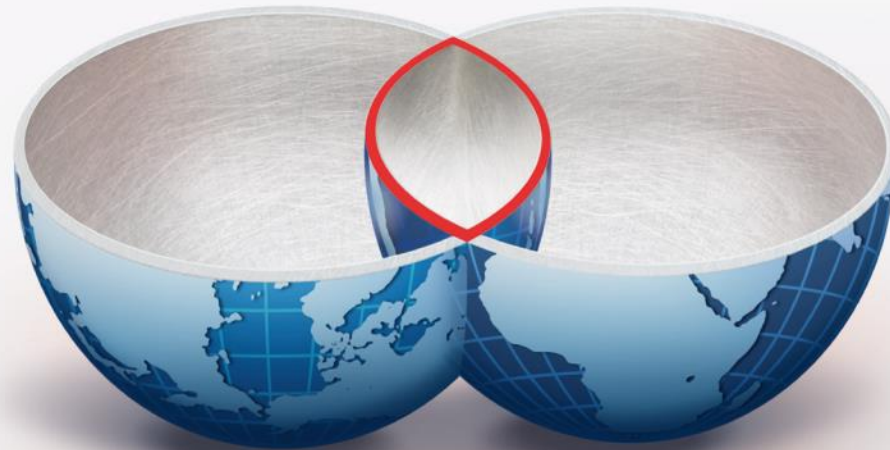


How an ERP System is changing a Company

SAP ERP – Very possible in Mongolia

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Mobicom



I. MOBICOM steps into ERP

- Timeline of Process Steps
- Expectations

II. What did change?

- ... towards the bad ...
- ... towards the good ...
- ... a greater view: visions turns into reality

III. MOBICOM views: self-reflection from inside

IV. How to do it?

wisdom of changes

V. Discussion

- 2013 ERP with core processes:
 - Finance (external/internal)
 - Purchase-to-Pay, Inventory
 - Order-to-cash (partially)
 - Shared Services, Four Companies in Group ERP
- 2013 Web workflow “Purchase Requisition – Purchase”
- 2014 Integration of two more companies into Group ERP
- 2014 Finance: “Mobicom Group Consolidation”
- 2015 Web workflow: “Asset Management (usage/owner/location)”
- 2015 New Business Intelligence: “Analytics Sales and Finance”
- 2016 Mobile/web workflow “Technical Asset maintenance”

- Data Integration – Integrity, Consistency:
 - *Multiple use*
 - *Across departments, processes*
- Better digitalised processes:
 - *One User Interface*
 - *Reduction of Interfaces (one software)*
 - *Over-all simplicity*
 - *Reduction of work, speed up of processes*
- Organisational efficiency:
 - *Same model for different companies*
 - *Establishing of Shared Services*
- Empowerment of Employees
 - *Self-services*
 - *Process creativity*
- Rebuild the organisation along core processes
 - *Take-over of “best business practise”*

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What changed ?

... towards the bad ...

- Forced Organisational Changes :
 - New Chart of Account, new controlling structures
 - Different companies, one future model without exceptions
 - New structures – why why why?
- Change of Processes:
 - Reduction of controlling points
 - Forced integration between departments
 - Paperless – really?
 - Minimization of exception rules
- Master Data discipline – why?
- Endless meetings
- Uncertainty about the right decisions

What changed ?

... towards the good ...

- Organisational Changes :
 - New Chart of Account, new controlling structures: transparency, simplicity
 - Different companies, one future model without exceptions: Setting up efficient shared services, using of synergies
 - New structures – shifting the organisation to an integrated Mobicom Group as one company with different functions
- Change of Processes:
 - Leaner processes: faster, more efficient, ready for further changes
 - Functional department view replaced by a radical process view
 - Digitalisation and mobilisation of processes
 - High degree of compliance rules
- Master Data discipline: high transparency and compliance
- Uncertainty as necessary in a learning process – together with risk valuation

What changed ?

... vision turns into reality ...

- Organisational Changes (intended planned vs. un-intended):
 - Shared services
 - New organisation of work in between Org-Units
 - Delete/Merge of Org-Units
- Change of Processes:
 - Digitalisation, Speed, Efficiency
 - Empowerment of employees: groups, management
 - Analytical use of Information: fast, self-driven ...
- Work satisfaction
- ROI

- Lessons learned

- Next steps within this journey

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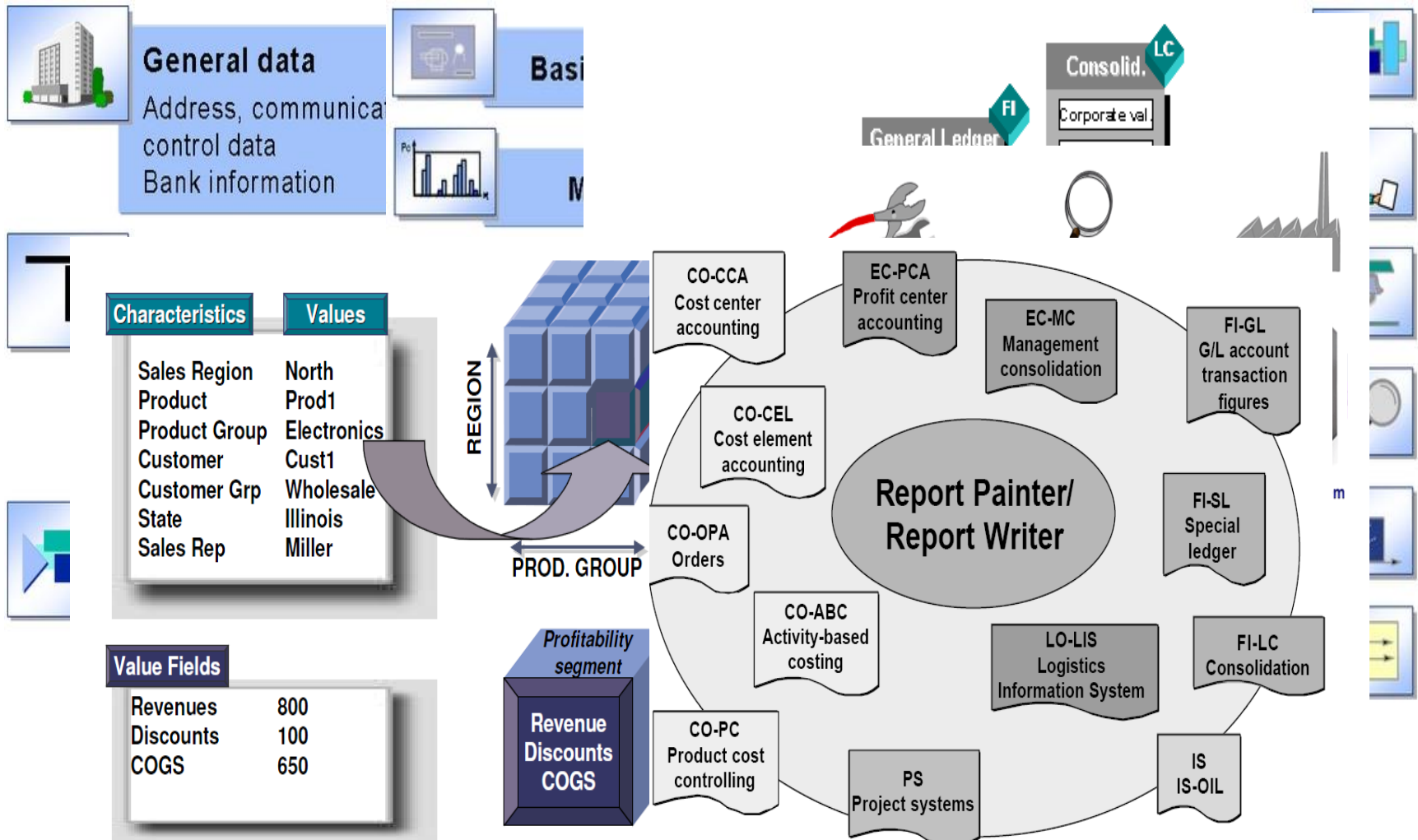
V. Discussion

- Prior to and After – Comparison
- Lessons Learned
 - Business Process Re-engineering
 - Team Building
 - Success Factors – A mix of many

- **Management Accounting – Controlling**
 - Internal Accounting
 - Cost Accounting
 - Management Accounting
 - Different Valuation
 - Flexibility
- **Financial Accounting**
 - External Accounting
 - Financial Statements
 - Legal Requirements
 - Standards
- **Chart of Accounts**
 - Consolidation
 - Alternative CoA
- **Shared Service**
 - Centralized FI, CO, MM, SD

Prior to and After – Comparison (2)

- Master Data
 - Vendor, Customer, Material, Fixed Asset etc.



Lessons Learned

- Business Process Re-engineering
- Team building
- Success Factors – A mix of many



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V. Discussion

- The Right Moment:
 - Usually never ... if you wait for perfect conditions...
 - Always If you name the risk, value it and handle it!
- Incremental – stepwise – learning approach:
 - Trust into consultants
 - Empowerment of your people / users
 - Building of a “learning organisation”
 - Build on “Input from outside experience”
- You cannot “outsource” your processes – your people have to optimize it

Thank you!

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