



Business Growth initiative

Graduate programme with Enterprise Ireland and the European Regional Development Fund

Project Timeline: 6th June 2017 – 5th June 2019

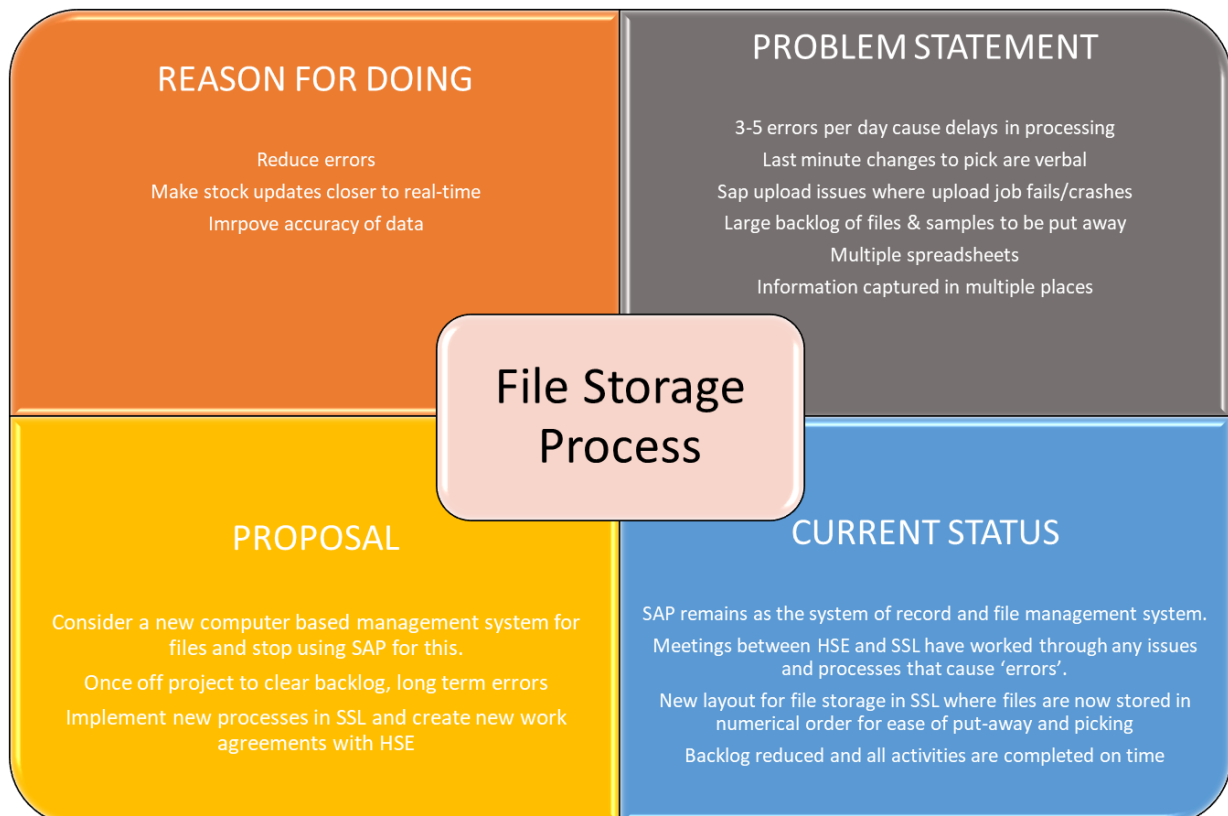
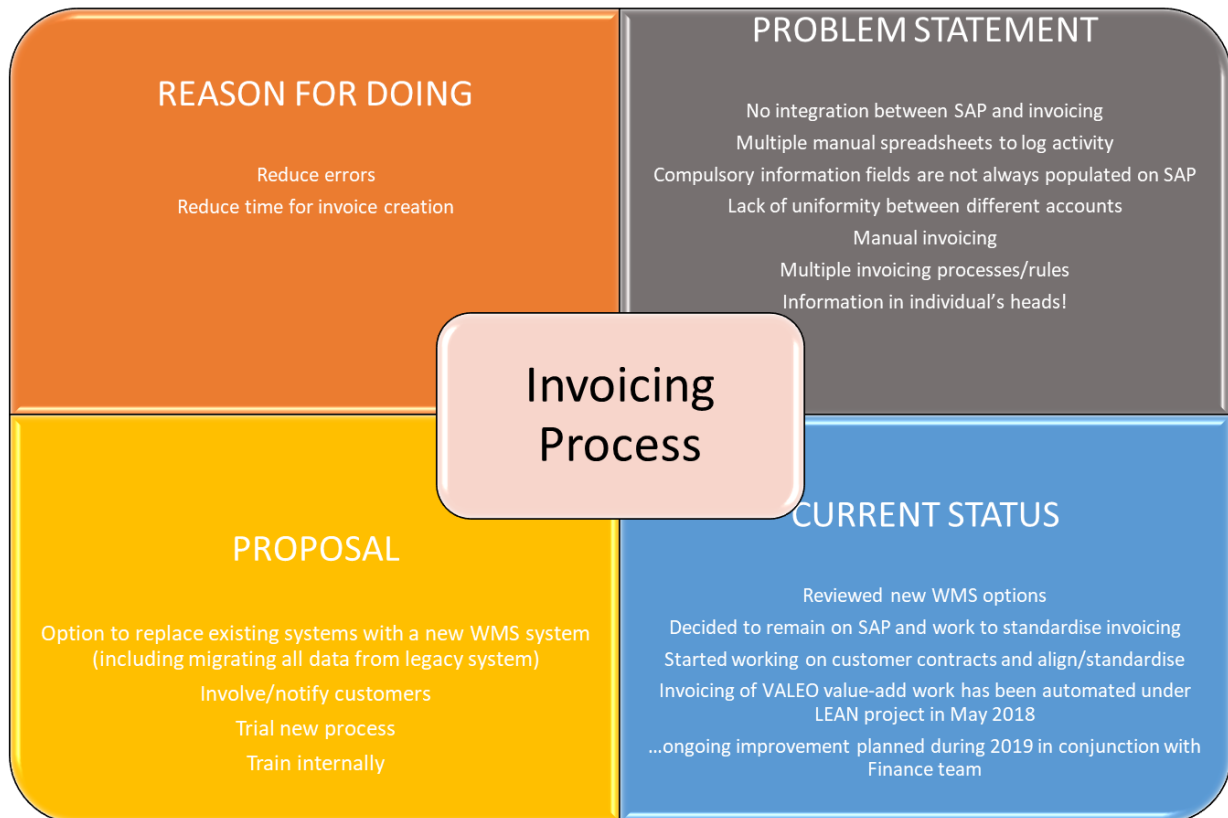
Incumbents: Conrad Clancy [up to Feb 2018] and Aura Pacheco thereafter

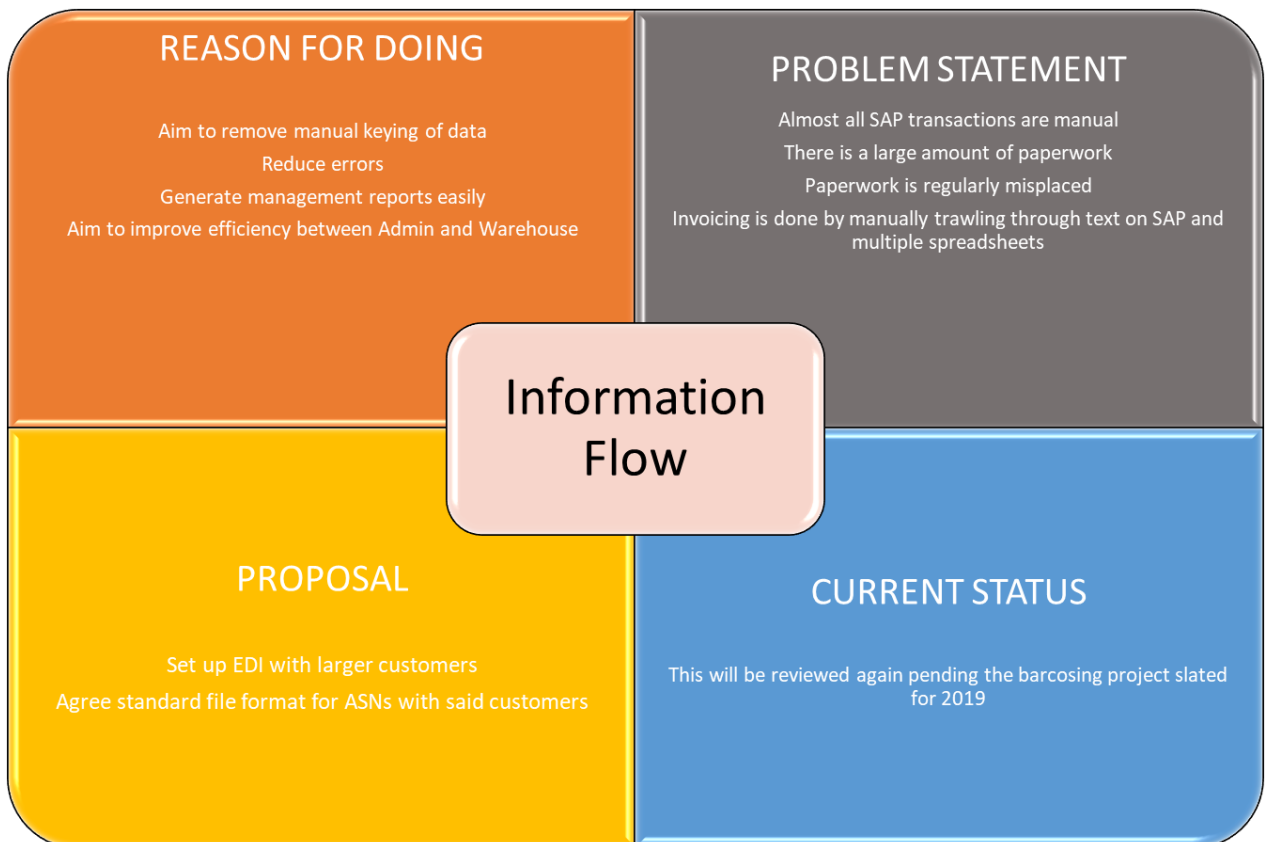
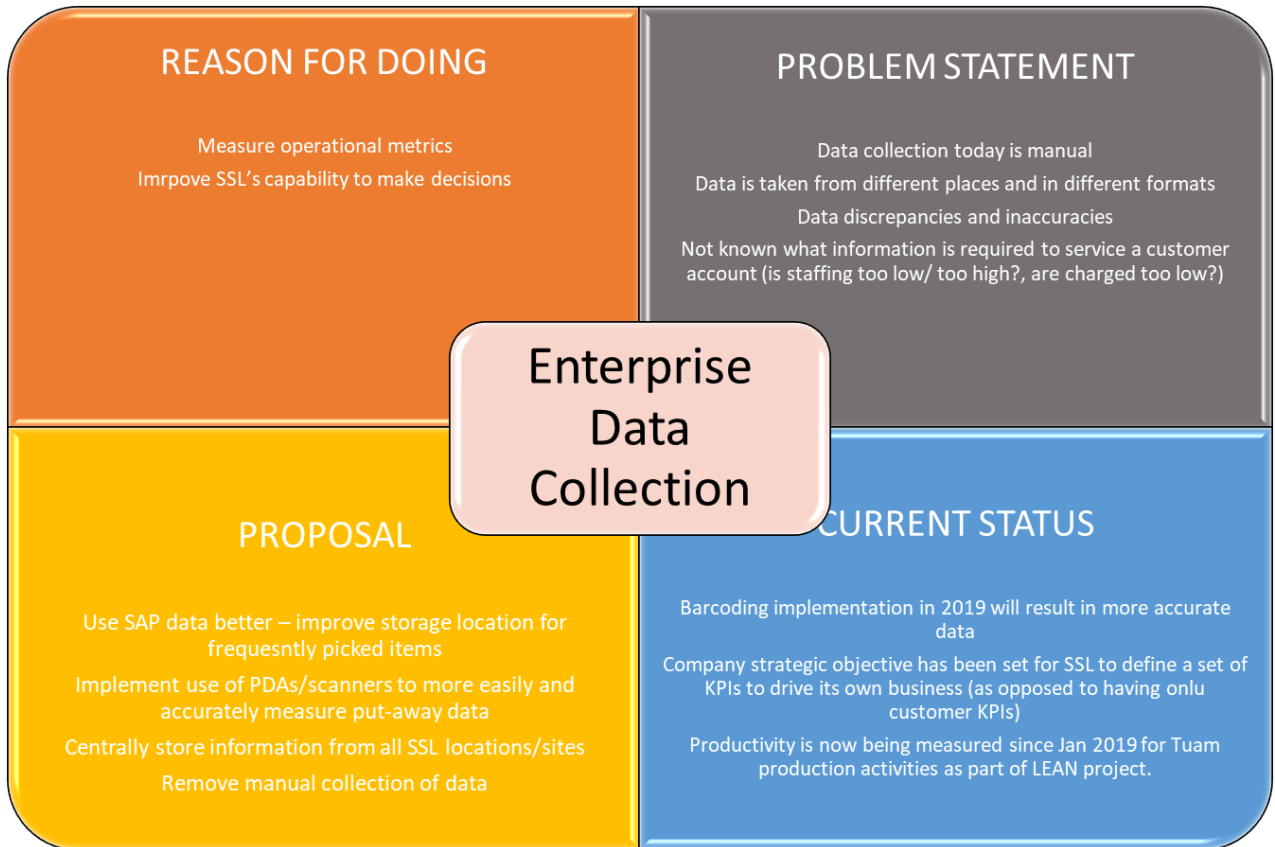
The objective of this graduate programme was to conduct a detailed review of the current order management process, invoicing process, and the current and potential future use of EDI, barcoding and scanning within the company. The description of the role as laid out at the commencement of this programme was detailed as below:

- End to end business process review
- Strengths and weaknesses to be ascertained
- Operations and IT structure to be reviewed
- Weekly review of activities to date
- Key metrics to ascertain progress
- Solutions to be drafted and proposed
- Solutions will highlight savings to be made
- New processes to be drafted and flow charted
- Timeline of implementation to be agreed
- Case studies to be examined in terms of potential ideas
- Graduate will become a key member of the operations team
- Communication of progress to be highlighted and shared across all sites

The plan was to embed the incumbent in the organisation where hands on experience of the daily work involved in the relevant roles would be acquired. The graduate joined SSL and spent time in the administration office where customer support is based. In this office all orders are received from customers and the relevant paperwork prepared for both receipts and deliveries. SAP is the ERP system used by SSL and all receiving, shipping and other material management transactions on SAP are executed by this administration team. Conrad, who was the first incumbent on this programme, spent a number of months working within this group where he gleaned a deep understanding of all the activities performed as well as an understanding of their dependencies with other parts of the company, such as their link to the invoicing process. The interaction between the administration team and the warehouse itself is obviously very closely co-dependent and Conrad also spent time working in the warehouse which led him to a further understanding of how each of these teams impacts the other, both positively and negatively.

Below is a summary of some of the initiatives started and/or completed by Conrad and by his successor, Aura during this time at SSL. Their work also paved the way for further progress on initiatives that were started by work done during this programme such as a barcoding implementation project which is currently being started in SSL, and in which Aura is now involved.

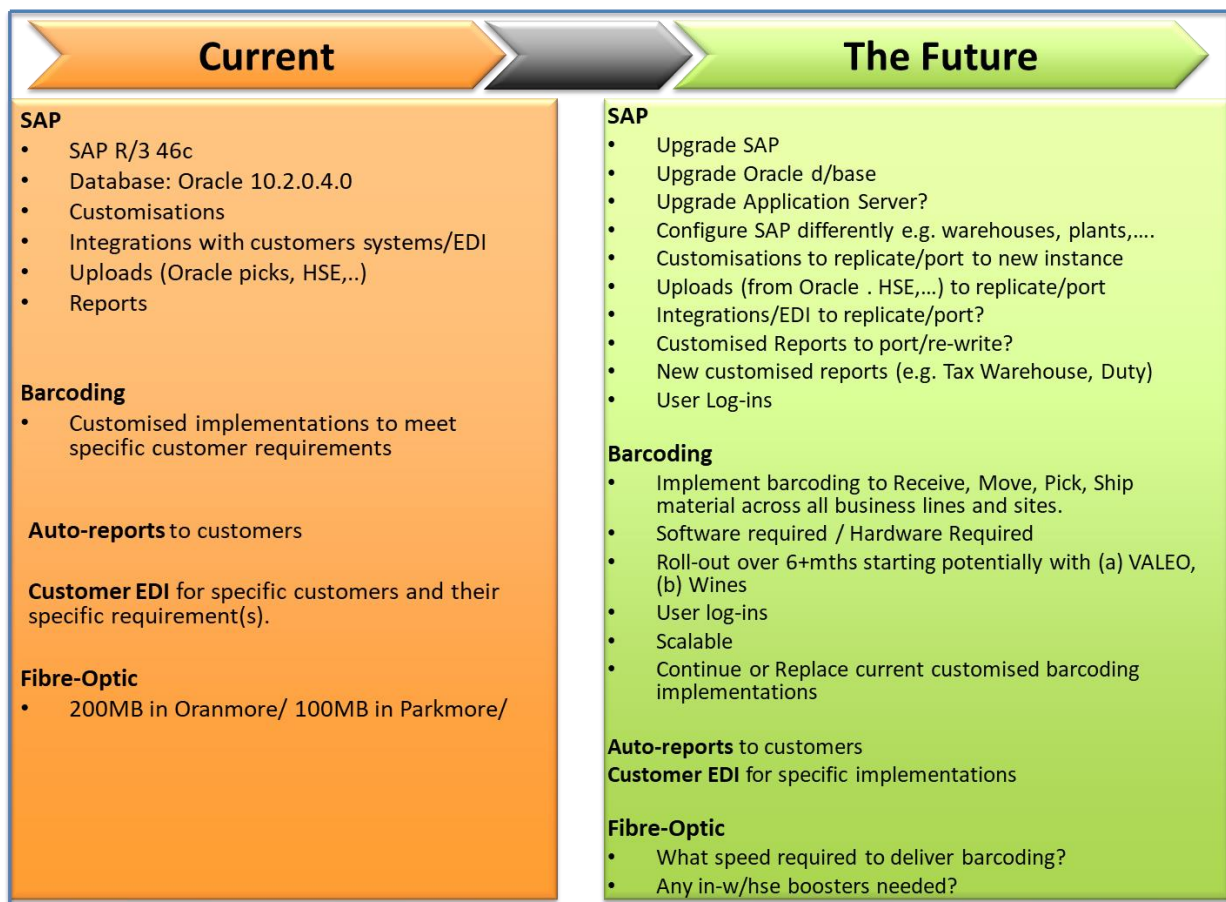




IT, EDI and Barcoding Initiative:

Our Aim

- Enhance our technological capabilities by year end 2019
- Implement a robust Barcoding solution for at least our core functions of Receiving, Material Movement and Picking
- Barcoding solution must be scalable and easily maintained
- Barcoding process implemented must cater for the different needs of our various lines of business (e.g. some require serial number logging, some will require labelling, product from 100s of different suppliers, etc.)
- Scanning on the warehouse floor must result in real time SAP updates.
- Failure management system – no lost transactions!
- Upgrade or Replace our ERP system
- All Tax Warehouse and Duty reports to come directly from SAP
- A more centralised IT support structure if possible



Current Status

- Management team have met with all IT partners (SAP, infrastructure, customizations)
- Quote secured for SAP upgrade which is mandatory prior to implementing barcoding
- Hardware upgrade also required and ordered
- Discussions have taken place with a number of barcoding hardware/software specialists who work with our SAP implementation supplier