

Case Study: BHL CHOOSE G3G

Integrating Business Mobility



Adopting SAP ERP

Banks Holdings Limited is one of Barbados' most successful public companies and is the island's largest beverage conglomerate with US \$95 million in annual sales. Its subsidiaries comprise award-winning beverage manufacturers Banks (Barbados) Breweries Ltd., Barbados Bottling Co. Ltd. and Barbados Dairy Industries Ltd., the island's lone Dairy, as well as Banks Distribution Ltd., a distribution firm. Banks beer, its signature product, is Barbados best-loved lager and is brewed in their new, state-of-the-art brewing facility.

Nowadays we can't imagine a world without standard software for enterprise resource planning company-wide.

Glyne Griffith, Banks Holdings Limited

Up until a few years ago, each BHL subsidiary had its own business software. Some used mainframe based applications, while others relied on spreadsheets or simple accounting packages. Important functionality was often lacking.

BHL wanted to improve communications among the subsidiaries and support core business processes with integrated software for Enterprise Resource Planning (ERP). To achieve this, it adopted SAP ERP across the company including Controlling, Inventory Management, Sales and Distribution, and Human Capital Management.

With all these tangible benefits, especially the dramatic reduction in manual reconciliations, we completely recovered our initial investment in the first year.

Glyne Griffith, Banks Holdings Limited

Facing A Reconciliation Nightmare

A presales staff of 20 from BHL travelled around Barbados taking customer's orders, while a distribution staff of 80, worked in pairs, making deliveries to customer sites. For over a decade the firm had been equipping both groups with handheld devices for logging their transactions. Presales personnel used them to look up prices and log orders, while distribution personnel relied on them to confirm deliveries and print invoices. At the end of the day, the sales and delivery people brought their devices to headquarters where data was loaded into the SAP software. Far too often this data contained errors; for example, presales staff made delivery commitments that could not be satisfied or misunderstood customers' eligibility for discounts, and distribution staff introduced more errors when attempting to resolve delivery issues.

Taking Advantage Of Built-in Integration

BHL began addressing its challenges by moving to better mobile solutions. Although these were stronger in many respects, the solutions still lacked the ability to electronically connect to SAP ERP. The company considered developing an interface but found it cost prohibitive.

**Move to
better mobile
solutions**

Undaunted, BHL continued researching the field and encountered Sky Technologies and its SkyMobile and SkyConnect applications. "We learned that the Sky Technologies products are 'purpose built' to connect with SAP software and that they have certified integration with it," Griffith reports.

It looked too simple, too good to be true, and so we asked for a proof of concept.

Glyne Griffith, Banks Holdings Limited

Engaging With G3G

BHL engaged G3G to perform the proof of concept, which went extremely well. Within a day and a half, Griffith and his team were watching an order being entered on a handheld device and transmitted automatically in real time to SAP ERP. The team members then asked if they could see the process accomplished using a Web browser, a request that took only five minutes to satisfy.

I am very pleased with the work G3G performed both in implementing the Sky Technologies software and in getting SAP ERP in much better shape.

Glyne Griffith, Banks Holdings Limited



Revamping Business Processes

Convinced by the proof of concept, BHL made its commitment to Sky Technologies and engaged G3G to perform the implementation. "The demonstration proved that the underlying functionality and necessary integration were in place", says Griffith. "Next we worked with G3G during the design stage to determine which processes and transaction types to mobilize. Then, while the implementation was taking place and the software was being tailored, we revised our business processes to match up."

BHL's relationship with G3G has developed into a strategic and trusted adviser partnership for anything related to SAP ERP – functional support, development, and project implementations.

Glyne Griffith, Banks Holdings Limited

Griffith comments that G3G was careful to employ development paths prescribed by SAP. He also says the consultants performed considerable clean-up work on SAP ERP itself, which had been left in an unstable state by the original implementation partner. G3G removed a lot of unnecessary customization, cleaned up the master database, and stabilized the application.

Automating Transaction Processing

With the new solution, presales and delivery processes are fully integrated with SAP ERP. Now when a customer wants to place an order, the presales agent enters the information on a handheld device and the data is transmitted to SAP ERP in real time. SAP ERP verifies pricing and provides up-to-the-minute inventory availability and factors in any applicable discounts. The application then sends all data back to the device so that the agent can commit to a firm price and delivery date. The order is then entered into SAP ERP for processing and to update inventory records. With full visibility into SAP ERP, agents can now manage issues on the spot and are better able to resolve them.

>99%
**of transactions
sent to SAP
ERP require
no human
intervention**

Daily Deliveries

The daily process begins with the calculation of optimized routes for each driver, taking into consideration truck capacities, order size, and location of delivery points. The results are loaded into SAP ERP and then transmitted to the driver's handheld device. At each stop, the driver first checks to see if the customer wants the shipment as ordered or prefers to cancel it or reduce quantities. Any modifications are then entered into the device, where the pricing is recalculated, the final delivery is confirmed, and the customer invoice is automatically printed. On confirmation, the transactional data is transmitted in real time back to SAP ERP.

One of the advantages of working with SAP is that it has such an extensive array of top-notch software and service partners.

Glyne Griffith, Banks Holdings Limited

Recouping Investment Within A Year

In addition to benefitting customers, the real-time connection between SAP ERP and the handheld devices has improved operations enormously for BHL. Staff members at headquarters no longer have to manually correct errors and inaccuracies that used to be an issue with more than 50% of the daily transactions. Now over 99% of them require no human intervention at all.

Furthermore, inventory records are far more accurate and are available on the handheld devices in real time. This means that an agent can commit to delivery dates with confidence, reducing the likelihood of losing a sale. Customers appreciate the firm commitments too, since this allows them to plan more effectively. They also appreciate the improved accuracy of BHL's accounting statements, which are now generated far more efficiently.

BHL is also equipped to understand and calculate lost sales and to carry out production planning. Sales order visibility is much better. In fact, BHL can run reports on sales and deliveries in real time – a task that used to take weeks.



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