



Enterprise Resource Planning (ERP) Selection for Manufacturers

Phase 1: Determining ERP System Requirements with Value Stream Mapping

Onsite – 3 Days, 8 hours/day – Optimum Class Size 3-12 participants

Training Overview:

This intensive 3-day program equips participants with the skills to define and map intricate systems and processes essential for day-to-day transactional operations. The focus includes information exchange, system inventory, and financial transactions. Participants will learn to create a roadmap for process improvement and waste elimination. The training identifies specific activities and incorporates focused events to address areas impacting production, material, quality, and financial outcomes. Concepts of Lean, terms, process overview, data collection, and future state mapping are covered, making this course suitable for all levels within the company. This is onsite training. Groups typically represented include Operations, Production Planning, Production, Supply Chain, Shipping/Receiving, Warehouse, Quality Assurance, Engineering, Customer Service, Sales, and Service.

Value Stream Mapping (VSM):

A VSM, a standardized model, lays out the value-adding activities in a process, integrating material and information flow along with waste information. The training emphasizes two methods for visualizing this model: the traditional Value Stream Map and a Swim Lane Process Map.

- Map information flow from customer to suppliers and back, providing a common language for process discussions.
- Develop a blueprint for ERP transactions, focusing on system improvement within the organization.

Training Objectives:

This Value Stream Map activity will include personnel from all relevant departments to ensure their needs are communicated and specified.

The objective is for all group members to learn how to map complex processes, provide improvement roadmaps, and identify activities for achieving the desired future state. The training culminates in a current state diagnostic, improvement opportunities, and a "future state" implementation plan, setting goals for subsequent Kaizen improvement training.



The future state map serves as the basis for creating an ERP system requirements document, prioritizing critical and desirable requirements. This document communicates the company's needs to potential ERP vendors.

Skill Attainment:

Participants will gain skills in:

- Using a standardized model to layout process activities, material, and information flow.
- Applying VSM to visualize the current and future state.
- Identifying and collecting key data for future state VSM and system requirements.
- Selecting target measures and Kaizen events for continuous improvement.
- These transferable skills enhance employability within the company and industry.

Training Agenda:

- Introduce VSM Methodology
 - Map the Current State (collect improvement ideas)
 - Walk Through/Collect Data (gather observations)
 - Map the Future State (identify barriers to future state)
 - Understand scoring for Barriers and Improvement ideas
 - Work with the instructor to develop an ERP system Improvement Plan
- Management Report Presentation Basics



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Phase 2: ERP System RFP, Evaluation and Selection

ERP Vendors Request for Proposal

This phase of the ERP selection process consists of consulting services. Individual project duration and pricing is dependent on specific client system needs and the complexity of the requirements. Project duration and pricing will be determined prior to undertaking this phase.

MassMEP's ERP experts will utilize the output of the Phase 1 ERP System Requirements Value Stream Map and System Requirements Document to clearly communicate all specific capabilities and features required in the new ERP system. MassMEP's ERP experts will research potential ERP vendors. The System Requirements document and a Request for Proposal will be sent to those vendors who appear to have the best fit to the specific system requirements.

Each ERP vendor selected will be asked to respond to the RFP with specific responses to each system requirement listed. The response will include information as to whether the requirement is:

- Part of the standard system solution
- Requires slight modification to meet the requirement
- Requires a customized solution to meet the requirement.

ERP Vendor RFP Evaluation

MassMEP's ERP team will review all completed RFP's and evaluate each vendor for their ability to meet all individual ERP System Requirements specifications. A group of 3-4 "best fit" ERP system finalists will be selected from all candidates. These best fit systems will be presented to our client.

ERP Demonstrations

Our ERP Team will work together with the client to provide actual production data and scenarios to be used for all ERP system demonstrations. Each finalist ERP vendor will be given actual client Bills of Material, Part Master information for each component, production routings with set up and cycle times, quality checks, purchasing information and customer order information. This information will allow for accurate demonstrations of each candidate system using information and data familiar to the client.



Demonstrations will also allow time to discuss the system implementation process, hardware and infrastructure requirements and timeline with each potential vendor.

ERP System Selection

The ERP Team will assist with evaluating and scoring each potential ERP vendor based on RFP requirements match, demo performance, need for customization and responsiveness. The ERP team will act as a facilitator throughout the process and make recommendations. The final selection of an ERP vendor is the sole decision of the client.