



## ERP or how to make the transition from a small to a multinational producer

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KRIMELTE



PENOSIL

TEMPSI

**7** production  
companies

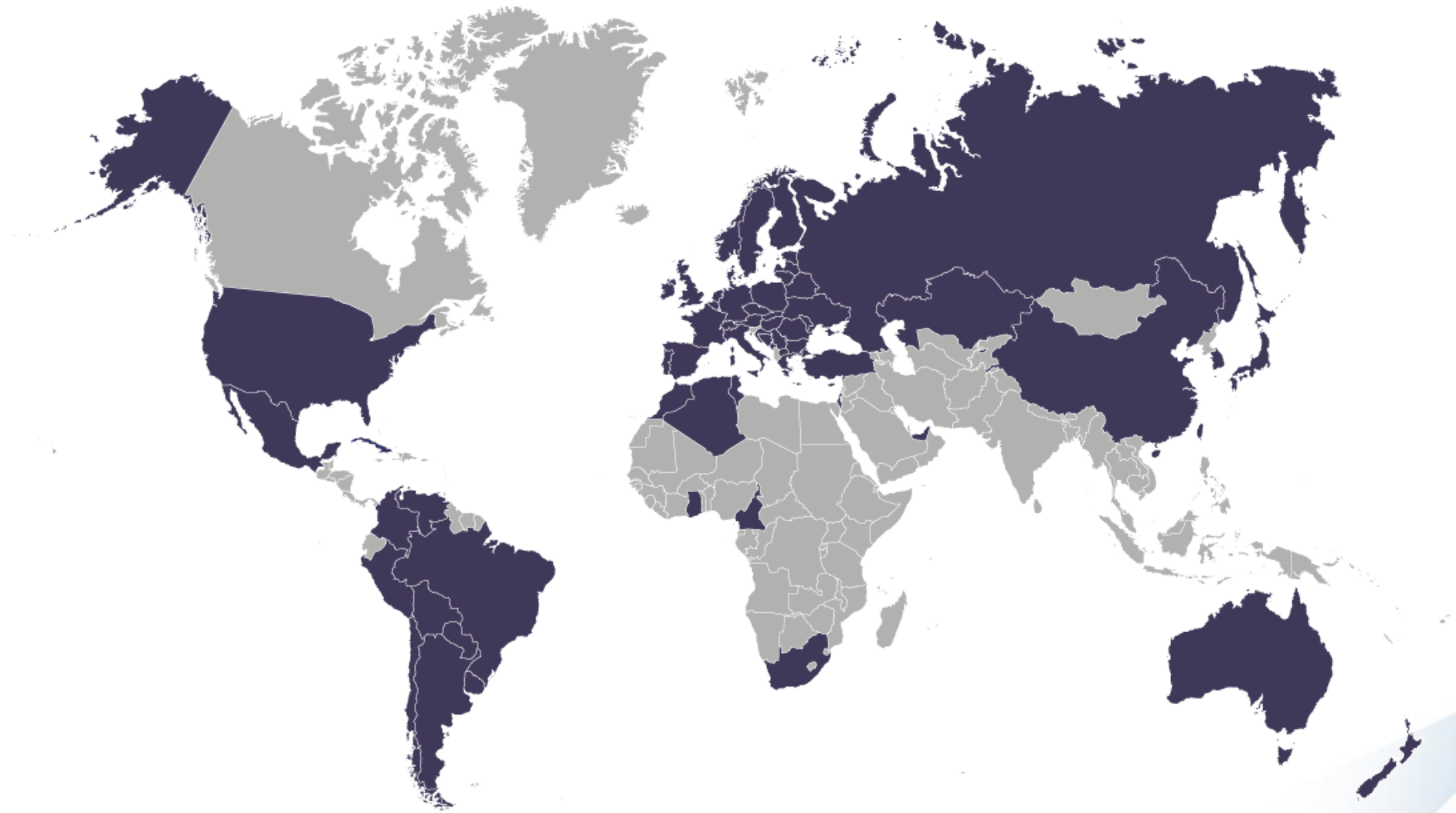
**12**  
sales companies

  
**Wolf Group**

**4**  
product brands

Approximately  
**400**  
employees

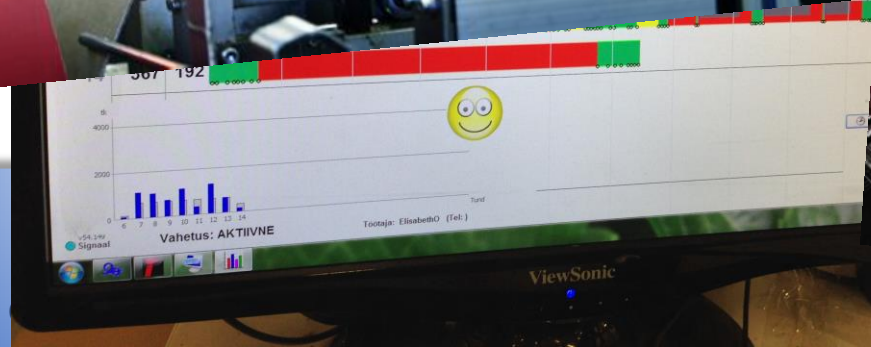
Over  
**70**  
export markets





Production line  
loggers

Fully automated  
packaging



tanks

Romania)



Excel spreadsheets

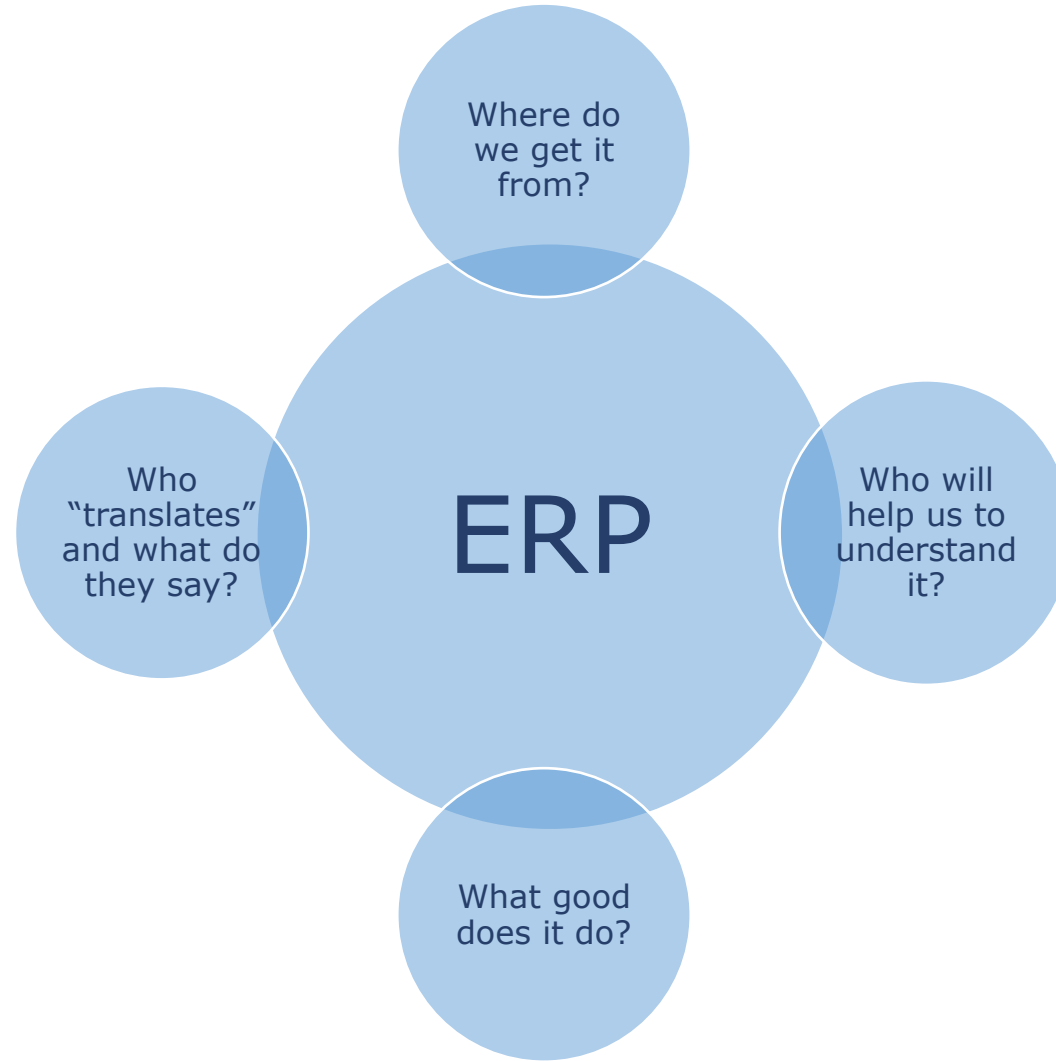
Mess and confusion

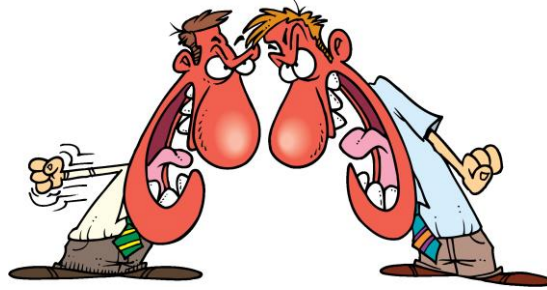
Slow and labor-consuming reporting

Labor-consuming planning of working hours, resources, overview of standing products, finance and etc.

## Where have we come from?

Any change in process required the start of the process from scratch!





## There is a conflict between programme sellers and buyers!

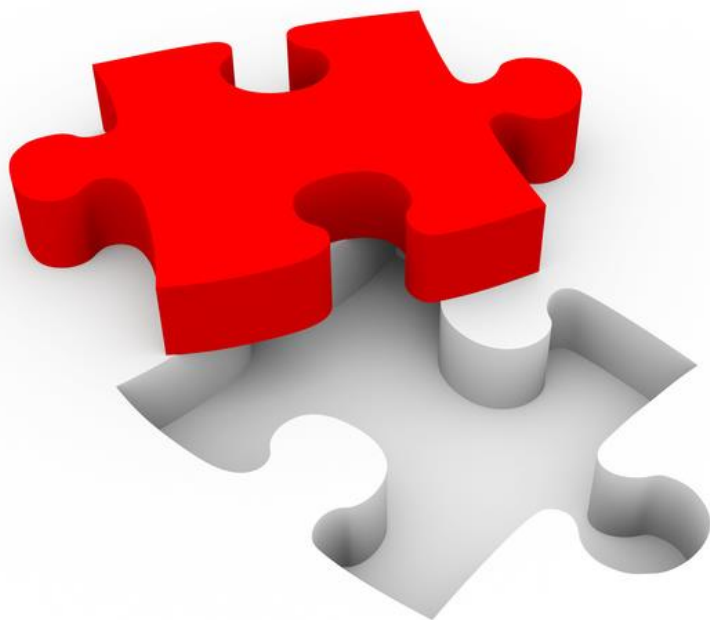
- The seller wishes to disclose as little as possible.
- The seller is primarily interested in selling licences and reduce the number of working hours related to implementation of software.
- The buyer thinks they will close the price and receive the service as a turnkey.
- Buyer feels being cheated when actual working hours exceed budgeted.
- License fees have been paid. No way back.



Rule of thumb: **Implementation costs are approximately as much as a licence fee!**

(100K licence + 100K implementation)

Implementation includes analysis, training and adjustment of guidelines.



**Solution?**



'Translate'

Negotiate

Negotiate the contract

Assess the offer

## Project management companies support

Instruct the team

Indicate bottlenecks

Three production units have been merged into one system

6 sales companies

Smart warehousing

Production line loggers

## Where are we today?

Fully automated packaging

Online info about content of storage tanks

Direct links of sales companies with logistics firms (in Latvia, Lithuania and Romania)

Processing of sales orders through e-channels

Efficient reporting - sales, production, stock, finances and etc.

**ERP is of critical importance in the transition from a small to a multinational manufacturer.**

**Financing and project management are a big risk.**

**Do we make the investment and grow, or keep it safe and small?**

**Enterprise Estonia (EAS) does not consider ERP eligible for support**

# What is Industry 4.0?

