

# AEB Amsterdam Case

## *Introduction*



**AEB Amsterdam** is a waste to resources and energy company. The company aims to reclaim a maximum volume of resources and maximize production of energy (power and district heating) from residual waste.



### **The assignment:**

Collaboration between Gordian and her partner:

- Clean and complement existing master data for spare parts;
- definition of a protocol;
- implementation of a new workflow.

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*Collaboration between Gordian and parter*



## Expertise Gordian:

- Change/project management experience
  - Leading workshops for new master data set up
  - Leading workshops for new processes/organization
- Experience to **anchor process** in the organization
- Fully **exploiting the potency** of new master data:
  - Link with procurement (classification/tendering), contract management (reporting) and warehouse/logistics (double materials/storage)



## Expertise Partner:

- 22 years of experience in harmonizing and standardizing master data
- Industry knowledge concerning coding and OEM's & OPM's
- Able to **process big data sets** in short amount of time



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## *Project results*



### Figures:

- 16.252 articles input at the start of the project
- 15.529 articles output: harmonized and standardized
- Lead time of project 9 month's



### Direct impact:

- **Solid master data organization**; led by warehouse manager and supported by key users (operational buyers)
- Basis for 4 European tenders which resulted in **significant savings of €500K+** on total procurement value and better logistical agreements.
- Saving in warehouse by **removing double articles** (in total 723 articles are removed because of doubling, obsolescence and expiration)

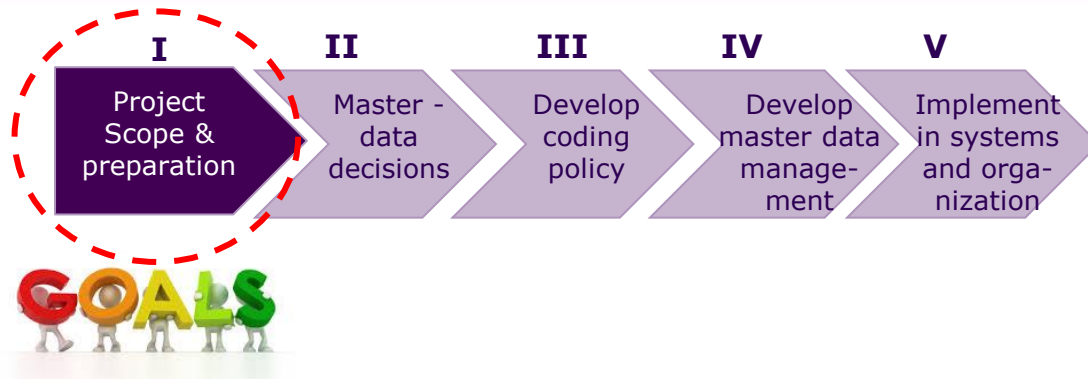
### Indirect impact:

- Faster searching for articles in ERP system
- Easier to group articles for analysis/reporting



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## Approach – I. Project preparation & design



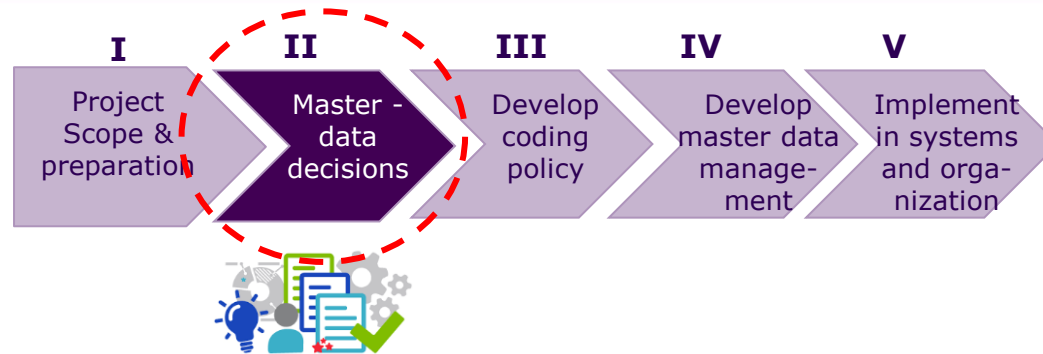
- Determine scope project: which master data will be cleaned?
- Select project team: representatives from IT, maintenance, engineering, procurement and logistics
- Write a plan of action with the project team and make a realistic planning

### Essentials:

- Complete master data set was cleaned at once. This results in higher quality BOM's info and the effect of unreliable classification/grouping is mitigated.

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## *Approach – II. Master data decisions*



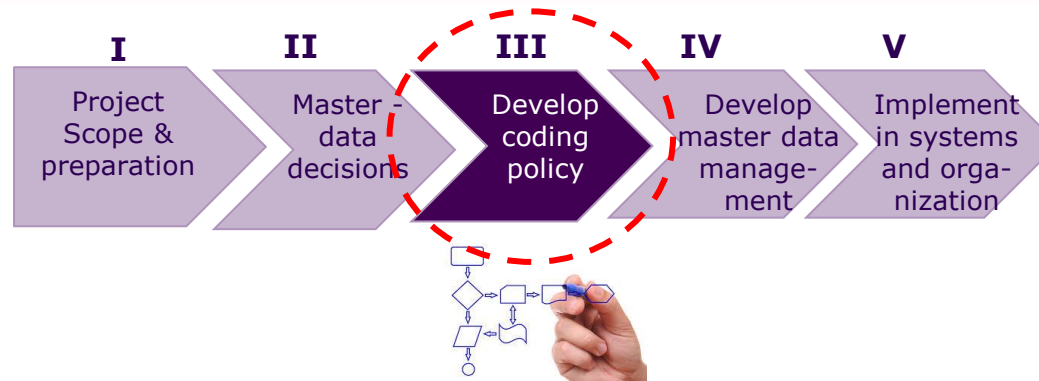
- Define and split required information elements:
  - Describing & technical elements article (Name, modifiers, norm, size & material)
  - Information manufacturer (Name, number, type)
  - Spare parts classification for: tendering, contract management and reporting
  - Application information (position in BOM)
- Decide on requirements elements and steps for complementing this information
- Group and assign information to fields/columns in ERP system

### **Essentials:**

- Existing master data can be used as a basis

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## Approach – III. Develop coding policy



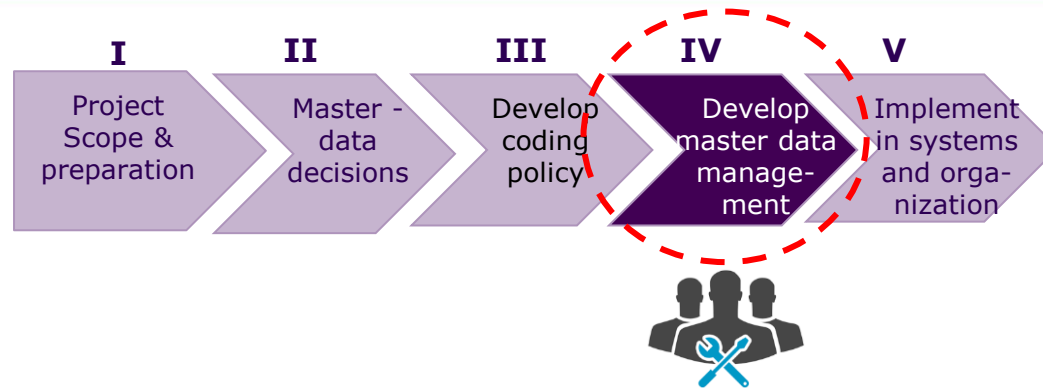
- Develop protocol for the new coding policy (rules for structuring article creation):
  - Standardized naming convention: BOLT,TAP;DIN933;M24X70;ST.10.9
  - Manufacturer information: Thomassen; 07640100100
  - Spare parts classification: 09.03; Fastening Materials
  - Application information: 53766; Compressor
- Examples can be found in prefilled tables to facilitate standardization

### Essentials:

Protocol is based on 22 years of experience in master data management (partner)

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## *Approach – IV. Develop master data management*



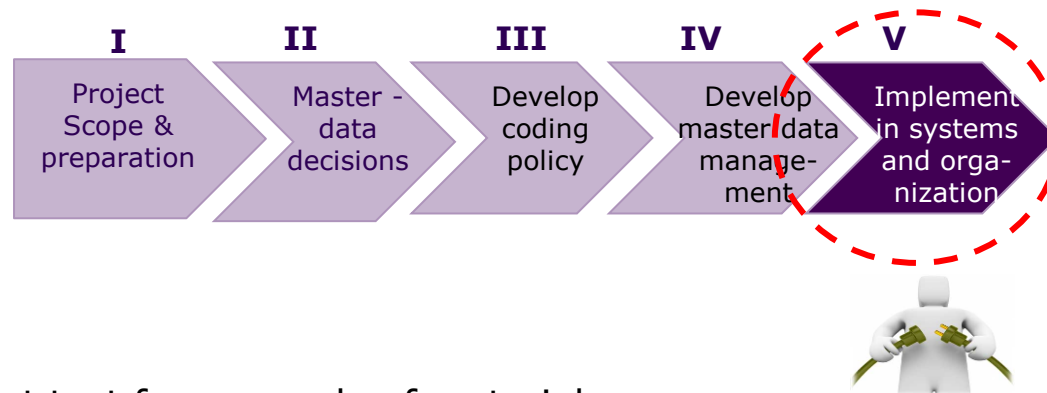
- Protocol is foundation to search and maintain master data
- Assign technical master data stewards and responsible manager to control quality
- Workflow definition for creation new articles:
  - Roles and responsibilities
  - Authorization loops

### **Essentials:**

- Process defined with involved functions to create company wide support
- Senior management support for approving processes and change of authorizations

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## *Approach – V. Implement in systems and organization*



- Proof of concept test for a sample of materials:
  - Cross check if new data is loaded correctly
  - Check the effect on the most used transactions/documents in the ERP system
- Potentially process the necessary change requests coming from proof of concept test
- Implementation training for users ERP system
- Intensive guidance of people working in their new roles

### **Essentials:**

The devil is in the detail; therefore a thorough testing protocol is needed





## More information?



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