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Project Management Plan for a Business Transfer Project – the Case of Atoy Automotive Finland Oy

Rasi, Tatu

Laurea University of Applied Sciences
Laurea Leppävaara

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Tatu Rasi
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Laurea University of Applied Sciences **Abstract**
Laurea Leppävaara
Degree Programme in Business and
Information Technology

Tatu Rasi

A Project Management Plan for a Business Transfer Project – the Case of Atoy Automotive Finland Oy

Year 2015 Pages 100

The purpose of this bachelor's thesis was to implement project management in a project by making a project management plan. The project was about a business transfer project. The client for the bachelor's thesis Atoy Automotive Finland Oy wanted to transfer business from their parent company Atoy Oy to their company. The objective of the bachelor's thesis was to enable the proper initiation and implementation of the project by making them a project management plan.

The bachelor's thesis examines which elements a project management plan should consist of and how a project plan is connected to a project. The project was a part of a larger project in reorganizing the Atoy Group's business units. This was done in order to centralize the business into fewer companies and to decrease administrative costs on a group level.

The bachelor's thesis was conducted as a case study and the research methods used were qualitative. The research material was collected by using open interviews and group interviews. The interviews aimed to define the scope, the business of the company and how the organization wanted the project to be planned. The group interviews were performed in the form of project meetings.

My role in the project was to be the project manager. Several employees from different departments of Atoy Oy and Atoy Automotive Finland Oy were involved in the project work and the planning stage.

As a result the company had a project management plan which they were able to use to implement and monitor the project. The company was able to transfer the business between the companies according to the plan. Making the project management plan created new knowledge within the company. The bachelor's thesis also gave personnel in the company new experiences in project management and made it more familiar to them.

Keywords: Business transfer, Project, Project management, Information systems

Laurea-ammattikorkeakoulu **Tiivistelmä**
Laurea Leppävaara
Tietojenkäsittelyn koulutusohjelma

Tatu Rasi

Projektisuunnitelma liiketoimintasiirtoprojektissa – Case Atoy Automotive Finland Oy

Vuosi 2015 Sivumäärä 100

Opinnäytetyön tarkoituksena oli toteuttaa projektinhallintaa tekemällä projektisuunnitelma. Projektissa oli kyse liiketoimintasiirrosta, jossa opinnäytetyön asiakas Atoy Automotive Finland Oy halusi siirtää liiketoimintaa emoyrityksestään Atoy Oy:stä omaan yritykseensä. Tarkoituksena oli, että yritys saisi käyttöönsä projektisuunnitelman, jonka avulla he saisivat projektin käyntiin ja pystyisivät hallitsemaan projektia.

Opinnäytetyö syventyy siihen mistä projektisuunnitelma koostuu ja miten projektisuunnitelman osaset liittyvät projektiin. Projekti oli osa laajamittaisempaa konsernitason liiketoiminnan uudelleenjärjestelyä, joka tähtäsi liiketoiminnan keskittämiseen pienempään määrään yrityksiä ja hallintokulujen laskemiseen.

Opinnäytetyö toteutettiin tapaustutkimuksena, jossa tutkimusmenetelminä käytettiin kvalitatiivisia menetelmiä. Opinnäytetyössä materiaalia kerättiin avoimilla haastatteluilla liittyen projektin laajuuteen, yrityksen liiketoimintaan sekä projektin suunnitteluun ja toteutukseen. Myös ryhmähaastatteluja käytettiin projektiryhmän tapaamisten muodossa.

Oma roolini projektissa oli projektipäällikkö. Useat työntekijät Atoy Oy:n ja Atoy Automotive Finland Oy:n eri osastoilta olivat mukana projektissa ja sen suunnittelussa.

Lopputuloksena yritys sai käyttöönsä projektisuunnitelman, jonka avulla toteuttaa ja hallita projektia. Yritys sai käyttöönsä tarvittavan materiaalin, jolla toteuttaa liiketoimintasiirto toiseen yritykseen. Projektisuunnitelman tekeminen loi uutta tietoa yrityksen sisällä. Opinnäytetyö ja projektityöhön tutustuminen antoi yrityksen työntekijöille uusia kokemuksia ja teki projektityöskentelystä tutumpaa.

Avainsanat: Liiketoiminnan siirtäminen, Projekti, Projektinhallinta, tietojärjestelmät

Table of contents

1 Introduction

The subject of the bachelor's thesis was making a project plan in a project aiming to merge and integrate a company's business into other companies as well as the transition to a new information system. The project was about reorganizing business units in order to lower the administrative cost and to improve customer service. The project subject was broad and thusly the bachelor's thesis was limited to the project plan of the merger and integration of the garage equipment and body components business from Atoy Oy into Atoy Automotive Finland Oy. This did not include the Atoy Service business. The client for the bachelor's thesis was a company called Atoy Automotive Finland Oy.

My role in the project was project manager. The project started when the parallel project of merging and integrating Varaosamiehet Oy into Atoy Automotive Finland Oy was put on hold and the Atoy Oy project was reprioritized as the primary project. The reorganization of the Atoy Oy business was only one step in the larger scheme. The mother company Atoy Automotive Sweden AB had plans to implement a similar reorganization of business units in the future. The project had been ongoing for almost a year and project management was needed to get the project moving forward.

Atoy Automotive Finland Oy was a Finnish midsized family business specializing in importing and distributing spare parts and accessories for cars. The company was a part of the Atoy group (figure 1). Atoy Automotive Finland Oy was the main distributor for Varaosamiehet Oy. The company operated in the Finnish market but in addition to Finland the Atoy Group had operations in several countries including Sweden, Estonia and Latvia. Atoy Automotive Sweden Oy was the mother company engaged with the same field of business as their Finnish counterpart.

According to Risto Pelin a project is associated with orderliness and effective methods in planning and guidance. The use of these methods and techniques is what makes a project (Pelin, 2011, 24). The client company was a typical line organization with little experience in using these methods associated with project work and management.

Atoy Oy was the mother company for the Atoy group. Atoy Oy was an importer and distributor of garage equipment, body components and marine products. Atoy Service was also a part of Atoy Oy through the garage equipment sales. The garage equipment business included the sales of large equipment like hoisting apparatuses, the spare parts and accessories to the machinery as well as tools. Atoy Service offered installation work for garage equipment as well as maintenance work including warranty repairs. The body components sales were the sales of different products ranging from stickers to machinery for the use of the industrial

sector. The ZF business at Atoy Oy was engaged with the sales of marine products like spare parts for boats. It also included the first-time installation sales for their products.

The difference between the business of Atoy Automotive Finland Oy and Atoy Oy was that most of the Atoy Oy products did not suit the retailing business. Atoy Automotive Finland Oy on the other hand did most of their sales to retailing businesses.

Another essential difference was that Atoy Automotive Finland Oy got most of their orders from customers using their electronic catalogue service. The orders were made electronically and went straight to the ERP system. At Atoy Oy only a fraction of the orders came electronically. The sales at Atoy Oy were mainly conducted based on phone calls and accepted quotations. The sales orders were then inserted into the ERP system manually.

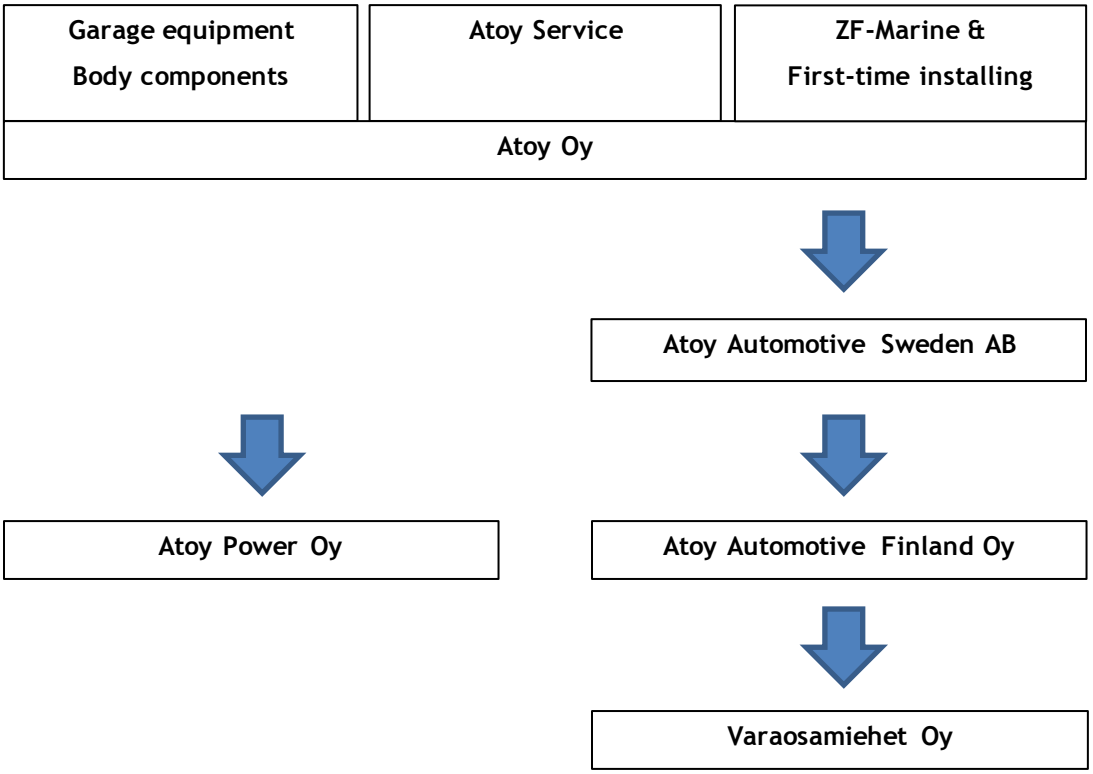


Figure 1: The essential organizational structure

1.1 Contents

Several years ago the business units within the consolidated corporation Atoy Group were reorganized and the businesses dispersed into several companies. Varaosamiehet Oy was formed for spare parts and accessory retailing business. The garage equipment, body

components and ZF-products importing and distribution became the business of Atoy Oy. The garage equipment business also included Atoy Service. The importing and distribution of spare parts and accessories was the business left at Atoy Automotive Finland Oy. As mentioned earlier the client company was the main distributor for Varaosamiehet Oy. The ZF spare parts sales were moved into Atoy Power Oy in the year 2010 leaving the ZF-Marine and first-time installation business into Atoy Oy. This was also the situation before the project started.

The body components and garage equipment including Atoy Service business had once been a part of Atoy Automotive Oy as it was called in the past. Thusly the needed organizational infrastructure for the merger existed (Managing director, Atoy Automotive Finland Oy, 2014). This was also true in the case of Atoy Power Oy since the whole ZF business used to be part of the organization. After the divide the two companies Varaosamiehet Oy and Atoy Automotive Finland Oy started using different ERP systems. This meant that the companies had become quite different in ways they operated and did business.

Due to the earlier changes to the composition of the business units and structure of the Atoy Group had caused the businesses to be scattered. The business had changed since the divide was done and the need to integrate these businesses into one company emerged. The final decision to merge the businesses was made when one person left the company and other personnel changes occurred (Managing director, Atoy Automotive Finland Oy, 2014). The larger goal the Atoy group had was that through reorganizing the business units the business would be centralized into fewer companies. The bachelor's thesis of making a project plan for the project of Atoy Oy business transfer was only the first step towards achieving this goal.

The bachelor's thesis included orientation including interviewing the employees of the company and thusly gathering information. These steps were done in order for there to be enough data to generate a project management plan.

1.2 Objective

The objective of the project as a whole was to merge and integrate the business of Atoy Oy into Atoy Automotive Finland Oy and Atoy Power Oy. The business units were to be reorganized so that the business would be centralized into fewer companies. The Atoy Service was to be integrated and the sales of body components and garage equipment were to be merged and integrated into Atoy Automotive Finland Oy. In addition the garage equipment and body components products were to be moved into the company's electronic catalogue in order to improve their visibility. The sales of ZF-Marine products and first-time installing were to be merged into Atoy Power Oy. Data transfers played a big role in the business transfers.

Due to the mergers the objective was to move the business data into new information systems and to fit the operative business into the new organizations in a controlled manner.

One large benefit from the project was that through centralizing the business into other existing companies the management was also centralized. Centralizing the management meant lowered administrative costs and improved reporting to support decision making. The Atoy Automotive Finland Oy business became even more customer orientated. After implementing the project according to the plan the customers were able to order their products from one company. The visibility of the products was increased by moving the products into an electronic catalogue where they were visible to all of Atoy Automotive Finland Oy customers.

Due to the broad nature of the project subject the scope of the bachelor's thesis needed to be limited. Instead of the whole project the bachelor's thesis focuses only on the project plan for the merger and integration of garage equipment and body components businesses from Atoy Oy into Atoy Automotive Finland Oy. The benefits of making a project plan in a project are obvious. The project plan is the main deliverable in the planning stage. The project is carried out according to the project plan and its guidelines are present throughout the project. One could say that without a project plan there is no project.

One of the learning objectives in the project was to learn how organizations operate as the client Atoy Automotive Finland Oy was also where I conducted my practical training. Another objective was to learn about project management through gaining hands-on experience with project management as a whole. Learning how to make a project plan is one of the most important aspects in project management.

Research for the project was done using qualitative methods of inquiry. The project members and other employees of Atoy Oy and Atoy Automotive Finland Oy were interviewed using the open interview method. Meetings were held throughout the project which can be considered as open group in Interviews. Interviews were also done after the project in order to determine the success of the project.

2 A Project

In order to understand the importance of the project plan one must understand projects. Risto Pelin states in his book "Projektinhallinan käsikirja" (2011, 21-24) that a project is not a project just because it is called project. It is work as a whole aiming to achieve a defined nonrecurring result. A project is associated with orderliness and effective methods in planning and guidance. The use of these methods and techniques is what makes a project (Pelin, 2011, 21-24). Most of the activities in an organization can be done as projects.

Projects can be grouped into different types of projects. An operations development project aims to make management and operations more effective (Pelin, 2011, 33). The project for the client was this type of a project.

According to Heagney in his book "Fundamentals of Project Management" (2012, 21) a project is something that cannot be repeated. According to the book "Project Management" by Dennis Lock (2013, 22) projects are novelties by character and unique even when repeated.

According to the book "Guide to the Project Management Body of Knowledge" (PMBOK Guide, 2008, 35), "a project is a temporary endeavor undertaken to create a unique product service or result". A project has got a definite beginning and end. A project ends when the objectives are met, it is terminated or there is no more need for the project. According to the PMI staff a project creates something unique. Projects can have repetitive elements but they are never exactly the same. The uniqueness of a project can create uncertainness. New tasks created by a project differ from the learned processes (PMI staff, 2008, 35).

The PMBOK guide divides a project into five process groups in a project which are initiating, planning, executing, monitoring and controlling and closing the project. The focus points in a project depend on the project (PMBOK Guide, 2008, 36-37). The process groups are not phases since the project phases are more specific like for example build, test etc. (PMBOK Guide, 2008, 41).

2.1 Project management

Project management is done by the project manager. According to the PMI staff the organization responsible for the project appoints the project manager in order to achieve the goals set for a project. The work that a project manager does differs from other management work (PMBOK Guide, 2008, 43). Project management is about planning, organizing and controlling projects so that they are successful. The end result should please all interest groups (Lock, 2013, 22).

According to Ansa Harju choice of project manager is crucial part of the project. A project manager needs to manage the contents and be able to communicate with all the interest groups of the project. In other words a project manager needs to be able to manage the project and the project team (2004, 21).

According to the PMBOK Guide (2008, 36) “Project management is the application knowledge, skills, tool and techniques to project activities to meet the project requirements”. In addition to understanding and applying knowledge, tools and techniques the project manager needs to have knowledge on project management, yield results and have personal characteristics for project management (PMBOK Guide, 2008, 43).

Project management is about organizing an organization or a community so that most of the work is done in project groups and the amount of line organization employees is small. The key person in a project is the project manager whose job description is to answer for everything that has to do with the successful implementation of the project (Pelin, 2011, 23-24). When a project has got autonomy it is enough that the management receives reports since an experienced project manager is able to work independently (Pelin, 2011, 27).

Project management becomes more important the more wider, multidimensional or longer in terms of duration the project becomes. Guidance in a project is about interaction, dialog between the project and its important interest groups (Harju, 2004, 20).

2.1.1 Project organization

A project organization is functional organization formed in order to implement a project. After the project the personnel move back into the line organization or into a new project. The project starts with a few key resources (Pelin, 2011, 64). The project organization as its own entity is illustrated in figure 2.

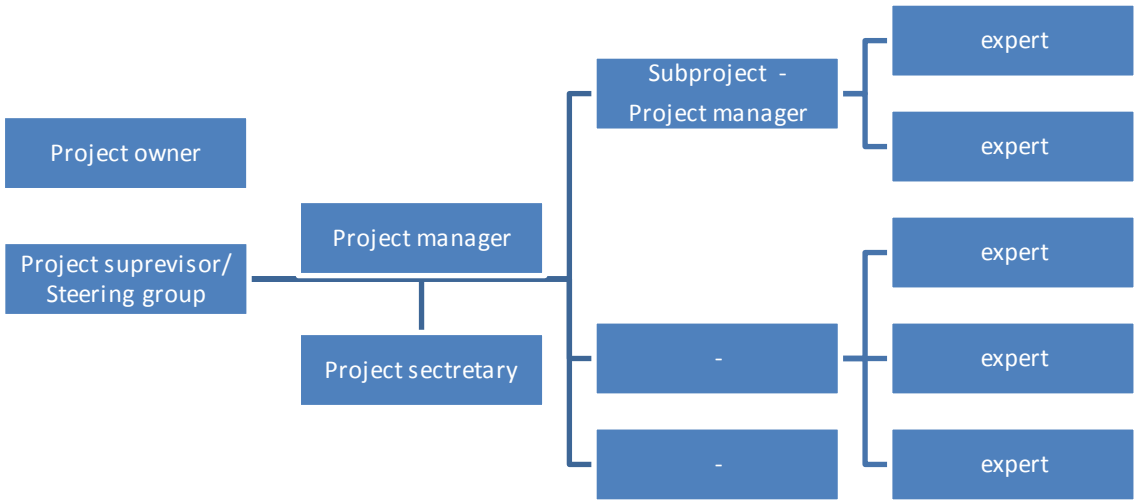


Figure 2: Project organization (Pelin, 2011, 66)

The project owner is the person who makes the decision to start a project and finances it (Pelin, 2011, 66). The board of directors represents the project owner. In small projects the project supervisor equals the board of directors. The members of the board of directors come from the organizational units that are affected the most by the result of the project (Pelin, 2011, 67)

The board of directors makes the crucial decisions, determines the objectives and appoints the project manager. The board of directors monitors the project in addition to the project manager. It is the highest level of decision making in a project and needs to observe the objectives from the point of view of the whole organization. The board of directors supports the project manager with reaching the goals. The cooperation should not be limited to meetings and the board of directors should be immediately notified of unexpected situations. The project manager is always a member of the board of directors (Harju, 2004, 21).

The project manager is responsible for the project as a whole. The project manager reports to the board of directors (Pelin, 2011, 67). The organizational structure influences to whom the project manager reports to (PMI staff, 2008, 43). Large projects are divided into subprojects. The tasks are the same for every project manager in subprojects (Pelin, 2011, 67).

A project team member needs to have the expertise and ability to cooperate in order to perform the tasks given to them. A project secretary works for the project manager performing a specific part of the tasks of the project manager (Pelin, 2011, 68).

2.2 Initiation

The project initiation is the first step in a project before the project planning can start. According to Risto Pelin, Initiating the projects creates a basis for the unity of the project team, information flow and the methods in working. Initiating a project involves making the requirement specification, task allocation, creating an atmosphere for cooperation, defining methods in project management and starting the project plan. The term Kick-off describes the initiation of the project well. A kick-off seminar has proven to be a good tool for project initiation (2011, 74-75).

The initiation process group consists of processes to define a new project or phase and getting the authorization to start. It involves defining the initial scope and financial resources as well as identifying the stakeholders. The project may also be divided into different phases. The develop project charter is a process that results in a document for authorizing a project and documenting initial requirements (PMBOK, 2008, 44-45).

According to Kimmo Heinonen (Project Management, 2010, 19) organizing and initiating a single project is part of operative planning which shortens the time used in planning on a short time span. He also states that the time span in the internal planning of a project is usually shorter about one to two months.

2.3 Planning

Projects usually fail due to poor planning. The plans and the documentation should be kept up to date with the changes and their impact on the project (Heagney, 2012, 13). Thusly a detailed up to date plan for the project is important. According to Harju (2004, 33) good planning is one of the most essential things in project work.

Orderliness and guidance as well as management methods are characteristics for project activities. Planning and guidance ensure the actualization of the objectives. Planning is hard work and skipping the planning phase and going straight to the execution is easy. According to research planning shortens the execution time by tens of percent's (Pelin, 2008, 79-80).

Project activities include both guidance and execution related processes. The execution process aims to get results. The guidance process includes the initiation phase, organizing phase, planning phase, initiating work and guidance phases and closing the project phase (Pelin, 2011, 81-82).

2.3.1 Project plan

The project plan is done in the beginning of the project. It defines how the objectives are achieved taking into consideration what is done, when and how it is done and who does it. Project planning is looking for the best way of execution. The content of a project plan is the same even in technically different projects (Pelin, 2011, 83).

The purpose of the project plan is to describe how a project is followed through. Planning needs to be done realistically but it should not be too detailed. Situations change all the time and it is important to update the plans. When the plan is up to date the project members can check the plan that what they are doing is right (Harju, 2004, 33).

According to the PMBOK Guide developing a project management plan is "the process of documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans". The content of the project management plan is affected by the application area and complexity of a project. The plan is developed throughout the project. The project management plan integrates the outputs from processes in project scope, time, cost, quality, human resource, communications, risks and procurement management. Other inputs are the project charter, environmental factors and organizational process assets (PMBOK Guide, 2008, 71-78).

2.4 Processes in planning

There are many processes in project planning that are taken into account in the project plan. It is important to understand how the processes are linked to the project management plan. As stated earlier the project management plan deals with project scope, time, cost, quality, human resource, communications, risks and procurements.

The scope is one of the first things to define when planning a project and starting a project plan. According to "PMBOK Guide", the scope management in a project consists of collecting requirements, defining the scope, creating WBS, verifying the scope and controlling the scope. The processes ensure that all work in the project is taken into account. It defines what is and is not a part of the project (2008, 133). The Kick-off meeting mentioned earlier is one way to specify the scope further.

Project time management is about making the project schedule and managing the schedule itself. According to "PMBOK Guide" project time management processes are defining and sequencing activities, estimating activity resources and durations as well as developing and controlling the schedule. Time management aims to ensure that the project is completed on

time. The processes in time management result in a schedule management plan (2008, 129-130).

Phasing is related to the time management. According to Pelin (2011, 91-92) phasing is the backbone of a project. It is dividing a project into smaller wholes that are planned and executed independently which is referred to as WBS (Work Breakdown Structure). There is no one way for phasing a project. Tasks, the person responsible for them and when the tasks are performed need to be known when making a schedule. Gantt chart is a tool used for time planning (Projecmanagement-training.net, Handbook, Managing a project). A project is usually divided into sequential phases which eases decision making. Every phase is broken down into subprojects. Phasing a project partitions the timetables into hierarchical timetable systems. Project management software like MS Project supports WBS structures (Pelin, 2011, 97-100).

The project budget is a part of the project management plan which takes a stand on the costs of the project. The cost management processes are estimating costs, determining budget and controlling costs. "PMBOK Guide" states that the processes ensure that the project is finished according to approved budget (2008, 165). The smallest elements in project phasing are called work packages and they are also the smallest cost elements in a project. A work package created in WBS links the cost with time management (Pelin, 2011, 101-102).

Managing the project quality is planned in the project management plan. The quality management processes are quality planning as well as performing quality assurance and control. Planning the quality is done so that the organizations policies, objectives and responsibilities in quality are followed and the project fulfills its purpose. Quality management applies no matter what the subject of the project is (PMBOK Guide, 2008, 189). According to Pelin (2011, 41) one project management quality standard is the American PMBOK (Project Management the Book of Knowledge).

Managing the human resources is planned in the project management plan as well. According to "PMBOK Guide", human resource management processes are developing human resource plan as well as acquiring, developing and managing a project team. Project team members are people with roles and responsibilities in the project. It is beneficial to get the project team members involved with the project as early as possible. The human resource plan should take defining, staffing, managing, controlling and eventually releasing human resources into consideration (2008, 215-222). WBS is used in human resource planning as well. The project can also be divided to departments using OBS (Organizational Breakdown Structure) which creates hierarchical-type charts. Networking can be also done in the organization/organizations.

Processes in communication management are identifying stakeholders, planning communications, distributing information, managing stakeholder expectations and reporting performance. Project managers use most of their time talking to stakeholders and project members. Done effectively it creates a bridge between stakeholders (PMBOK Guide, 2008, 243). Stakeholder analysis can be used to identify the stakeholders and expert judgment to verify the stakeholders. Gathering requirements for communication is one tool for project management and another is identifying the communications technology needed.

Risk management processes are planning risk management, identifying risks, planning quantitative risk management and qualitative risk management, planning risk responses and monitoring and controlling risks. The risk management aims to increase the impact of positive events and decrease the impact of negative events (PMBOK Guide, 2008, 273). Tools for risk management are meetings and analysis of risks. According to Pelin (2011, 217) good project planning includes identifying possible risks and potential problems. The risks can be catalogued and then classified. The risks are given quantitative values which gives them a probability for realization. Preventative measures and measures if realized need to be planned. The risks need to be monitored by making the risk someone's responsibility, agreeing on checkpoints and devising alarms (Pelin, 2011, 221-230). As an example of a risk according to Bent Flyvbjerg (From Nobel Prize to Project Management: Getting the Risks Right, 2006, 2-3) forecasting things like costs in projects are usually done inaccurately which presents a risk.

The processes related to procurement management are planning, conducting, administering and closing procurements. In the project plan the processes are used in planning purchases or acquisitions of products, services or results. The processes involve contracts between buyers and sellers (PMBOK Guide, 2008, 313-315). A tool for this is a make-or-buy analysis which determines whether work should be bought or done internally (PMBOK Guide, 2008, 351). Scheduling and monitoring procurements is an essential part of guidance in a project. Procurement guidance includes the purchases, inspecting them upon arrival, forwarding and supplier monitoring (Pelin, 2011, 243-245).

2.5 Planning execution, monitoring and control

As stated earlier the project management plan is present even after the planning stage is over. The project management plan defines how the project is executed, monitored and controlled. According to the "PMBOK Guide" one process related to execution is directing and managing project execution. The process is about performing work in order to achieve the objectives. The process of performing the work defined in the project management plan to

achieve the project's objectives. The work planned and scheduled in the project management plan is performed (2008, 83).

As stated earlier the schedule includes tasks and when the tasks should be performed. The different tasks of the project need to be monitored during the project. The monitoring is done to ensure that they progress and quality of the results (Harju, 2004, 26). The project manager and team agree on measures to ensure project performance (PMBOK Guide, 2008, 122). These measures are in the project management plan.

According to the PMBOK Guide performing integrated change control is (PMBOK Guide, 2008, 71) "the process of reviewing all change requests, approving changes, and managing changes to the deliverables, organizational process assets, project documents, and the project management plan". It is done from the beginning of the project to the end of the project. It is about making changes in a project in a controlled manner. According to the PMBOK Guide (2008, 128) expert judgment and meetings in change control are tools for change management. Thusly the project management plan is not a fixed document but changes throughout the project as the project itself changes.

2.6 Closing the project

The project plan defines how the project is closed when it has reached its objective. According to "PMBOK Guide", the process of closing project or phase is finalizing the project activities in all process groups. The scope in the project management plan is reviewed before closing the project officially (2008, 99).

A project is limited by time and needs to have a definite end. In some cases the project is closed before the end has been reached due to for example failure in technical execution (Pelin, 2011, 345). When the project has reached its result the project manager makes a final project report and proposes that the project is closed to the board of directors. The board of directors then checks that the result and that the objectives have been reached. They also ensure that other project related tasks in closing the project are done. The administrational documentation of a project is stored in a project folder (Pelin, 2011, 346-350).

According to Lock (2013, 515) there are many thing that need to be finished before a project can be ended. A formal document should be made on ending the project. One example on measures in formal project closure is cutting off costs.

2.7 Success of the project

The project management plan defines the criteria upon which the project can be defined as successful. According to Kim Heldman in "Project Management JumpStart", you can determine that a project is complete by comparing its end result or product to the objectives and deliverables stated in the project plan (Heldman, 2011, 19).

Project management is management by results. A project is given objectives for duration, quality and finances. A project is successful when it reaches its objectives for contents and quality as well as is finished according to the project budget and timetable. The project group's experience of the project can be considered as an additional criterion (Pelin, 2011, 35).

According to Ansa Harju the cornerstones of project thinking are the end result, resources and the timetable. These three dimensions are in an important position during the planning. Objectives in scope and quality should be set for the project. The timetable should be made in the beginning of the project to set beginning and end dates for the project (Harju, 2004, 20). The success of the project can simply be measured as whether the project has reached its objectives and the customer is satisfied (Pelin, 2011, 36).

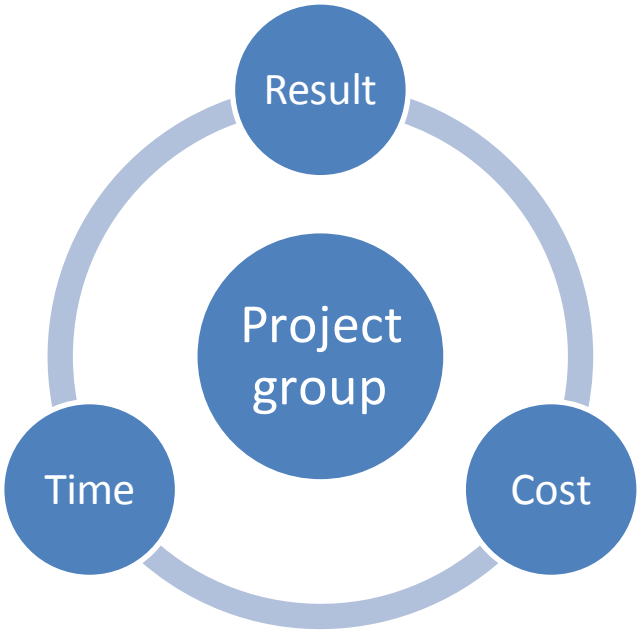


Figure 3: The project triangle for results (Pelin, 2011, 35)

3 Gathering information

According to the managing director the garage equipment and body components transfer into Atoy Automotive Finland Oy was the priority in the project. The Thusly the project was planned to be done in three stages or iterations. The ZF-Marine transfer into Atoy Power Oy on the other hand was not in equal hurry to be implemented.

The project started with a few key members who were the managing director for Atoy Automotive Finland Oy and employees involved with the project thus far. The initial information gathering was mainly about defining the scope for the project. Information was gathered in a series of interviews where the people previously involved with the project gave their intake on the project and its current status. The first documents created in the project were a subject analysis (appendix 1) and documented interviews (appendix 2). The analysis gave insight to the current state of the project and helped with getting to know the subject. The initial scope and requirement specification for the project was gotten from the managing director of Atoy Automotive Finland Oy in an interview with him. The managing director was also the project owner.

The managing director explained the current situation in the project and company and the things that had led to the situation they were in. This was gone through in contents. The requirements from the managing director specified that business in the Varaosamiehet Oy information systems was to be moved into the Atoy Automotive Finland Oy information systems environment. The web shop data for Atoy Oy was to be passed on to the company responsible for the electronic catalogue in order to further the data transfers between information systems. The electronic catalogue also had a tool which was to be finished during the project. The transfer had been gone through on an organizational level and dissemination of responsibilities had been already determined. Atoy Automotive Finland Oy was to buy the Atoy Oy warehouse from Atoy Oy and the warehouse employees would move to Atoy Automotive Finland Oy as well. The existing resources and processes were to be utilized. All the business was to be moved out of Atoy Oy after which only the administration should remain. A requirement was also that ZF-Marine was to be merged into Atoy Power Oy. Atoy Power Oy used the same information system as Atoy Oy so the main thing was to ensure that the product information would be moved into Atoy Power Oy systems. The body components business was to be merged into Atoy Automotive Finland Oy.

The managing director named the key personnel in the project who were the product manager for garage equipment of Atoy and an employee responsible for diagnostics equipment and machinery. There were also key personnel as product and sales managers at Atoy Oy. The industrial products were managed by a product manager.

According to the managing director the whole project would come down to the transfer of products and customer data between information systems. The earlier project group consisted of several sales and product managers. The project team had done an implementation plan for the project but not implemented the plans themselves.

As stated earlier employees involved with the project were interviewed before planning. After performing the initial interviews and making the subject analysis it became apparent that the project was still in its early stages. What had been done in the project was some processing of product data to be inserted into the ERP system. This covered only the products of a few suppliers. According to the product manager for garage equipment stated that a template excel document for importing product data into the new ERP system in bulk existed. Exporting the product data from the old system and importing it into the new system would be an important part of the project but it had not been done.

According to a few product managers the largest problem was that they were unable to get the product data from the suppliers. The product data was in the Varaosamiehet Oy ERP system but one problem was that the Atoy Automotive Finland Oy ERP system required more information for inserting the products than there was available. According to an IT employee the additional product information was lost during a previous data transfer in an earlier reorganization of business units. Nevertheless all project members agreed that the project can be implemented even if this product information was missing. The IT employee had also been responsible of importing the products into new information systems. According to the garage equipment product manager and the IT employee it was important to avoid inserting duplicate data into the ERP system. The importing of products was more or less planned but importing the customers was not yet thought through at this point.

3.1 Information systems

The information systems were an important part of the project and thusly the project plan. According to the managing director Atoy Oy used a different ERP system than Atoy Automotive Finland Oy for managing the importing and distribution of their products. Atoy Oy also used a separate tool for making quotations for their potential customers. Some of the orders for Atoy Oy came in electronically from customers with the same ERP system. Atoy Oy also had a website atoy.fi. The web site had a web shop which was the main source of customer orders. The orders were mainly placed by customers calling about items on the

website and wanting to buy products. The web site was primarily a channel for receiving quotation requests.

The managing director stated that Atoy Automotive Finland Oy had an electronic catalogue and ordering system which almost all of their customers were using. The electronic catalogue was a web based service. The catalogue displayed Atoy Automotive Finland Oy products and was the main source of sales orders for the company. Customers could also order using other order inputs implemented for the customers for their ERP systems for Atoy Automotive Finland Oy. The electronic catalogue also had other functionality designed to support their sales activities.

According to a purchases manager Atoy Automotive Finland had separate software for managing stock as well as for making replenishment and purchases orders to external suppliers. The software was designed to order more stock according to the parameters entered to a product in the product information. It was managed by the purchases team. All purchases to external suppliers went through the software.

Reporting was managed in its own software as well. It gathered data from the ERP system and produced detailed reports on sales, purchases and other departments. Atoy Automotive Finland Oy also used software for managing purchase invoices.

4 The project plan

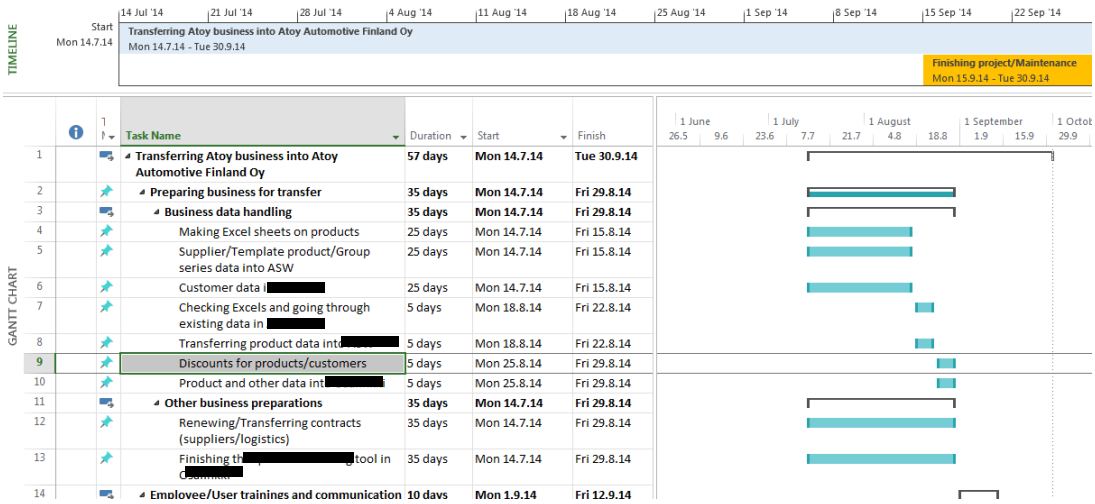
As stated gathering the requirement specification continued throughout the project. The project plan was based on the knowledge gained in the beginning of the project although it was updated during the project. The planning stage was about making documents that covered the overall planning of the project. The documents created during the planning stage supported administrative decision making. The planning also supported the overall implementation of the project. The phase started with making the project plan including the external documents which were the resource budgets, a task list and timetable, the implementation plans, reporting template and the meeting memo template. The project plan was the main document produced during the planning stage of the project. The project plan was based on the interviews and the subject analysis done in the orientation phase. The document was approved by the project group and the steering group.

The following chapters between 4.1 and 4.6 describe the contents of the project plan and the documents that were as appendix to the plan. The project management plan is as appendix 3 to this bachelor's thesis. The project management plan started with the general introduction to the project which was done to introduce the project to people who were not familiar with

the project. It specified what the project was about and what the objective of the project was. The introduction also determined which factors would guide the decision making during the project and measure success. The tasks not included in the project are listed as well which ruled out some aspects from the projects scope.

4.1 Timetable

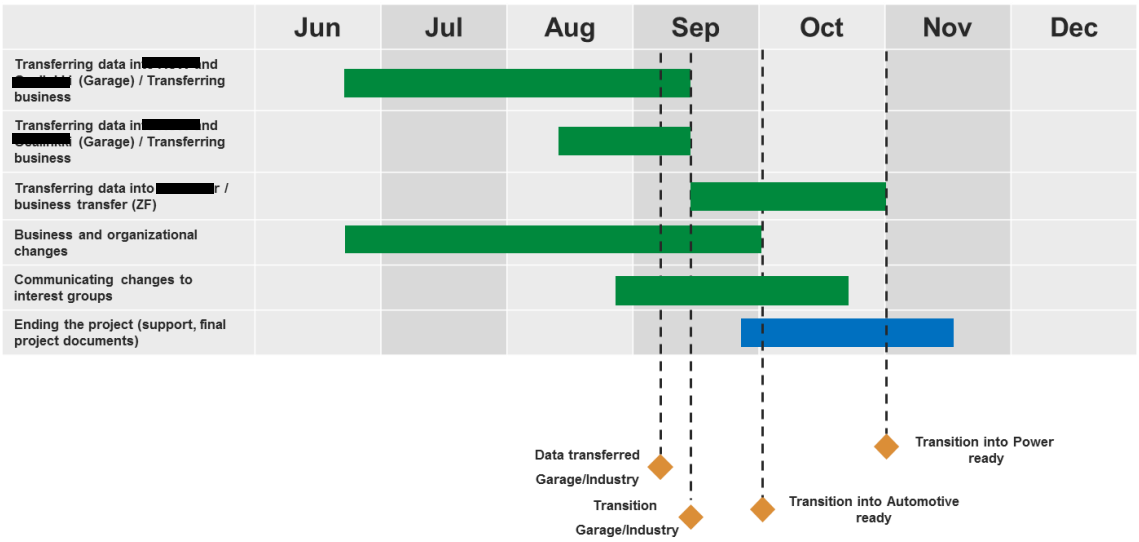
The project timetable was done as appendix to the project plan. The making of the timetable started with listing all the project tasks in an Excel. The task list was done based on the personnel interviews. The original timetable was done using MS Project. The tasks were listed and then the durations and due dates for tasks determined. The timetable was done on MS Project as a Gantt chart and submitted to the steering group as a PDF (see appendix 5).



Picture 1: Project timetable on Gantt chart using MS project

The timetable section also determined the phases in the project when the project steering group meetings were to be held. The project was divided into milestones where one milestone represented a moment for a meeting.

A simplified timetable was used in project reporting. The new timetable followed the reporting template for Atoy Automotive Sweden AB and was done on the steering group's request. The new timetable was updated on a weekly basis and submitted to the steering group as appendix to the weekly reports. The reporting template was as appendix to the project management plan.



Picture 2: A high level Gantt chart for project reporting

4.2 Finance

The budgets were done as excel documents which was defined to be an adequate level of reporting by the steering group. The budgets were divided into an external and internal budget. The project had not been taken into consideration when the yearly budget was planned. Thusly the budgets were done to give information to the steering group on the total cost of the project per task. The budget was approved by the steering group.

The external budget consisted of tasks that were performed by other companies. The listed tasks were assigned external resources responsible for the implementation of that task. The external budget contained estimates on how long a certain task would take to perform and how much one hour or day of work would cost. The largest cost in the external budget was the VAT payments that which needed to be paid by Atoy Oy for the products sold to Atoy Automotive Finland Oy. The company responsible for programming for the ERP system was determined costs on the tasks of ERP system cleanup and weights/measurements adding function. A company responsible for electronic catalogue development was assigned costs on various tasks including the process of data transferring.

The internal budget consisted of estimates on how many hours a specific employee would be using on the project. The internal budget did not show he hourly costs per employee. Nevertheless the internal costs are costs as well where the hourly salary of an employee can be considered as the hourly cost for the resource in question. It was determined by the steering group that the time usage per employee in the budget would be adequate.

PRELIMINARY EXTERNAL BUDGET					
TASK	INVOLVED WITH TASK	TIME USAGE (H/D)	COSTS PER H/D (€)	TOTAL COSTS	
WEIGHT AND MEASUREMENTS ADDING and purchase using the XXX API	ASW DEVELOPER (D)	3	XXXX €	XXXX €	
VAT PAYMENTS on total warehouse value (XXX XXX,XX) 2 decimal accuracy	Atoy Oy		XXXX €	XXXX €	
					ASW DEVELOPER
ERP CLEANUP PROGRAM removing products which have not been sold for 3 years	ASW DEVELOPER (D)	3	XXXX €	XXXX €	XXXX €
PRODUCTS INTO CATALOGUE (and QUOTATION TOOL)	CATALOGUE DEVELOPER (H)				
Searchtree		7,5	XXXX €	XXXX €	
Suppliers		2	XXXX €	XXXX €	
Adding products into database		7,5	XXXX €	XXXX €	
Placing the products		2	XXXX €	XXXX €	
Images to the server/ image links		15	XXXX €	XXXX €	
Adding tools to supplies		2	XXXX €	XXXX €	
Industry products page		7,5	XXXX €	XXXX €	CATALOGUE DEVELOPER
Administrative tools		15	XXXX €	XXXX €	XXXX €
					ERP EXPERT
ZF TRANSITION	ERP EXPERT	1	XXXX €	XXXX €	XXXX €
			TOTAL SUM (VAT PAYMENTS NOT INCLUDED)	XXXX €	

Picture 3: Project external budget

4.3 Project organization and interest groups

The project organization determined in the project plan consisted mainly of several employees of Atoy Automotive Finland Oy and Atoy Oy. There was also one person from Atoy Power Oy and three external parties. The personnel working with the transfer of garage equipment and body components business were the heads of those departments complimented with other Atoy Oy employees, employees from all the departments of Atoy Automotive Finland Oy and two external employees. The external parties were employees from the companies dealing with the ERP systems and other kind of program development. The final project organization was put together with the help of the managing director of Atoy Automotive Finland Oy. The steering group in the project organization consisted of the IT manager and the managing director of Atoy Automotive Sweden AB. The project owner was also a part of the steering group.

The companies affected by the project implementation and the business transfer were Atoy Automotive Finland Oy, Atoy Automotive Sweden AB, Atoy Oy and Atoy Power Oy. All the companies were a part of the consolidated corporation Atoy Group. All these companies had their own interest groups which were the suppliers, customers, employees and of course the management. The interest groups affected that would be affected needed to be considered when planning the communication in the project. Communication to these interest groups

would be essential. The interest groups of the different companies are illustrated in picture 2.

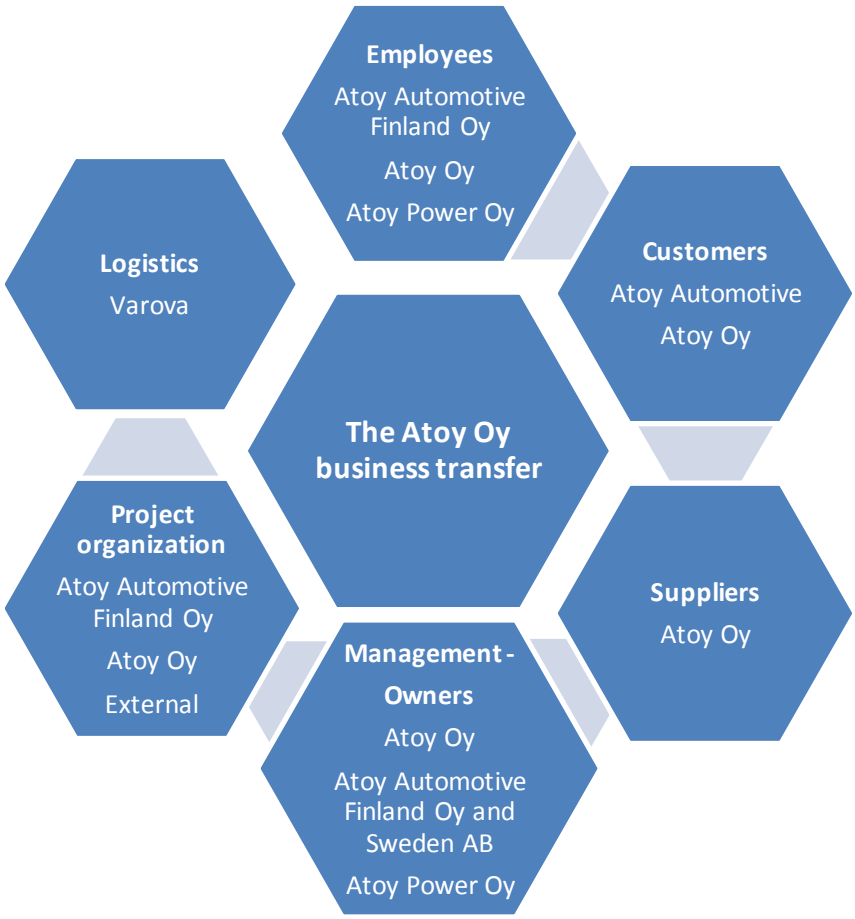


Figure 4: Interest groups

4.4 Quality management

The quality management section in the project plan was done to ensure that the project would reach the desired end result and quality. The criterion given in the chapter "Measuring the success of the project" helped with evaluating the final success and quality of the project.

The measures used in determining the success were timetable, quality, communication and risks. The timetable referred to whether the project would be implemented according to the timetable created for the project. The quality measure measured if the project would affect the everyday operations of the company. Communication measured the level of information flow with the interest groups of the project. The risks were measured with whether the risks in the project materialized and their impact on the organization when doing so.

Quality management defined the level of documentation and what the different documents created during the project should be. A good level of documentation would help to ensure the success of the project.

Planning the implementation (see appendix 4) was a part of quality management as well. The three steps of the project were covered in their own implementation plans.
The garage equipment and body components implementation plan was an appendix to the project plan. The implementation plan covered the development and changes that the project aimed to implement. It also dealt with how to carry out the tasks of the project and how the process of implementation was to be managed. The tasks involved preparing and inserting data into the new information systems environment. Tasks concerning contracts with suppliers and customers, employee provision calculations as well as the future sales and purchase policies at Atoy Automotive Finland Oy were also planned out in the implementation plan. The management of the implementation phase was done by going through the plan for retracting, the needed employee trainings and follow up and interest group communication.

4.5 Project practices and communication

The tools and practices chapter in the project plan covered the practices for communication and meetings, change management and how to finish the project.

The communication included informing on the progress of the project and information letters. The communication to external interest groups was determined in the implementation plan. The main interest groups that needed to be kept informed on weekly basis were the steering group and the project group. The communication to the steering group was done with weekly reports to be sent via e-mail. The rest of staff and other interest groups were to be informed only when necessary. The means of communication were for example the company e-mail and meetings.

The planning of information letters to the customers and suppliers were defined in the implementation plan and were appendixes to that document. The information letters are as appendixes 6, 7 and 8.

The project group meetings were specified to be arranged monthly or weekly depending on the need. The meeting practices defined that the project group members were to be sent invitations to the meetings. The meetings were also entered into Vineyard Vintage which was the company's internal system for records on customers, meetings etc. The steering group meetings were to be arranged whenever there was a need for support, important decisions or at milestones. Any changes in the project were to be communicated to the steering and

project group. The meetings were also to be documented and the meeting memos shared with the participants of the meetings.

Criterions for ending the project were defined in the section as well. The project would be finished when the criterions were met. The final step for finishing the project was the approval of the steering group.

4.6 Risk management

The risks were charted and managed with a table in the project plan which was updated during the project. The risks were given a risk count to determine how high the risk actually is. The risk count was formed by multiplying the probability number with the influence number. The probability and influence were given a number between one and five.

The preventative measures for the risk materialization were planned in the table. Prevention of the risk helped to lover the probability of the risk ever materializing. The measures to be taken were the risk to materialize regardless of the preventative measures were written down as well. The contingency plans helped to lower the significance of the risk.

Only the largest risks were included in the weekly reports to the steering group. If a risk was high enough to be reported there needed to be an explanation to as what exactly was happening. If necessary the steering group would have a meeting on how to manage the risk.

Risk	Influence	Probability 1-5*	Influence 1-5*	risk count total*	Prevention	Actions if risk materializes
Timetable is delayed	Budget / Quality	0	3	0	Monitoring the timetable and its tasks.	Modifying timetable and informing the steering group.
Going over budget	Quality	2	3	6	Monitoring the budget and the costs generated	Modifying budget and informing the steering group.

					during the project.	

Table 1: Risk management example

6 Conclusions

In order to determine whether the project management plan was successful it should be determined whether the project itself was successful. The project owner was satisfied with the project and the steering group was satisfied with the project management plan.

Even though the feedback from the project members was mainly positive (the employee evaluative interviews as appendix 9) the personnel stated that more care could have been put into planning the integration of the businesses. There were no business performance related objectives given for the project but the benefits could have been greater.

According to the managing director of Atoy Automotive Finland Oy the bachelor's thesis was a great example of the benefits that can be gained through project work. The employees of the consolidated corporation became better equipped to handle project work during the project.

The project members thought that the projects technical execution of the project had gone very well, even better than anticipated. The execution of the project did not affect the work of the personnel or doing business in a negative way. There were not any large problems that would have caused additional work. Nevertheless one common opinion was that the benefits of the project and its implementation from a business point of view had not been quite reached. There was also some criticism that the task allocation and monitoring could have been done better.

The project did not go one hundred percent according to the project management plan but it is not surprising considering the changing nature of projects.

The business transfer project at Atoy Automotive Finland Oy was the first actual project in the company. The project management techniques, tools, documentation and such need to developed and unified to fit the way the organization operates. Making a template for a project management plan would ensure that the project plan is always done as the company management requires. There should be a detailed enough scope in the beginning of a project in order for the project manager to get a good grasp on what the project is about and here it should be taken. This would make making the project plan faster since it does not take much for the project manager to be able to begin making it.

Different measures and criterion for success are important in determining whether the project has been successful. The measures in the project were kept simple. It would be beneficial if in the future the measures and criterion for success would be used on a more detailed level. The measures should be utilized so that they would actually create value in

project monitoring and quality assurance. A good example of detailed measures would be the recommendations of the public sector information administration advisory board for quality assurance measures in ICT service development (JHS XXX ICT-palvelujen kehittäminen: Laadunvarmistus, 2011).

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Figures

Pictures

Tables

Appendixes

Appendix 1: Subject analysis

Recommendations in merging the business of Atoy Oy into Atoy Automotive Finland Oy and Atoy Power Oy

Version	Creator	Date	Explanation
0.1	Tatu Rasi	15.6.2014	Analysis

The table of contents

1 General

The recommendations are done based on the project manager's experiences in the parallel project with merging business and information systems of Atoy Automotive Finland Oy and Varaosamiehet Oy. The personnel involved with merging Atoy into Atoy Automotive were also interviewed. The recommendations are done as reference when determining the state of the project and how to continue with the implementation.

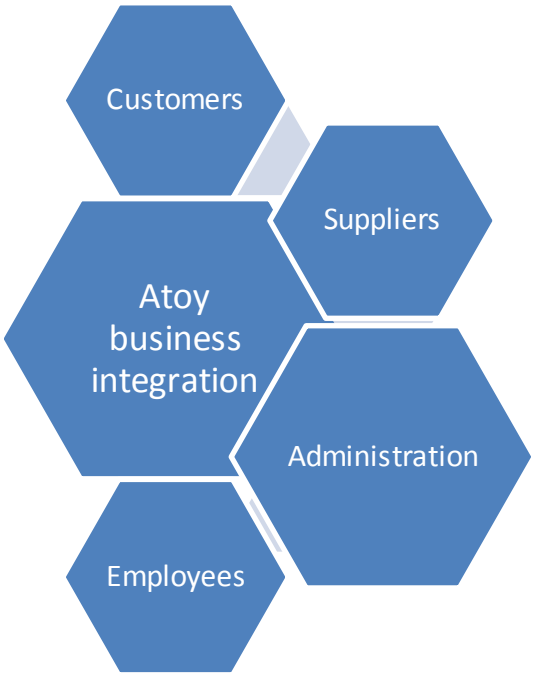
The project is in a phase where Excel documents on products are ready only for a few suppliers which are **XXXX** and **XXXX**. Weights and such are still missing from the **XXXX** product information but there have been problems with compiling the product information according to **XXXX**. The suppliers have not been able to present especially detailed product information needed in data transfers to **XXXX**. At the moment **XXXX** product information is the only product information transferred into **XXXX**. There are several tasks that are still unfinished with the implementation and the lack of centered management causes the tasks to stay that way. There also seems to be time management problems and the people involved struggle to find the time to work with the project.

1.1 Project work

In order to get the project work to flow better I suggest that a person is assigned to manage the project as a whole. The objectives become hard to reach when no one is managing and making sure that the project is going towards that objective. All the tasks needed to finish the project should be charted and dates when they should be finished assigned. A reference for a final task list is as appendix (AtoyIntegrationTasks).

1.2 Interest groups

Interest groups are those to whom the activities and the end results of the project affect. Communication is imperative in finding out the needs of the interest groups and preparing them to the change to come. The organizational changes should not come as surprise to anyone in order for the transition to be as smooth as possible. The interest groups are:



1.3 Customers

The changes in business should be communicated to the customers. The transition to a new system can cause problems and affect the daily operations and customers service. The customers need to know about the transition to a new system so the problems do not come as a surprise. A contact person should be assigned to whom they can call in problems with the services. This should be done even if no problems are expected.

1.4 Suppliers

Suppliers need to be informed about the same things. Problems can occur with suppliers as well but the main point is to keep them informed for the sake of collaboration. What needs to be found out is whether there will be changes to the contracts between suppliers and Atoy Automotive and Atoy Power when the merger happens.

1.5 Employees

Communicating the changes to the employees is one of the key tasks when ensuring that the project and transition is carried out fluently. The transition should also be done in collaboration with the personnel whose work the change influences since they have information which can affect the transition positively. The personnel need training in using the new information system so that the business side of the organization is not affected by

the change. A good level of customer service needs to be ensured throughout the implementation. The training of personnel should be planned and documented so the training is done right on the first time.

1.5.1 Provisions

The current provision system of the employees at Varaosamiehet Oy is based on **XXXX**. A new system for calculating provisions needs to be determined in **XXXX**. The options are to create a new system or copying the system used in **XXXX** into use in **XXXX**. The provision calculations should also be taken into account in designing the reporting.

1.5.2 Administration

According to **XXXX XXXX** only the administrational part of Atoy Oy remains as an organization. The personnel involved with the operative business will be moved to Atoy Automotive and Atoy Power. The transition can still affect the administrative employees so communicating changes and training them to new tasks need to be done.

2 Importing data and moving to **XXXX**

What should be considered (which they have) is that the data in **XXXX** is not detailed enough when importing it into **XXXX**. The data is connected and needed to perform business. The data needed to import is product, supplier, customer and inventory data.

2.1 Product data

As earlier mentioned there are only a few Excels with complete product information ready and the rest are incomplete. Missing product information like item weights can be problematic especially when dealing with the customs where they should be presented on an item level. On the other hand this needs to be accepted if the product information is not received. After the products are set up in **XXXX** the weights can be updated every time they are received from suppliers. Updating weight at the warehouse does not update the item level information for customs. Weights can be managed after they have been received at Atoy Automotive or if the inventory is done before the transfers and purchases. Doing it afterwards offers better tools for performing it since it is easier at Atoy Automotive. An inventory application should be available at the warehouse at least in the future. According to **XXXX XXXX** the weights of the large and more expensive items are determined when shipped in order for the shipping costs to be accurate. The shipping weights can be assigned when

shipping. Gathering and finishing the Excels on the products is essential in order to get the project to move forward. It is a prerequisite for transferring the data into **XXXX**.

The task of forming item families is still in the making and the links between item groups in **XXXX** have not been implemented. According to **XXXX XXXX** the unfinished implementation of item families does not prevent transferring business and data used in doing business.

2.2 Inventory

According to the implementation plan made by **XXXX XXXX** and **XXXX XXXX** the inventorying will be done after the purchases and inventory transfers have been done. In this case what needs to be ensured is that the risk is accepted that the inventory of products do not match the purchases and money is lost when there is fewer items that has been bought. Nevertheless the inventorying would be easier after the purchases and transfers since the warehouse of Atoy Automotive has got better tools for the process. Inventorying is time consuming especially with Atoy's systems and the transfers would be delayed. The inventorying could be started as soon as possible.

2.3 Customers

The customers need to be set up into **XXXX** as well. There are many customers that are already customers of Atoy Automotive Finland Oy and are set up in **XXXX**. There should not be overlapping customers in **XXXX** so the person in charge will need to ensure that this will not happen when transferring the customers. It is pointless to set up something that already exists. What also needs to be checked is that the customer does not have more than one customer number in **XXXX** (private / corporate use).

Customers need to receive the same discounts in the future as currently from Atoy. In Atoy's case the variety of discounts for one customer is not especially large and they should be relatively easy to implement in **XXXX**. They will be parallel to the existing discounts. The discounts can be put into discount groups but the problem is that the usable amount of different discount groups is limited to only a few. The discounts can also be but behind the customer information on a line level.

How shipping is done in the future should be considered because the products differ a lot from the current products of Atoy Automotive. Currently the shipping costs are a part of Atoy Oy's inventory and added when shipped. The customers should have (especially new customers) some kind of shipping method determined as well. **XXXX XXXX** could go through the customers that have not been set up into **XXXX** and assign them the most suiting shipping

method (not mandatory). The current contracts with shipping companies should be gone through and define whether there is a need to make new contracts and shipping methods. Problems could come up when shipping products with Atoy Automotive's shipping methods and companies.

2.4 Other aspects

Supplier data has already been transferred into **XXXX**. This is one of the only data transfer tasks that is completely carried out. The fact that product information is in **XXXX** and discounts have been properly implemented needs to be ensured. As it was earlier stated there are the item families and item group linking that are still unfinished. Product information and the right prices are the most important information that needs to exist in **XXXX**. Nevertheless all the information does not yet exist in the databases.

In addition to the basic information the open purchases, sales orders and pre-orders need to be transferred into **XXXX**. There needs to be a plan to perform this as well as part of an implementation plan. The ideal situation would be that there is none of these in the old system at the point of transition.

The different inputs of the system and changing them at the point of transition needs to be planned since the orders should no longer come to the old system. At that point the orders would come through only to **XXXX** or the sales tool. The plan is to stop using **XXXX** as well since the products are in **XXXX** in the future.

If the sales tool is taken into use the input should be from **XXXX** and **XXXX** to the sales tool instead of **XXXX** (with customers that are parallel to Varaosamiehet). This is due to the sales prohibitions (cannot be sold to using **XXXX**) that need to be done to the customers used in the sales tool. These prohibitions put the management of discounts into the sales tool. This would mean that sales orders to those Atoy customers could only be made using the sales tool.

If write-offs and scrapping are done they should be done before the transition in order to avoid buying items that cannot be sold.

3 Reporting

The implementation and planning reporting should be done in order to ensure that the supervision and planning of business can be done in the future. The level and need for reporting should be determined. The reporting can be merged to be a part of reporting of Atoy Automotive. The need for reporting will probably differ so that some items and business

sectors need their own kind of reporting with specific figures (like diagnostic and garage machinery). The implementation of reporting should be gone through with **XXXX XXXX**.

4 Conclusions

The project needs a comprehensive list of tasks in order to form a timetable with dates when tasks should be finished. The data that needs to be transferred into **XXXX** as soon as possible but the information on products etc. is still uncompleted and cannot be transferred as it is. The Excels containing the information should be finished and the data transferred. The transfers and the data should be gone through amongst the people in charge of these tasks. Also including **XXXX XXXX** and **XXXX XXXX** in these discussions is a good idea. The data in **XXXX** enables the inventory transfers and purchases from Atoy to Atoy Automotive. The products in the databases should match the products in **XXXX** and **XXXX** as well.

The transition needs to be planned meticulously in order to ensure the fluent transition from the old system to the new one. It is a good idea to involve and use the experiences of people who the change affects when planning the transition. The responsibilities of Atoy Oy are transferred to Atoy Automotive with the transfer of business. The tasks need to be prioritized and determined the level of their implementation. After this the less important tasks can be moved into further development. The communication and determining responsibilities play a huge role in the fluency of the implementation. The list of recommended list of tasks is as appendix.

Appendix 2: Interviews

Interview 1: Garage Equipment product manager

Interview 2: Managing director

Interview 3: Industrial products product manager

Interview 4: Logistics manager

Interview 5: IT employee

Interview 6: Sales manager

Interview 7: Customer service manager

Interview 8: Purchases manager

Interview 9: Catalogue developer

Interview 1: Finances manager

Interview 1: Garage Equipment product manager

Situation of the garage and industry transfer

Ready excels with the product data are available from a product manager. They are mainly missing weight, measurements, and volume etc. data. The product information does not take into count the shipping information. The shipping issue needs to be solved at some point. The customers of Atoy Oy have some kind of shipping information determined but it might not work with Atoy Oy products. Some smaller customer could be inserted manually into **XXXX**. The group series need to be checked so that there are no numbers that would overlap with the ones in **XXXX**.

The products that have been imported into **XXXX** are the products for **XXXX**. The **XXXX** excels should also be ready for transfer into **XXXX**. They have made an implementation plan with **XXXX XXXX**.

XXXX

The product naming needs to be thought of in **XXXX** and **XXXX** since there are similar naming in the two systems. The current Atoy Oy **XXXX** will most likely be shut down. The products will be moved into **XXXX** nevertheless. The quotation making tool is essential which eases the laborious process of making quotations to customers. The orders that come through **XXXX** order input is are very few.

Discounts

The implementation of the discounts should not be difficult. The larger products are automatically with net or gross prices and the discounts on the tools are quite thought of.

Communication

The communication needs to be done to the suppliers and customers before the transfer.

Transfer

The transfer needs to be done in one go. When the products are transferred they can be taken out from the Atoy Oy warehouse. The open purchase orders and sales orders need to be transferred into **XXXX**. All the necessary transactions need to be done just before the transfer.

Customers

It is not clear how to exclude the unnecessary customers from the import of customers into **XXXX**. The fact that no overlapping customers are created needs to be ensured.

Obsolete products

It would be useful if write offs and scrapping could be done to the obsolete products. It is still unclear whether if these things are done but it is unlikely. Selling obsolete products is not a current issue but if sales are done it should be done before the transfer.

Purchases

The purchases will be done so that for the time being me and our industry products manager will be making the purchases. Gradually the data for item classes will be updated and it will become more automated. When the purchase process is automated enough the purchases will be the responsibility of the purchase team.

XXXX tool

The quotation tool seems to be quite ready. All the needed information and functionality exists. The layout though might need some work but it is not necessary at the moment.

XXXX

The small pictures should be imported into **XXXX** as well. The more detailed product information should be imported in addition to the short descriptions. The data is needed in the **XXXX** tool.

The customers do not need to have the ability to order the products online. Most of the larger products come with different additional products that the customers are not aware of. The search tree in atoy.fi can be used more or less in **XXXX** as it is.

Employee provisions

The employee provisions will be calculated so that the sales person's employee number is connected to the sales orders. Thusly the sales made by an employee are kept track of through reporting. The provisions are then calculated based on the sales orders made.

Interview 2: Managing director

Garage and industry transfer

Originally the garage equipment business was a part of Atoy Automotive business. The same functions can be found in Atoy Automotive as from Atoy Oy. When one person left the company and other personnel changes happened the final decision was made to merge the business into Atoy Automotive. The business done in **XXXX** should be transferred into **XXXX** and **XXXX**. The database of Atoy.fi should be passed on to **XXXX** soy so that it can be imported into **XXXX**. Some products have already been done into **XXXX**. The transfer has been gone through organizationally in the sense that who will be moving where.

The readiness of the **XXXX** tool in **XXXX** should be checked and the tool finished. The tool should be able to count the prices at different stages. The pictures should be in the quotations.

There is a Product Manager for the larger Atoy products and a person responsible for diagnostics equipment. There are also product and sales managers. Atoy Automotive will be buying the warehouse from Atoy and Warehouse employees will move to Atoy Automotive. The existing processes and resources will be used in enabling the transfer. The transfer is going to ease the life of the customer when the products are available in one place. The coverage has earlier been bad. More sales is achieved through increased coverage amongst customers.

All the business will be moving out of Atoy Oy and only the administrational part of Atoy Oy remains. ZF-Marine will merge into Atoy Power Oy. Atoy Power uses **XXXX** so the only thing is to ensure that the product information is available. The Atoy body components business will merge into Atoy Automotive. As the body components merges into Automotive the sales representatives will be more knowledgeable and aware on the products. At the end of the day the transfer is about transferring the products and customers into **XXXX**.

A product selection manager has been responsible of the product transfers and the material has been prepared by two other product managers. Off course the garage equipment product manager has been working with the project closely. The newest information can be found from the product selection manager who has together with the garage equipment product

manager made a three page plan and from another product manager who has the newest product excels.

Employee transfers

The employees will transfer into Atoy Automotive Finland Oy on the beginning of the next month after the transfer. The delay is due to a request from the calculation of pay. According to them it is a better point of time for the employee transfer.

Product transfer

The product class updates can be made later. I will take listings on products that could be set to class 1 for the product managers.

Atoy Service

It would be preferred that the Atoy Service is implemented in **XXXX**. But if it simply does not work we can look into other options.

Interview 3: Industrial products product manager

Transfer

The open purchase orders and sales orders need to be transferred into the new system. This has been done once before when they transitioned into the Atoy Oy **XXXX**. Transferring them should be easy. The product naming can be modified if it is necessary.

Business

Most of the business is done on the phone. The products sold are usually large products on which quotations are made. Body components products are sold to foreign customers as well. The body components business is in a way simpler than the garage equipment business. Most of the customers are regulars who know how to contact me if they need to purchase something.

XXXX

The search tree in atoy.fi can be used in **XXXX** as it is for the body components tab. There is no need for the customers to be able to order anything online. There even might not be need for the prices to be shown to the customers. The Atoy Automotive SWF wiper blades should be visible in the body components wiper blades section. There should be some way for the typical customers to get into **XXXX** or then leave the Atoy.fi be as it is so it can be used as a catalogue. The schemas on the products should be in **XXXX** since the structure illustrations of the products is important to be available. Especially designers use them.

Interview 4: Logistics manager

In order for the purchase to be possible the warehouse locations for receiving the need to exist in **XXXX**. The warehouse locations should be done as floating locations enabling receiving several different products into one location. There is a tool for making several warehouse locations easily and the IT manager has done them before. A person responsible for development in **XXXX** could maybe create a new purchase order type. The products could be transferred on one purchase order and the corrected on the second one if problems emerge.

The Atoy warehouse employees will be trained by the Atoy Automotive warehouse employees. The warehouse inventorying could be done while still at Atoy Oy but it does not really matter in which company the inventorying takes place.

The shipping cost should be entered for the suppliers. They are entered by adding a percent amount on top of the value of the products that have arrived. This creates the actual value for the shipment. They can also be entered as the shipments from the suppliers arrive.

I can give the customers some kind of a default shipping method if necessary.

Interview 5: IT employee

Product transfers

The products are imported into **XXXX** using a tool for entering them in bulk. The product information is put on Excels. The structure in the Excels needs to remain the same. A template product is done for a suppliers and the other data is copied from it.

The item templates need to be done carefully. The item naming might need work in order to be ensured that no duplicate products are made.

It would be preferred that there would be only one type of certain data in one excel like the tariff codes but a program can be made to enter them. All the other data like group series can be added into **XXXX** an Excel at a time.

Customers

A bulk adding tool for customer could be made as well. The data needed to insert a customer into **XXXX** needs to be determined. What I need is a base excel which the tool the uses. The customers need to be checked. It also needs to be checked that the customers do not already exist in **XXXX**. There are already enough of duplicates.

Purchase

The purchase could be done somehow using the **XXXX** API. Our **XXXX** developer could be contacted and it should be determined that what kind of information needs to be entered into the API.

Atoy Oy will need to be entered as the secondary supplier for all products on the purchase. As it is done the average prices are set as the purchase prices for the product for Atoy Oy. The purchase price will then become the average price.

Interview 6: Sales manager

What needs to be taken into consideration is the controlled transition while the changes are made. All the product information needs to be added into **XXXX** before the transition. The suppliers have been gone through but all the information has not been received. It necessarily is not an obstacle when transferring the data.

One solution would be that the products would be inserted into **XXXX** one supplier at a time after which the products could be sold to Atoy Automotive on supplier at a time. **XXXX** and **XXXX** have made an implementation plan together for the project.

The missing product information is for example the weights and measurements. The information is not that critical since the products are usually weighed and measured whenever products are shipped. The right shipping costs are ensured this way. The tariff codes should exist for all products since it is a part of the basic data.

Interview 7: Customer service manager

XXXX

What needs to be made sure of is that the products are not visible in **XXXX** or in price lists before the transfer has been done. The group series need to be blocked to stop the products from going to the price lists.

There was a problem when the **XXXX** products popped up into **XXXX** and price lists. The customer service had not been informed on the subject and since the customers did not see their discounts the customer service was answering calls from customers.

Thusly it would also be important that the discounts exist for customers so that the customers see their real prices. The industry products product manager's discounts can be entered into **XXXX** as they are but garage equipment product manager needs to make customer groups that she gives the discounts to.

Informing

The sales representatives and the customer service should be informed on the new businesses that are transferring to Atoy Automotive Finland Oy. Otherwise the customer service is not able to answer the questions of the customers.

The customer service especially needs to know who is responsible of which products, which group series belong to which businesses, the discounts etc.

Customers

Some kind of a bulk inserting tool needs to be made for inserting customers into **XXXX**. Entering a huge volume of customers into **XXXX** is very time consuming.

Interview 8: Purchases manager

The volume code was to be set as A, B, C or D defines the volume of the sales. The item class determines whether the item in question is product that was to be stocked in the warehouse. The item class 1 is for items which were stocked and class 2 for items not stocked.

The automatic acquiring should be K to enable the automatic acquiring. The replenishment orders are made only if the item class is 1 and the automatic acquiring is enabled. If the automatic acquiring is set to E it the purchase created would not go through.

The garage and industry product managers should go through the item classes for the products.

Interview 9: Catalogue developer

The products into **XXXX** are imported so that the database dump from the atoy.fi website will be used. The detailed information and additional files can be also imported. The small pictures are acquired from the **XXXX** database. A tool needs to be made for this.

It would be a good idea to start the importing with the garage equipment and then move on to importing the body components products. The garage and industry product managers should plan out some kind of search trees. The garage equipment product manager could go through the information in the **XXXX** tool and test it.

The product data should be in **XXXX** before the importing products into **XXXX** is done. There is information that **XXXX** uses. When the discounts are set to a customer they are in **XXXX** the next day. The price list calculations are done curing the weekends so it might take even a week before the prices are visible there. The group series are blocked from the price list and they are not automatically enabled. They need to be enabled before they are included in the price list calculations. The products with prices like 0,1 can be blocked from **XXXX**. The IT manager knows how to do this in **XXXX** if needed.

The **XXXX** as a catalogue is possible but you should contact the catalogue developer on that. It could possibly be done as new type of users. This has been done in Sweden as I understand it.

Interview 10: Finance manager

The purchase

The VO type could be used to make the purchase but it would be problematic. The purchase would have to be gone through item by item. The purchase would get stuck in **XXXX**. Another solution like a new purchase order type would be better but if no other solution is found it is still possible to use it.

Appendix 3: The project plan

Atoy integration project plan

Version	Creator	Date	Explanation
0.1	Tatu Rasi	26.6.2014	Preliminary project plan
0.2	Tatu Rasi	18.7.2014	Update
0.3	Tatu Rasi	16.10.2014	Update

The table of contents

Appendixes:

Appendix1: Timetable

Appendix2: Project budget

Appendix3: Atoy implementation plan

Appendix4: Project reporting template

Appendix5: Meeting memo template

1 Introduction

The goal of the project is to integrate the operative business of Atoy Oy into Atoy Automotive Finland and Atoy Power Oy. The project started when the parallel project (Varaosamiehet Oy integration into Atoy Automotive Finland Oy) was put on hold and the Atoy project was prioritized ahead of that project. The project has been ongoing for almost a year now and project management was needed to get the project moving forward.

Atoy Oy is a supplier and importer of garage equipment and body components. The business of Atoy Oy consists of garage equipment, body components and ZF Marine/First-time installing sales. Atoy Service is also a part of the garage equipment sales. The company is the parent company for Atoy Automotive Finland Oy and Atoy Automotive Sweden AB. Atoy Automotive Finland Oy is one of the leading car part and accessory importers in Finland. Atoy Power Oy's business is the sales of heavy duty machinery as well as installation and repair work for the machinery. Several years ago the business units were reorganized by creating new companies and moving the business units into other profit centers within the consolidated corporation. The sales of garage equipment and body components were moved into Atoy Oy. The market and organizations are changing and the business units need to be merged back together as they were to begin with.

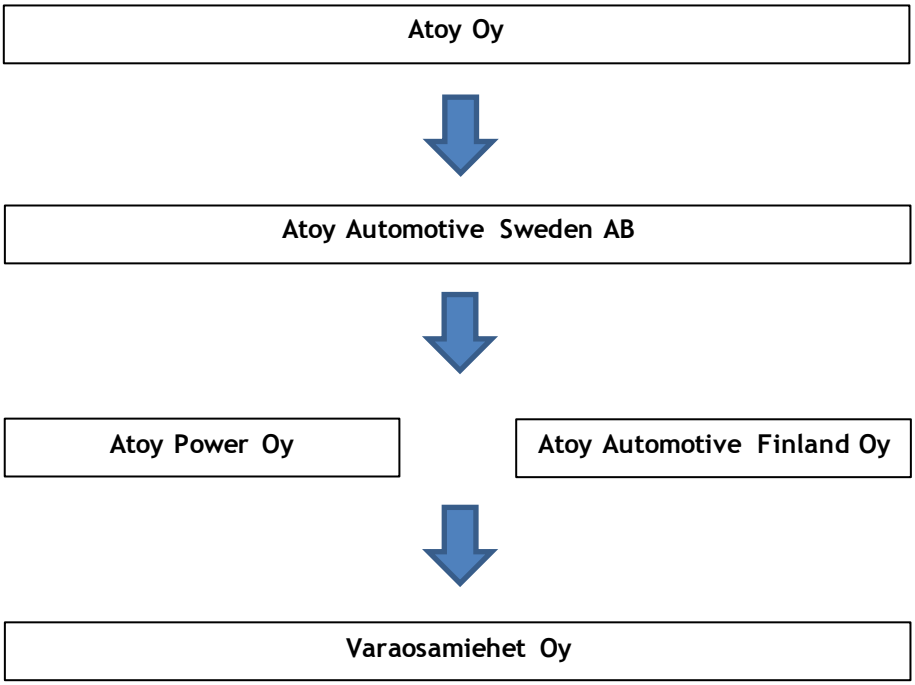


Figure 5: The essential organizational structure

The merger is done to ease doing business when the business units are logically centralized. Through this merger the garage and industry products of Atoy Oy will also get more coverage amongst the customers (products will be seen in **XXXX**). Already the companies have many customers in common. The organizational structure needed for doing effective business already exist at Atoy Automotive Finland Oy which enables the whole merger.
The project will be carried out at Atoy Oy and Atoy Automotive Finland Oy offices in Kivenlahti. The tools for implementing the project will be provided by Atoy Automotive Finland Oy. The steering group consists of the managing director of Atoy Automotive Finland Oy and Varaosamiehet Oy **XXXX XXXX**. Managing director **XXXX XXXX** and IT manager **XXXX XXXX** from Atoy Automotive Sweden will also be overseeing the project.

The steering group will be kept up to date on the progress of the project by weekly reports and reporting at different milestones of the project.

The project will be implemented as a waterfall type of a project since the separate steps in this project require that the preceding steps have been implemented. For example the data transferring into **XXXX** needs to be done before the data can be imported into **XXXX**.

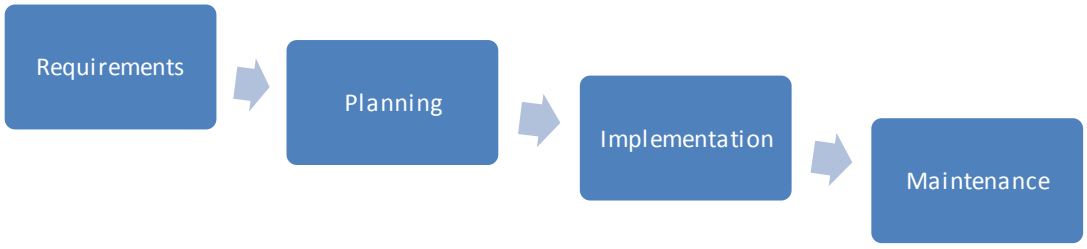


Figure 6: The process

The project plan is made as a reference for personnel and management of the companies involved with the project. It provides general information on the project as well as information on the implementation of the project.

1.1 The objective

The main objective of the project is to prepare Atoy Oy for the merger of their business into Atoy Automotive Finland Oy and implementing that merger. Transferring essential business

data into the ERP system **XXXX** is one key element of the project. As a result there should be one company that handles the business of importing automotive products but also the business of garage equipment and utilities which is currently the business of Atoy Oy. Atoy Oy does not cease to exist even though the business is transferred to another company. Atoy Oy will remain as an administrative part of the consolidated company.

1.2 Measuring the success

The following Indicators support decision making during the project by prioritizing the different aspects of the project. The indicators will also help to define the success of the project. These measurement methods are used during the construction phase as well as during the whole project.

Indicator	Objective	Accomplished	Priority
Quality	*The quality of the implementation.*	The project is implemented in a manner that the business is not affected and the organization work fluently throughout the implementation.	1
Timetable	*Following the timetable.*	The timetable is met or the project is finished before deadlines.	2
Communication and data gathering	*Communicating the project to interest groups*	The interest groups are aware of the progress and activities of the project.	3
Risk management	*Large problems do not emerge during the project*	The projects risks are charted and managed in a controlled manner. Unforeseen problems do not affect the project.	4

1.3 Documentation generated

- Project plan (docx)
  - Timetables etc.
  - Implementation plan (docx)
- Contracts (If contracts are made)
- Quality, risk etc. management plans (in the project plan)

- Project meeting memos
- Steering group reports, weekly reports
- Interviews

1.4 Not in the scope

- Merging the administrative part of Atoy Oy
- Legal aspects

2 Timetable

The timetable for the project is as appendix to this project plan.

2.1 Milestones

Project milestones	
The necessary data has been transferred to **XXXX**.	/steering group
All other necessary preparations have been taken (and the user trainings and interest group informing are done) and the final transition can begin.	/steering group
The project is ready for the steering group to accept it (finishing the project).	/steering group

3 Budget and finance

The project is financed by Atoy Automotive Finland Oy but it has not been budgeted. The project budget is as appendix to this project plan. The needed hardware and other infrastructure exist and thusly there is no need to acquire additional resources.

4 The project organization

Name	Organization	Tasks	Timetable (holidays, trainings, absences and commitments)
Atoy Oy / Automotive			

Xxxx Xxxx	Atoy Automotive Finland Oy	Project manager	Committed to work full hours
Xxxx Xxxx	Atoy Automotive Finland Oy	Team member Management	Absent July 7th – August 3rd
Xxxx Xxxx	Atoy Automotive Finland Oy	Team member Customer service	Absent August 11th – 29th
Xxxx Xxxx	Atoy Oy	Team member Product management	Absent June 23rd – July 11th
Xxxx Xxxx	Atoy Automotive Finland Oy	Team member Head of field sales	Absent July 2nd – 18th
Xxxx Xxxx	Atoy Automotive Finland Oy	Team member Products / Purchases	Absent July 7th – 27th
Xxxx Xxxx	Atoy Oy	Team member Product management	
Xxxx Xxxx	Atoy Automotive Finland Oy	Team member Purchases	
Xxxx Xxxx	Atoy Automotive Finland Oy	Team member Finance	
Xxxx Xxxx	Atoy Oy	Team member Finance	
Xxxx Xxxx	Atoy Automotive Finland Oy	Team member IT	
Xxxx Xxxx	Atoy Automotive Finland Oy	Team member Logistics	
Xxxx Xxxx	Atoy Automotive Finland Oy	Team member Prooducts	
Xxxx Xxxx	xxx Oy Catalogue developer	Team member xxxx	
Xxxx Xxxx	Ohjelmointipalvelu xxxxxx xxxxxxx ERP developer	Team member xxxx	

ZF			
Xxxx Xxxx	Atoy Oy	Team member IT	
Xxxx Xxxx	Atoy Oy	Product manager	
Xxxx Xxxx	Atoy Power Oy	Product manager	

4.1 Steering group

Name	Role
Xxxx Xxxx	Managing director, Atoy Automotive Finland Oy and Varaosamiehet Oy
Also	
Xxxx Xxxx	Managing director, Atoy Automotive Sweden AB
Xxxx Xxxx	IT manager, Atoy Automotive Sweden AB

5 Interest groups

The contact information for interest groups can be found on Vineyard Vintage.

Name and organization	Role
Xxxx Xxxx, Atoy Automotive Finland Oy / Varaosamiehet Oy	Managing director, owner of project
Steering Group	
Xxxx Xxxx, Atoy Automotive Finland Oy / Varaosamiehet Oy	Managing director

Xxxx Xxxx, Atoy Automotive Sweden AB	Managing director
Xxxx Xxxx, Atoy Automotive Sweden AB	IT manager
Atoy and Atoy Automotive Employees/Departments	
IT & Management Kari, Kari & Otto	IT-manager and Atoy Oy IT etc.
Xxxx Xxxx, Atoy Oy	Logistics
Xxxx Xxxx, Atoy Oy	Product manager
Xxxx Xxxx, Atoy Oy	Product manager
Xxxx Xxxx, Atoy Oy	Accountant
Xxxx Xxxx, Atoy Oy	Atoy Service
Xxxx Xxxx, Atoy Automotive Finland Oy	Product manager
Xxxx Xxxx, Atoy Automotive Finland Oy	Purchases team
Xxxx Xxxx, Atoy Automotive Finland Oy	Products team
Xxxx Xxxx, Atoy Automotive Finland Oy	Field sales
Xxxx Xxxx, Atoy Automotive Finland Oy	Customer service
Xxxx Xxxx, Atoy Automotive Finland Oy	Accountant
Xxxx Xxxx, Atoy Automotive Finland Oy	Logistics manager

Xxxx Xxxx, Atoy Automotive Finland Oy	Purchase invoices
Xxxx Xxxx, Atoy Oy / ZF	
Xxxx Xxxx, Atoy Power Oy/ ZF	
Xxxx Xxxx, Atoy Service	Service
Xxxx Xxxx, Atoy Service	Service
Atoy Oy whole organization	
Atoy Automotive Finland Oy organization	
Atoy Power Oy organization	
Customers	
Suppliers	

6 The quality management plan

The quality should be measured during the project. The quality of the end result will be determined using the different measurements determined in chapter **"Measuring the success of the project"**.

The project should constantly follow the budget, timetable and scope of the project in order for the quality to be on a desired level. These aspects also affect the overall success rate of the project. The successful charting and prevention of the risks involved with the project are also a part of the quality management and should be monitored carefully through the entire projects lifespan.

6.1 Documentation

The documentation basis used during the project is the basis for documentation for Laurea University of Applies Sciences. Only the reporting will follow the Atoy Automotive Sweden AB's template for project status reporting which will be done on weekly basis.
The documentation produced during the project will be inspected:

- Project plan (The steering group is provided with the project plan before it is approved. The steering group will go through the main points of the project plan. The project plan is gone over with the project group).
- Implementation plan (Steering group)
- Weekly progress reports (Steering group)
- The final project report (Steering group)
-

The memos of the meetings held during the project will be sent to the steering group as appendix of the weekly progress reports. Decisions that affect the project will be documented. The documentation is generated according to the plan of documents to be generated. Documents with version control will be updated whenever changes are made. The responsibilities concerning documentation will be gone through during the project.

6.2 Information security

The IT department is consulted in matters of information security which could affect the security of the information systems to be implemented. The IT department will be consulted whenever hardware needs to be acquired or whether acquiring is necessary.

6.2.1 The implementation plan

The garage equipment/body components transfer is done as its own separate implementation plans. The projects implementation plan is as appendix to this document.

7 Tools and practices for project management

7.1 Communication

The project manager is in charge of the information flow during the project. The project group will be informed of decisions and reports that affect the timetable and contents of the project. The interest groups will be kept informed of the progress of the project on a regular basis. The steering group will be kept informed with progress reports and meeting memos as well progress checks at every milestone. The communication is done through secure channels.

The progress is communicated to:

- The project group
- The steering group
- Other interest groups (during the final implementation)
- The whole staff if necessary (during the final implementation)

Means of communication:

- Company e-mail
- The company Intranet
- Meetings
- Video conferences
- Seminars with interest groups

7.2 Meeting practices

Project group meeting:

- The project group will meet whenever a need for a meeting emerges once a week/month. The date for the next meeting will be determined during the meetings.
- A meeting memo will be sent to the project team members and the steering group.
- The project group members will receive an invitation to the meetings through e-mail and vineyard vintage.

Steering group:

- XXXX XXXX from Atoy Automotive Sweden AB offers support to the project manager.
- The steering group will get together at milestones to present results and findings.

7.3 Change management

The steering group and the project group will be informed of changes in the project. This especially includes changes to the project budget and timetable. The changes made in the documents are mentioned in the documents.

7.4 Ending the project

The project can end when the following criterions are met:

- The data essential to the business is transferred to the new system/systems
- The organization is informed of the changes to come and trainings are done
- The new system/systems are in use and Atoy Oy business is transferred into Atoy Automotive Finland Oy and Atoy Power Oy
- The final project report is approved by the steering group and the project is determined as finished.

8 Risk management

The risks are managed throughout the project. Only the risks with the highest risk count total are reported to the steering group.

Risk	Influence	Probability 1-5*	influence 1-5*	risk count total*	Prevention	Actions if risk materializes
The equipment acquisitions are late/not known	Transition / Budget	1	2	2	Finding out the need for hardware acquisitions as early as possible.	Modifying the timetable/budget to suit the unfortunate delays.
Interfaces are not changed (**XXXX** and **XXXX** to **XXXX**)	Transition	0	3	0	Making sure the interfaces work as they are supposed to before the implementation.	Finding a solution for improving the interfaces. Modifying the timetable/budget if necessary.
Transforming data from **XXXX** to **XXXX** is late	Transition	0	4	0	Finding out which data to transform and informing interest groups to get the right data at the right time transformed.	Modifying the timetable or moving the task to transition phase.
Responsibilities during follow-up are unclear	Follow-up	1	3	3	Finding out the needs for maintenance and getting the right people to be responsible of the tasks.	The responsibility of maintenance is temporarily given to someone else.
Users do not know how to use the system	Usability	0	4	0	Training the users to be able to perform their work with the “new” system.	Responding to the need for training and giving temporary support.
Timetable is delayed	Budget /	0	3	0	Monitoring the timetable and its	Modifying timetable and informing

	Quality				tasks.	the steering group.
Going over budget	Quality	2	3	6	Monitoring the budget and the costs generated during the project.	Modifying budget and informing the steering group.
Interest groups are not prepared for organizational change	Transition	0	5	0	Collecting data on the interaction between interest groups and information systems that are about to change and affect the business processes.	Opening communication channels immediately using all possible ways to communicate. Distributing the communication responsibilities.
A member of the project group is sick or absent	Timetable	3	1	3	Gathering information on absences amongst the project group.	Changing the timetable or finding someone to replace them when absent.
Atoy business data not in **XXXX** on due date	Timetable / Transition	0	4	0	Making a detailed timetable for the transfer.	Moving the due date and the date for the transfer.
ZF business data not in new **XXXX** on due date	Timetable / Transition	0	4	0	Making a detailed timetable for the transfer.	Moving the due date and the date for the transfer.
The Atoy Service integration does not work in **XXXX**	Transition	2	5	10	Exploring alternative options for implementing in **XXXX** or other ERP systems.	Using another solution.
Purchase does not succeed (to Atoy Automotive)	Timetable / Transition	0	5	0	Making a detailed timetable for the transfer.	Moving the due date and the date for the transfer. Informing interest groups.
Data transfers into Atoy Power **XXXX** does not succeed (ZF)	Timetable / Transition	0	3	0	Making a detailed timetable for the transfer.	Moving the due date and the date for the transfer. Informing interest groups.

Warehouse values do not match after the transfer (Atoy – Atoy Automotive)	Timetable / Transition	0	4	0	Making sure that the transferred products match the received ones. Making the purchase during the weekend.	Contacting the finance department and finding out the reason for the difference.
Warehouse values do not match after the transfer (ZF – Atoy Automotive)	Timetable / Transition	0	4	0	Making sure that the transferred products match the received ones.	Contacting the finance department and finding out the reason for the difference.

* Risk probability 1 - 5; 1 = unlikely, 5 = very likely

* Risk influence 1 - 5; 1 = insignificant 5 = significant

* Probability x influence. The higher the risk count total the higher the risk.

The project manager will contact the steering group if risks materialize

Appendix 4: The implementation plan

Implementation plan for integrating Atoy Oy business into Atoy Automotive Finland Oy

Version	Creator	Date	Explanation
0.1	Tatu Rasi	14.7.2014	Draft
0.2	Tatu Rasi	25.7.2014	Preliminary implementation plan
0.3	Tatu Rasi	22.8.2014	Second version of plan
0.4	Tatu Rasi	10.9.2014	Final implementation plan

The table of contents

Appendixes:

Appendix1: Project task list

Appendix2: Project timetable

Appendix3: Supplier bulleting

Appendix4: Customer bulleting

Appendix5: Transition timetable

1 Development and changes

The development focuses on developing the business of the consolidated corporation. More specifically this means streamlining the business. In the future the business of Atoy Oy will be a part of Atoy Automotive Finland Oy's operations. The garage equipment and body components business will be moved into Atoy Automotive Finland Oy. Thusly the customers will be able to buy their products from one company. The **XXXX** web service will play a large role in the development process. The Atoy Oy products will be moved to **XXXX** where they will get more coverage amongst customers which increases sales. A tool for making offers will be created in **XXXX** so that making an offer can be done more easily and effectively than before which benefits the customer. The businesses of the two companies will essentially become one but the administrative side of Atoy Oy still remains even after the transition. All the business data in the old system needs to be transferred into **XXXX** so that it is available to the reorganized business unit.

The changes made through the reorganizing the business units:

- The Atoy Oy garage equipment and body components business is transferred to Atoy Automotive Finland Oy (also Atoy Service)
- Employees (not administrative) (as old employees)
- The warehouse and its contents
- Contracts and customers
- Responsibilities and tasks
- The warehouse will start using **XXXX** as ERP system instead of **XXXX** (integrating by making order input to **XXXX** instead of **XXXX** and from **XXXX** to **XXXX**)
- Garage and industry products into **XXXX**
- The business will be concentrated into one organization
- A new **XXXX** tool (There is an old one) will be taken into use which will be integrated into **XXXX** (The offers can be made in the same place where the products are)
- Changes in employee tasks and responsibilities
- Employees start using:
    - **XXXX**
    - **XXXX**
    - **XXXX**
    - **XXXX**

ZF's business will be transferred into Atoy Power Oy:

- Employees (into Atoy Power Oy)
- Items and whole contents of the warehouse
- Contracts and customers
- The data from ZF's **XXXX** will be transferred into Atoy Power Oy's **XXXX** ZF/Atoy Power Oy

The tasks of the project can be found in the document "AtoyIntegrationTasks".

2 Plan of implementation

The main milestones of the project are:

- Data preparation (establishing needed data into the new system)
- Business transfer (employee transfers and new responsibilities for Atoy Automotive Finland Oy)
- Communication to interest groups
- The transition itself (transition from Atoy Oy XXXX to XXXX and ZF/Atoy Power Oy XXXX)
- Finalizing the project (further development, final project report etc.)

Preparing business for transfer
Business data
Making Excel sheets on products
Supplier/Template product/Group series data into [redacted]
Customer data into [redacted]
Checking Excels and going through existing data in [redacted]
Transferring product data into [redacted]
Discounts for products/customers
Product data into [redacted]
Other business preparations
Renewing/Transferring contracts (suppliers/logistics)
Finishing the quotation making tool in [redacted]
Employee/User trainings and communication
Communicating changes to organization
Training employees with new tasks (and the [redacted] making tool)
Preparing transition
Communicating changes to customers
Communicating changes to suppliers
Transition and business transfer (BusinessTransferTimetable-8-9-2014)
Warehouse inventorying
Making/Receiving purchases
Transferring open invoices and orders into [redacted]
Finishing project/Maintenance
Further development
Support for employees
Final project report

Table 2: The projects list of tasks

2.1 Business preparations

It is essential that the data needed for running the business of Atoy Oy is transferred to the systems of Atoy Automotive Finland Oy. The organizational infrastructure for running the business exists at Atoy Automotive Finland Oy but the data (on customers, products etc.) does not and thusly needs to be moved from **XXXX** into **XXXX**. The business data consists of:

- Customer data
- Supplier data
- Product data (also a template product when doing mass set up of products)
- The sales data (alternatively the sales data in **XXXX** is used until adequate sales data is formed in **XXXX**)
- Establishing discount data, group series data

XXXX is not the only place where data needs to be transferred. Data will also be placed into **XXXX**. This will mainly use the data retrieved from the Atoy Oy **XXXX**. The images from the **XXXX** were not received but some images still do exist and can be used after slight modifications. The data in **XXXX** requires that the products exist in **XXXX** with all the needed business data. The **XXXX** tool requires that the information exist in both **XXXX** and **XXXX** before it can be properly tested and finished.

2.1.1 Customer data

The customers will be set up into **XXXX** by using excels to establish several customers at a time. Xxxx Xxxx from the finance department twill go through what information is necessary when establishing customers. This information will then be retrieved from **XXXX**. The customer information will be limited to those customers that have bought something within the last two and a half years. Customers that are unworthy of credit will be excluded so that the control on these customers remains. The list of customers will then be gone through by Xxxx Xxxx (Garage), Xxxx Xxxx (Industrial) and Xxxx Xxxx (ZF) to determine which customers will be established in the new systems. The customer structures will also need to be gone through. This means that some customers might go under a primary customer. The alternative billing addresses will need to be gone through as well. **XXXX** will be cross checked for existing customers using the VAT number. If a VAT number exist the customers will be gone through and checked manually. When all this is done the garage and industry customers will set up into **XXXX** by establishing them from excel.

2.1.2 Product data

In order for the customer data to be imported into **XXXX** the supplier data, product template, customs codes and group series data need to be established in **XXXX**.
Most of the products that should be established into **XXXX** already exist due to the fact that they used to operate in the same system. Items cannot be established if the product already exists. Xxxx Xxxx is working on a program that would clean up the system of products that have not been sold during the last three years. After the cleanup the system should be ready for establishing the products.

The product data will be established also by using excels. These excels have been compiled so that one suppliers products are in on excel. One exception is products that have unnecessary suppliers which will not be established in **XXXX**. There are also products that have non-existing suppliers. These exceptions will be established into **XXXX** using the supplier Atoy Oy (using Excels). The Excels with the products will be established in **XXXX** one at a time in order to have more control over the process. The Excels will be gone through and the group series as well as the customs codes will be checked/created/established before the list of products is done in **XXXX**. The supplier information for the products needs to be in **XXXX**. Alignment Systems is the only supplier that needs to be set up into **XXXX**. The other suppliers already exist but they need to be activated and the company information corrected if needed. The fact that the product lists are current needs to be checked also before running the Excels. The products will be established by **XXXX XXXX** using the Excel sheets.

There needs to be a template product when the products are established. These templates are used to determine values for the products which are used to fill in the information that the Excels do not take a stand on.

There are some suppliers that are small and have few products that they will be established manually. The manual setting up of products is the responsibility of Xxxx Xxxx and Xxxx Xxxx.

As mentioned earlier the products of the larger suppliers are imported into **XXXX** by running them from Excels. The garage suppliers that are on these Excels:

- **XXXX** (Products that exist in **XXXX**)
- **XXXX** (Based on supplier price lists)
- **XXXX** (Based on supplier price lists)
- **XXXX** (consists of **XXXX** and **XXXX**) (Based on supplier price lists)
- **XXXX** (Products that exist in **XXXX**)
- **XXXX** (Products that exist in **XXXX**)
- **XXXX** (Products that exist in **XXXX**)
- **XXXX** (Products that exist in **XXXX**)
- **XXXX** (Products that exist in **XXXX**)
- **XXXX** (Products that exist in **XXXX**)
- **XXXX** (Products that exist in **XXXX**)
- **XXXX** (Products that exist in **XXXX**)

- **XXXX** (Products that exist in **XXXX**)
- **XXXX** (Products that exist in **XXXX**)
- **XXXX** (Products that exist in **XXXX**)

The suppliers (and no real supplier) that will not be established into **XXXX** have products that can be found from the Excel "AtoynaSiirrettavat". This file also contains the same type of products for the Industrial department.

The product Excels for the industrial department are based on suppliers:

- **XXXX**
- **XXXX**
- **XXXX**
- **XXXX**
- **XXXX**
- **XXXX**
- **XXXX**
- **XXXX**
- **XXXX**
- **XXXX**
- **XXXX**
- **XXXX**

Some of the supplier product Excels consist only of products that physically exist at the warehouse of Atoy Oy.

2.1.3 Discount data

The discount data can be created into **XXXX** after the customers and products exist in the system. The discount system already exists in **XXXX** and it can be exploited when creating the discounts in **XXXX**. The discounts will be done in **XXXX** by adding the discounts to the customer information. Xxxx Xxxx is responsible for planning the industrial department discounts and Xxxx Xxxx for the garage customers discounts. According to Xxxx Xxxx, Xxxx Xxxx has got previous experience in managing discounts in **XXXX**. Her expertise can also be used if Xxxx Xxxx is on vacation when they are to be implemented.

2.1.4 Purchases and invoices

The first thing is in the process is to assign a group series for every product. The group series define to which department the items belong to. When the group series for the garage and industry departments are know it is also simple to define the value of the warehouse as well as which products should be purchased and billed for. After this is done the reports on the warehouse value can be taken. The invoice is done so that it is based on the warehouse value which consists of garage and industry products. The warehouse value needs to match the warehouse value received at Atoy Automotive Finland Oy so the warehouse value reports will be taken at Atoy Automotive Finland Oy after the goods have been received. These values are then compared. In order for the warehouse value to be right as well as the sum of the transaction the supplier of the products needs to be Atoy Oy. Atoy Oy will be temporarily defined as the primary supplier for these products and the average purchase price defined in **XXXX** will be set as the purchase price in **XXXX** (the purchase price needs to be set for the product and the warehouse for it to work). The warehouse value is taken after the purchase while Atoy Oy is still the main supplier since the average purchase price for these products is then accurate.

The best solution for making a purchase is using the API of **XXXX** where the items and values are imported from an Excel and TRIM generates a purchase. Receiving the purchase is done so that the products will be assigned a location where they are to be received to. This way **XXXX** will automatically suggest a warehouse location thusly making the receiving process simple and easy to handle. The locations to which the items are received should be set as "floor" location which enables the receiving of multiple items to one location.

2.1.5 Open purchase and sales orders in **XXXX**

The purchases and sales orders that are open in **XXXX** must be transferred into **XXXX** by generating new ones that match the ones in **XXXX**. After the last business day no one should use Atoy Oy **XXXX** so that the information it contains does not change during the transition process. The open orders will be transferred into **XXXX** by Xxxx Xxxx and Xxxx Xxxx.

2.2 XXXX

The product data needs to be imported into **XXXX** as well since it will become the primary channel for the garage and industry product sales. The products will be established in **XXXX** before this is done. The products that need to be opened in **XXXX** can then be determined without the need to import unnecessary products. The discounts and therefor the prices are updated into **XXXX** soon after the discounts are implemented in **XXXX**. Even though the prices are updated the updated prices are not immediately shown. It takes a few days for this to

happen. This means that the customer get the goods for a discount price even though the discount price was not visible to them.

The products should not be visible for the customers until the transition has been implemented. Nor should they exist on the price lists so that the customers do not start ordering the products causing mayhem since the products do not officially belong to Atoy Automotive Finland Oy. The items do not show on the price lists if the group series for the products are blocked. **XXXX** does not show the products automatically and they need to be separately opened into **XXXX** and determined as visible in order for them to be visible. All products will not be visible to customers but need to be in **XXXX** so that customer quotations can be made on them.

The products are imported into **XXXX** from **XXXX** but there is other product related information that needs to be retrieved from other sources. Small products pictures are exported from **XXXX** database and other pictures and product details will be retrieved from the atoy.fi web page database.

The tool for making quotations should be finished during the project. The tool is relatively ready for use but according to Xxxx Xxxx some changes to the appearance and structure of the quotations need to be made. The test use and finalization of the tool is easiest when the needed information is in **XXXX**. This means that the primary goal in **XXXX** related activities is to get the products there with needed information. The search tree used in **XXXX** is gone through by Xxxx Xxxx to define a good structure for the products in **XXXX**. Xxxx Xxxx will do the same for the industry products.

2.3 Other business preparations

2.3.1 Contracts

Atoy Oy has got several contracts which will be transferred to Atoy Automotive Finland Oy. These contracts are made with customers, suppliers and logistics companies (transportation). The organizational change is communicated to the interest groups. The interest groups will then be responsible of contacting Atoy Automotive Finland Oy if they do not approve the transfer of the contracts as they are (suppliers wanting to change the contract). The contract changes will be deal with separately. The contract with **XXXX** who transports the goods from suppliers will be renegotiated at the end of the year.

2.3.2 Sales and purchase policies

The heads of sales, customer service and garage equipment had a meeting with the theme of finding solutions to the new sales policies between Atoy Automotive Finland Oy and their retailers. The problem is that Atoy Oy does business with the garages without any intermediaries whereas Atoy Automotive Finland Oy mostly sells products to retailers who then sell the products to garages and other customers.

There are basically two different types of products to be considered which are tools and then large industrial/garage equipment including their spare parts and accessories. The team members think the best solution for tool sales (**XXXX**, **XXXX** etc.) is that customers can buy the products either from Atoy Automotive Finland Oy or their retailers. This is done by creating discounts that enable the retailers to sell the tools at the same price as Atoy Automotive Finland Oy. Thusly the retailers will simply get a larger discount than the customers. The plan is that garages will receive a discount of 20 percent whereas the different retailers will receive discounts like 35, 33 or 31 percent.

The larger products like hoisting apparatuses will be sold straight to the customer. Even though Atoy Automotive will be the supplier the products will be visible in **XXXX**. The technical implementation for this should be planned. It is important that the apparatuses visible in **XXXX** have got pictures of them so that the customer knows exactly which product is in question.

The purchase policies are gone through by Xxxx Xxxx, Xxxx Xxxx and Xxxx Xxxx in order to determine how purchases are managed at Atoy Automotive Finland Oy when the transfer is done.

2.3.3 Provision calculations

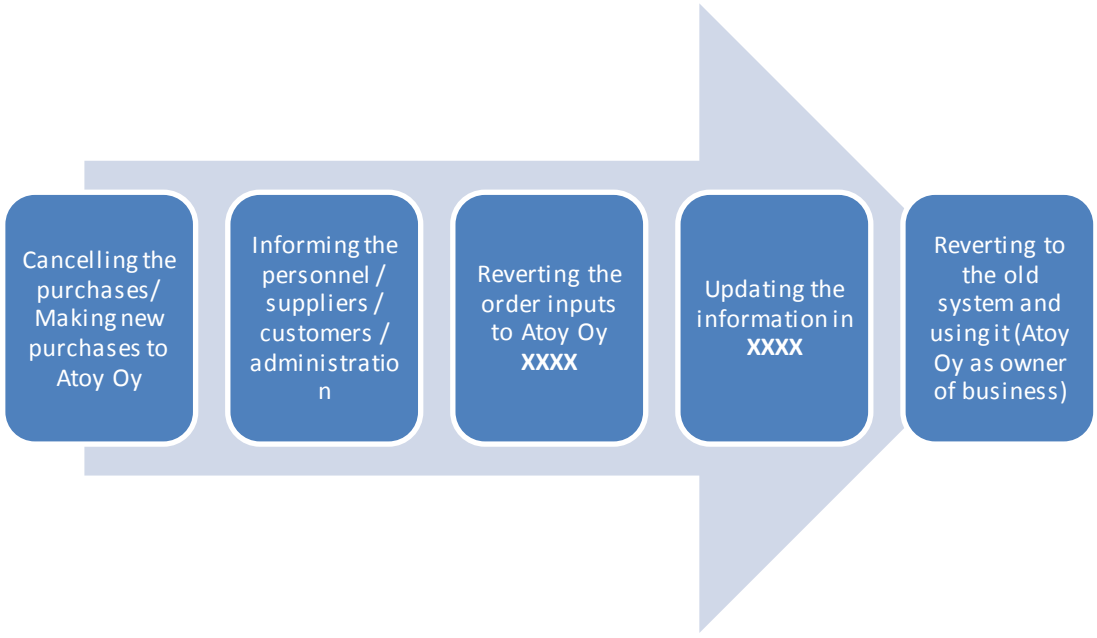
The implementation of new provision calculations for the sales personnel will be planned together with Atoy Automotive Finland Oy personnel that are currently responsible for the provision calculations. The best solution is that the provisions are based on sales that a certain sales person does. The sales should be done always using the right person's number (determined in **XXXX**).

3 Plan of retracting

As long as the purchases are to Atoy Automotive Finland Oy are not made the products can be sold by Atoy Oy. If the changes are retracted one of the most important things is communicating this to interest groups. The retracting can be done by backtracking. The steps

taken in the project need to be done as reversed (towards moving the business back to Atoy Oy). The implementation plan and actual implementation should be used as reference when retracting the project.

After the order inputs and purchases have been implemented the products must be sold by Atoy Automotive Finland Oy. If retracting the changes needs to be done after the inventory purchases have been made:



4 Follow-up meetings

The first follow up meeting is the 5th of August. The meeting is attended by the project team members and the steering group member **XXXX XXXX**. The Product excels should be ready by this date. The theme of the meeting is the continuation of the project. The following follow-up meetings will be determined in this meeting.

The first after implementation follow-up meetings will be organized within the first week after the business transition.

5 Employee training and guidance

The personnel tasks do not go through large changes. According to Xxxx Xxxx, Xxxx Xxxx is the only one whose tasks will change. The main need for personnel training is related to information systems as the Atoy personnel will start using **XXXX** instead of **XXXX**. Employees that change to using **XXXX** should be assigned a person who will help them with the new

system. Other information systems that the Atoy Oy employees need to receive user training are:

- The reporting software **XXXX**
- The purchase software **XXXX**
- The **XXXX** web catalogue

The training at the warehouse (Atoy Oy warehouse employees) will be supported by the management of logistics at Atoy Automotive Finland Oy. Support personnel will be assigned to support the employees who start using new information systems.

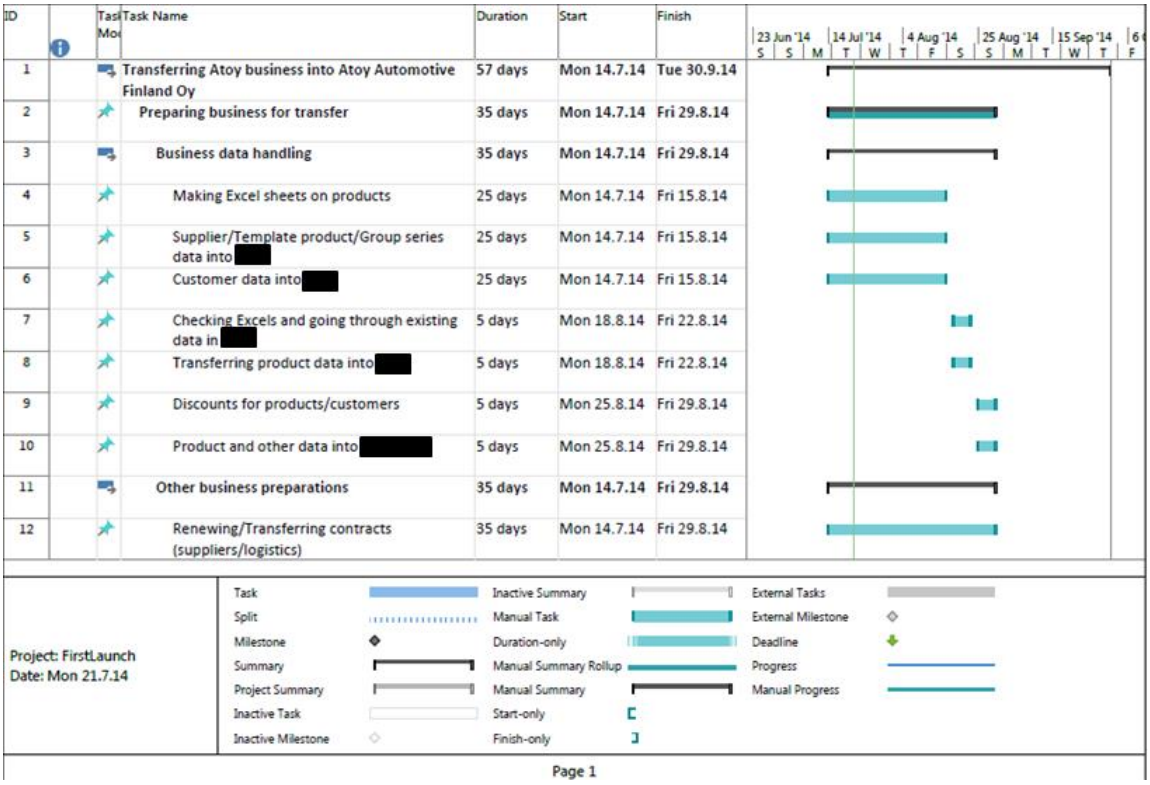
The **XXXX** training is given to Xxxx Xxxx and Xxxx Xxxx by Xxxx Xxxx and the **XXXX** training by Xxxx Xxxx. The **XXXX** training is given to the employees of Atoy Service and other Atoy Oy employees that need further training. The **XXXX** training is implemented by Xxxx Xxxx, Xxxx Xxxx and Xxxx Xxxx.

6 Informing on changes and implementation

Both external and internal informing need to be taken into account when planning the organizational communication as the project is implemented. The suppliers and customers should be informed on information system changes and other changes to the operation of Atoy Automotive Finland Oy and Atoy Oy. The informing of customers and suppliers will be done in cooperation with the contact personnel for suppliers and customers.

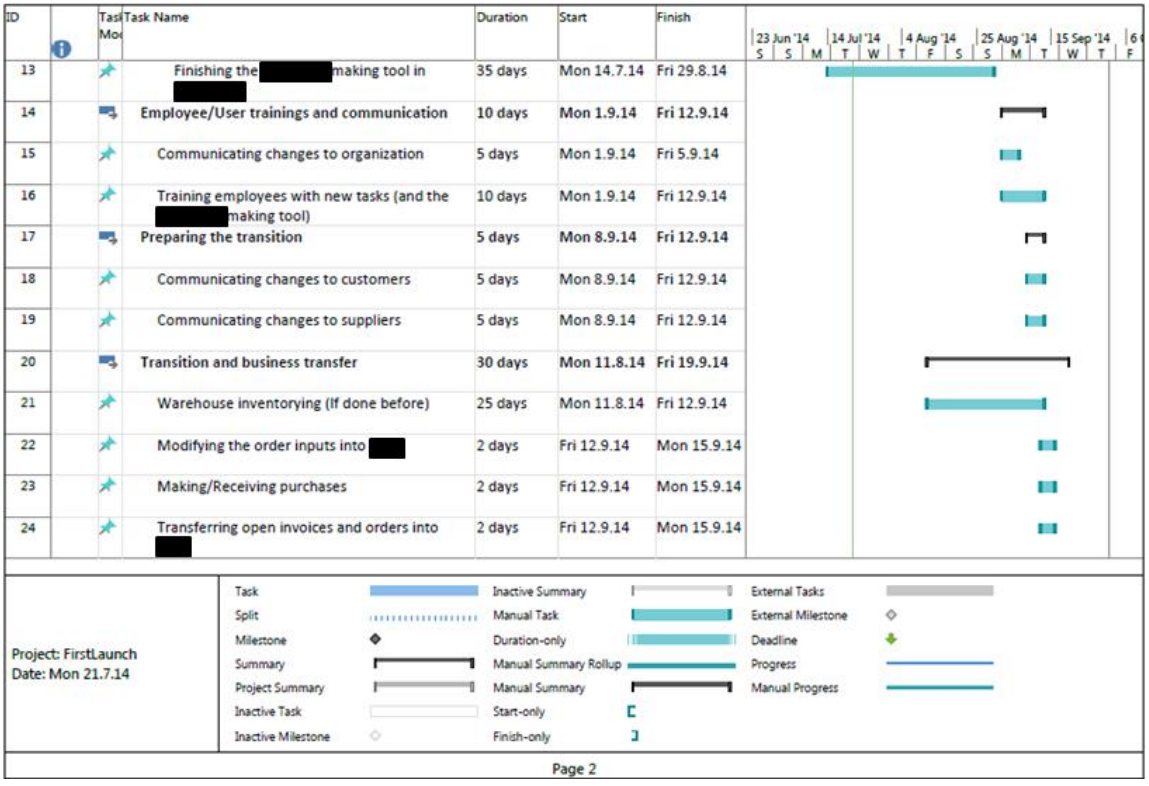
Internal informing consists of informing on organizational changes and the effect of those changes to the company. The internal communication will be done in the intranet and through email. The supplier and customer bulletins will be planned by Xxxx Xxxx (see appendix CustomerBulletin). Xxxx Xxxx and Xxxx Xxxx are in charge of informing the suppliers (see appendix SupplierBulletin) and Xxxx Xxxx informs the Atoy Automotive Finland Oy customers.

Appendix 5: Timetable Gantt chart



ID	Task Mode	Task Name	Duration	Start	Finish
1		**Transferring Atoy business into Atoy Automotive Finland Oy**	57 days	Mon 14.7.14	Tue 30.9.14
2		**Preparing business for transfer**	35 days	Mon 14.7.14	Fri 29.8.14
3		**Business data handling**	35 days	Mon 14.7.14	Fri 29.8.14
4		Making Excel sheets on products	25 days	Mon 14.7.14	Fri 15.8.14
5		Supplier/Template product/Group series data into [redacted]	25 days	Mon 14.7.14	Fri 15.8.14
6		Customer data into [redacted]	25 days	Mon 14.7.14	Fri 15.8.14
7		Checking Excels and going through existing data in [redacted]	5 days	Mon 18.8.14	Fri 22.8.14
8		Transferring product data into [redacted]	5 days	Mon 18.8.14	Fri 22.8.14
9		Discounts for products/customers	5 days	Mon 25.8.14	Fri 29.8.14
10		Product and other data into [redacted]	5 days	Mon 25.8.14	Fri 29.8.14
11		**Other business preparations**	35 days	Mon 14.7.14	Fri 29.8.14
12		Renewing/Transferring contracts (suppliers/logistics)	35 days	Mon 14.7.14	Fri 29.8.14

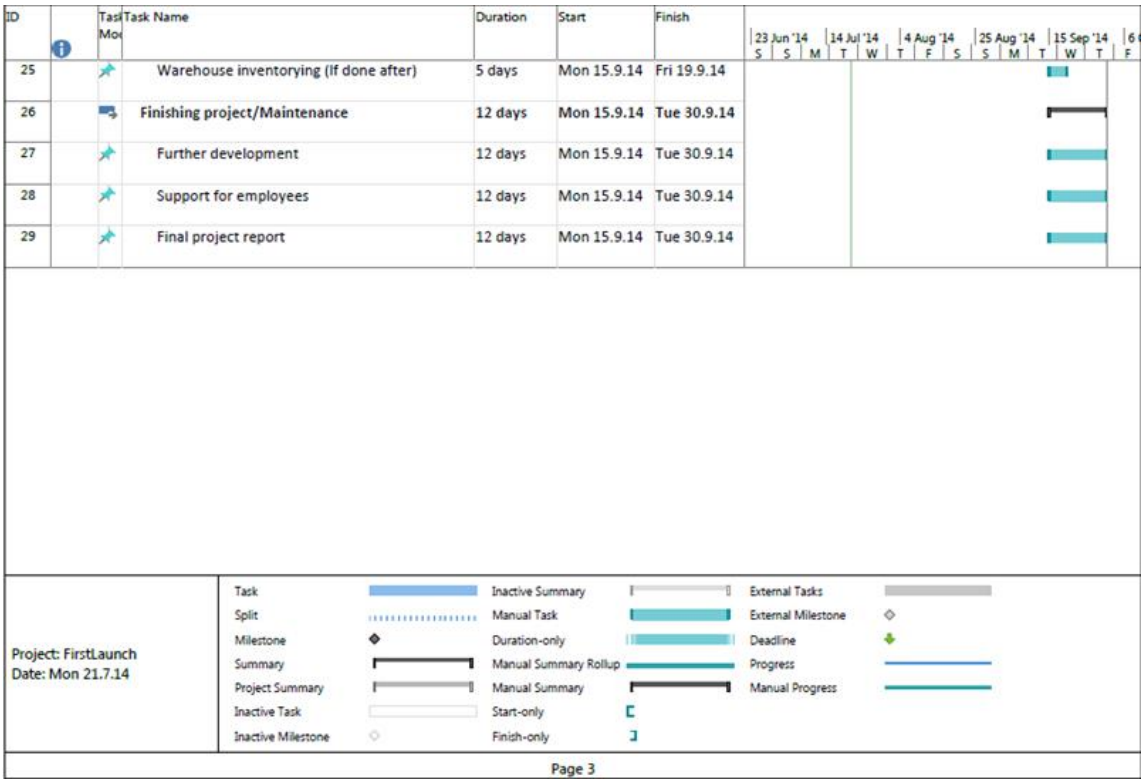
Page 1



ID	Task Mode	Task Name	Duration	Start	Finish
13		Finishing the [redacted] making tool in [redacted]	35 days	Mon 14.7.14	Fri 29.8.14
14		**Employee/User trainings and communication**	10 days	Mon 1.9.14	Fri 12.9.14
15		Communicating changes to organization	5 days	Mon 1.9.14	Fri 5.9.14
16		Training employees with new tasks (and the [redacted] making tool)	10 days	Mon 1.9.14	Fri 12.9.14
17		**Preparing the transition**	5 days	Mon 8.9.14	Fri 12.9.14
18		Communicating changes to customers	5 days	Mon 8.9.14	Fri 12.9.14
19		Communicating changes to suppliers	5 days	Mon 8.9.14	Fri 12.9.14
20		**Transition and business transfer**	30 days	Mon 11.8.14	Fri 19.9.14
21		Warehouse inventorying (If done before)	25 days	Mon 11.8.14	Fri 12.9.14
22		Modifying the order inputs into [redacted]	2 days	Fri 12.9.14	Mon 15.9.14
23		Making/Receiving purchases	2 days	Fri 12.9.14	Mon 15.9.14
24		Transferring open invoices and orders into [redacted]	2 days	Fri 12.9.14	Mon 15.9.14

Page 2

Appendix 5



ID	Task Mode	Task Name	Duration	Start	Finish
25		Warehouse inventorying (if done after)	5 days	Mon 15.9.14	Fri 19.9.14
26		**Finishing project/Maintenance**	**12 days**	**Mon 15.9.14**	**Tue 30.9.14**
27		Further development	12 days	Mon 15.9.14	Tue 30.9.14
28		Support for employees	12 days	Mon 15.9.14	Tue 30.9.14
29		Final project report	12 days	Mon 15.9.14	Tue 30.9.14

9.9.2014

Appendix 6: The customer bulletin (English)

Dear customer of the Atoy group,

Due to the feedback from our customers we have decided to simplify the way we do business. This means that the different operations will be moved into one business instead of multiple businesses. The first step is that we will integrate the sales of garage equipment and industrial components from Atoy Oy into Atoy Automotive Finland Oy. This will ease doing business and purchases when all purchases can be done with a single order. In the future the products will be on single invoice and you will be billed by Atoy Automotive Finland Oy. The products will also be delivered with one shipment excluding large products like hoisting apparatuses. The Atoy Oy website www.atoy.fi will remain at your disposal.

We believe that this change will only make our cooperation more seamless and make purchasing our products easier.

Concerning garage equipment sales you will be serviced by:

[redacted]

Industrial components:

[redacted]

The business transfer of garage equipment and industrial components will be carried out on the 15th of September 2014.

Atoy – always at your service! Wishing you a commercial autumn:

[redacted]
Vice President
Sales and Marketing

[redacted]
Vice President
Supply Chain

11.9.2014

Appendix 7: Customer bulletin (Finnish)

Hyvä Atoy konsernin asiakas,

Teiltä saamamme palautteen johdosta olemme päättäneet selkeyttää liiketoimintaamme. Tämä tarkoittaa eri liiketoimintojen siirtämistä yhteen yhtiöön useiden yhtiöiden sijaan. Ensimmäisenä tulemme integroimaan korjaamolaitteiden ja teollisuuskomponenttien myynnin Atoy Oy:sta osaksi Atoy Automotive Finland Oy:ta. Tämä muutos mahdollistaa helpomman asioinnin ja ostamisen kun kaikki ostokset voi tehdä yhdellä tilauksella. Tuotteet tulevat siirtymään yrityksen sähköiseen varaosaluetteloon ja tilausjärjestelmään [redacted]. Tämän myötä tilausmahdollisuus kyseisille tuotteille poistuu Atoy Oy:n tilausliitännällä [redacted] ja osoitteesta www.atoy.fi. Tuotteet laskutetaan yhdellä laskulla. Tuotteet myös toimitetaan yhdellä toimituksella pois lukien isot tilaa vievät tuotteet kuten nostimet.

Uskomme tämän muutoksen tiivistävän yhteistyötämme ja mahdollistavan tuotteidemme helpomman ostamisen.

Korjaamolaitteiden myynnissä teitä palvelevat:

[redacted]

Teollisuuskomponentit:

[redacted]

Korjaamolaitteiden ja teollisuuskomponenttien liiketoimintasiirrot toteutamme maanantaina 15.9.2014.

Atoy – aina palveluksessanne! Kaupallista syksyä toivottaen,

[redacted]
Vice President
Sales and Marketing

[redacted]
Vice President
Supply Chain

26th August 2014

Appendix 8: Supplier bulletin

Dear Partner / Supplier

We would like to inform you that in order to enhance service to our customers and to further improve our overall business transactions, we will reorganize some of our business units in the near future.

Almost all trade will be transferred from the mother company Atoy Oy to our 100 % subsidiary Atoy Automotive Finland Oy; in practice the garage equipment and industrial departments.

These changes will be effective starting from 15th of September 2014.

The new company details are:

Address [redacted]

Telephone
Email
Internet

VAT no
Bank
Bank account
IBAN
BIC

Please note that all purchase orders will be sent from Atoy Automotive Finland Oy starting 15th September 2014. All invoices needs to address to Atoy Automotive Finland Oy starting 15th September 2014.

We are confident this transition will have a positive impact on our ability to serve our clientele, as well as optimize our cooperation with our suppliers.

Should you have any questions please contact Mrs. [redacted]

Sincerely Yours,

[redacted]

Vice President, Supply Chain

Appendix 9: Evaluative interviews

Interview 1: Customer service manager

Interview 2: Garage Equipment product manager

Interview 3: Industrial products product manager

Interview 4: Finances manager

Interview 5: Purchases manager

Interview 6: IT employee

Interview 7: Logistics manager

Interview 8: Managing director

Interview 1: Customer service manager

The project was implemented well but the benefits of business transfer have not been reached. There is still some confusion on which products are sold to whom and how the responsibilities are divided. There are still discounts to the customers missing and XXXX does not contain the detailed information for the customers. The responsibilities in the garage equipment sales should be agreed upon before they can go forward with the business. The technical part in the project went very well including adding everything into XXXX and the transfer. Integration wise there is some work.

Interview 2: Garage equipment product manager

The technical execution of the transfer went better than anticipated. Maybe if there would have been more time to do things before the transition would have been good. But then again it is hard to say if more would have gotten done that way. Some things cannot be done or take into consideration until the change has already happened. The transfer was not that bad.

Interview 3: Industrial products product manager

I think that the overall execution of the project was very successful. There were not any problems on my part. Now there are only matters that need to be gone through to further integrate the business into Atoy Automotive Finland Oy and develop it further.

Interview 4: Finances manager

The project went well from the point of view of the finance department. The amount of problems has been minimal and they have not had an employing effect on the finance department. There have not been any errors in the accounts receivable. The transition went through well according to the timetable. The problems that have emerged after the transfer have been internal. I see the divide of responsibilities more as an internal issue.

Interview 5: Purchases manager

Overall my opinion is that the project has gone well. It has not really affected my work in a negative way. There have been no errors or anything that I would have needed to correct. Some products have been missing XXXX information but they have been isolated cases. Altogether the purchases have gone smoothly. The invoices have been sent to Atoy Oy more than once. Some suppliers have had trouble remembering that they are supposed to send the invoices to Atoy Automotive. They have been reminded of this several times. Maybe some more classification of the products into product class 1 should been done to automate the purchases.

Interview 6: IT employee

The main problems in the project involved the schedule. The beginning and end dates for the project should have been clearer. The timetable was too strict at some point which caused hurry. The making of the bulk adding tool for customer data was delayed which caused problems. The timetable could have been done with more precision. The tasks could have been distributed better amongst the project team and the task monitoring done more to ensure that they were finished according to timetable.

Interview 7: Logistics manager

The transfer of the businesses went better than anticipated. The fact that around 7000 products were transferred and there was only 30 products that there were problems with says a lot. The issue is the different way that the business transferred from Atoy Oy operates. The organizational way that the two businesses do things differ from each other so much that cooperation is made difficult.

Interview 8: Managing director

The bachelor's thesis was a great example of the benefits that can be gained through project work. The employees of the consolidated corporation became better equipped to handle project work during the project. The bachelor's thesis describes well how the project actualized including the challenging phases of it.