# Overview

The Scout Recycling Centres subsidiary is the biggest part of the Scouts South Australian operation. It generates the most revenue for the organisation.

The subsidiary was controlled using a custom-built DOS-based point of sale software that was written by a volunteer in 1992. The point of sale software needed to be continually customised by the volunteer over the last 30 years. The software is cumbersome and about 20 years out of date. What's more, only one person could update it.

The Scouts SA organisation decided to implement an ERP system throughout the whole organisation to replace their outdated, clunky, old-fashioned operational and finance systems. They decided to implement the NetSuite software, initially engaging a large organisation to undertake the work.

Senior Finance Partner, Annette Penna, was recruited to take over the accounting responsibilities from a past long-term team member and to assist in co-ordinating the implementation of the system.

## Annette Penna
### Senior Finance Partner

*"HDQ implemented the new system after the other organisation found it impossible to do because they took the time to understand our business processes.*

*I'm very happy with the implementation and the ongoing customer support to myself and my team."*

# Challenges

There were several challenges with implementing the new ERP system into the organisation.

Firstly, the initial consultants that were engaged to implement the finance and operational system were unsuccessful. After nearly two years of trying to implement the system the previous consultants were unable to implement and complete the project.

Secondly, the existing system was based on an old programming language (DOS) that has been obsolete for about 20 years. The system was difficult to access and made it challenging to work with and get data from it.

Finally, the organisation included long tenured team members that had been at the company for 10 to 20 years. They were resistant to change, especially related to changing software, systems and the way things are done. Unfortunately, due to the unsuccessful implementation of the NetSuite system initially, this created the additional challenge of reducing confidence to move to a new system.

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## Solution

HDQ was engaged to provide Project Management and ERP consulting services and to work with Annette and her team to implement the NetSuite system. In addition, HDQ managed the third-party software development contractor.
HDQ documented policies and procedures to identify the business processes to understand what system was required to effectively manage the organisation.

From this process, it was identified that the organisation was not a warehouse distribution style business, as was assumed previously. Instead, the business is a manufacturing business, which became apparent when the level of labour resources was identified. HDQ took time to understand the complexities of the business and how to create the right software solution to work for the business.

HDQ worked with the team to extract the data from the old system and, more importantly, liaised with the team to find out why they needed a new system. They worked with Annette to enable the team to start to accept the change and have confidence in the new system.

## Result

The result is that the software has been implemented and is live. The implementation went really well and has now given the Scouts Recycling Centre a highly customised, industry-leading solution that positions them as the leader in the recycling market.

Best of all, the financial process has been streamlined. Instead of using two hard-drives and taking a couple of hours to manually create a financial report each time with the old DOS-system, the new system creates reports with one click of a button.

It has enabled the organisation to save reporting time, created process efficiency and removed the risk of being unable to access the system.

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