

Futura Polymers

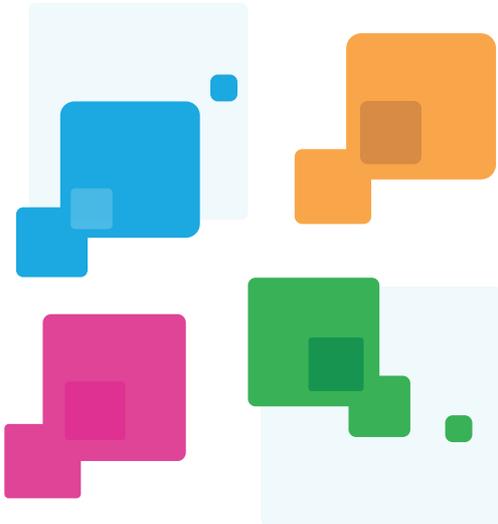
At the time of our engagement, Futura Polymers Ltd. (FPL) was a joint venture company of PepsiCo and Indian Organic Chemicals Ltd. (IOCL), which was incorporated in Chennai in 1994. The company manufactures PET bottles and supply to Pepsi throughout the world.

The Scenario:

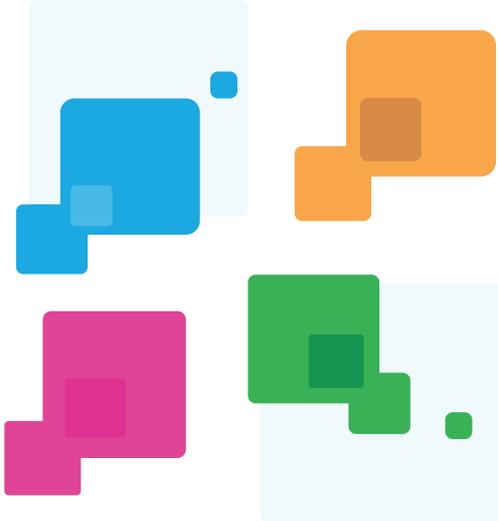
- ▶ FPL had bought a canned ERP package and customized it with a belief that that would be the fastest and best way to approach the immediate needs of the company. The vendor from whom the product was purchased executed the project. When the system went live, the system did not perform to the expectations of FPL.
- ▶ The system had many bugs that FPL did not have qualified people internally to understand and fix. Neither could they get the vendor to rectify the problems in a timely manner.
- ▶ The product had been developed using a not so popular RDBMS(INGRES) which led to difficulty in finding people to work on the platform
- ▶ Company had non-conventional requirements such as two financial periods, one Jan -Dec for Pepsi and another for Apr – Mar for India and the company was short of staff and short of time to properly test every module before putting into production.
- ▶ Urgency for a timely solution because production had begun but the accounting, and inventory processes were not put in place.
- ▶ Everyone was spending 18 hours in the office because most of the work had to be completed using MS-Office package
- ▶ No internal EDP department. Completely dependent on the vendor who sold the product
- ▶ FPL was losing credibility with the parent company because FPL could not provide MIS reports on a timely basis

ICM's Role

- ▶ ICM was hired by FPL to represent FPL as its consultant to deal with the vendor who supplied the product.
- ▶ At this time, the vendor decided to stop providing services to FPL.
- ▶ Therefore, FPL asked ICM to recommend an alternative product that would suit its requirements. FPL was ready to replace the existing product and was willing to spend hundreds of thousands of rupees for a new product.

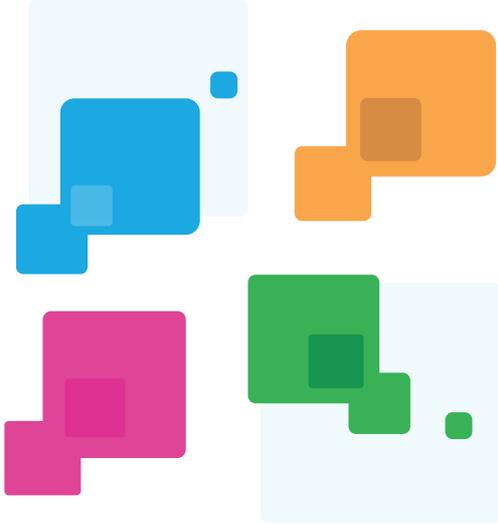


- ▶ Application Development
- ▶ Application Management
- ▶ Application Re-engineering
- ▶ System Integration
- ▶ Data Analysis & Migration
- ▶ Consulting Services
- ▶ SEO Related Services
- ▶ E-Commerce
- ▶ Mobile Applications



- ▶ ICM requested FPL to obtain the source code from the vendor as part of the final settlement process. FPL succeeded in doing the same.
- ▶ ICM asked for 90 days to study the already installed product and also to understand FPL's business requirements more completely before recommending a new product.
- ▶ ICM, under the leadership of the Vice President, sent three of its IT staffs to attend a weeklong full time training on Ingres.
- ▶ After that, the staff of ICM spent full time at FPL going through the source code and also going through all the trouble tickets (there were about 300 at that time) logged by the users as errors or requirements.
- ▶ ICM sat with the management and classified the errors as critical, medium, and cosmetic. Also, prioritized the requirements.
- ▶ Under ICM's recommendation, a new development server was installed for the team to do development work without disturbing the production environment.
- ▶ The ICM team performed the following:
 - Debugged the system
 - Enhanced the system with additional controls
 - Trained the users to properly use the system
 - Streamlined the request procedures, status reports, user sign off procedures
 - and many more
- ▶ Provided full time onsite services for timely response to client requests
- ▶ ICM was able to bring the existing system to function nearly 90% the way the FPL wanted within 90 days from ICM take over.
- ▶ FPL was so satisfied with the level of service ICM provided and the performance of the system after ICM took over, they decided to keep the system.
- ▶ This led to savings of hundreds of thousands of rupees, which the company would otherwise, had to have spent.

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ICM - FPL Relationship

- ▶ Subsequent to this, FPL awarded 100% of the software development-services to ICM
- ▶ Awarded 100% of the Hardware, network, and Server maintenance to ICM
- ▶ ICM provided better value to FPL by recommending them to get internet accounts (this was way back in 1996), develop a web-site for them, trained them on usage of email, and make available many management reports on-line thus reducing a lot of paper, configure the network for providing internal email to all, Y2K validation, and various other services
- ▶ The services continued till 1999 when Pepsi continued to have stake in FPL. The systems were subsequently consolidated into IOCL's after IOCL took control over FPL.

Critical Success Factors

- ▶ ICM's experience in handling large projects
- ▶ ICM's capability of working in any industry
- ▶ ICM's analytical skills and ability to understand client requirements
- ▶ ICM's commitment to the client
- ▶ ICM's communication skills, project management skills
- ▶ International experience
- ▶ FPL's trust and support of ICM
- ▶ Top management involvement of both ICM and FPL.

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India

New No:6, Kalakshetra Avenue,
II Street, Thiruvanmiyur,
Chennai-600041
Phone : +91 44 2452 6571
Mobile : +91 98415 44068

Australia

Level 5, 326 William Street,
Melbourne - 3000