



ERP Project Activities

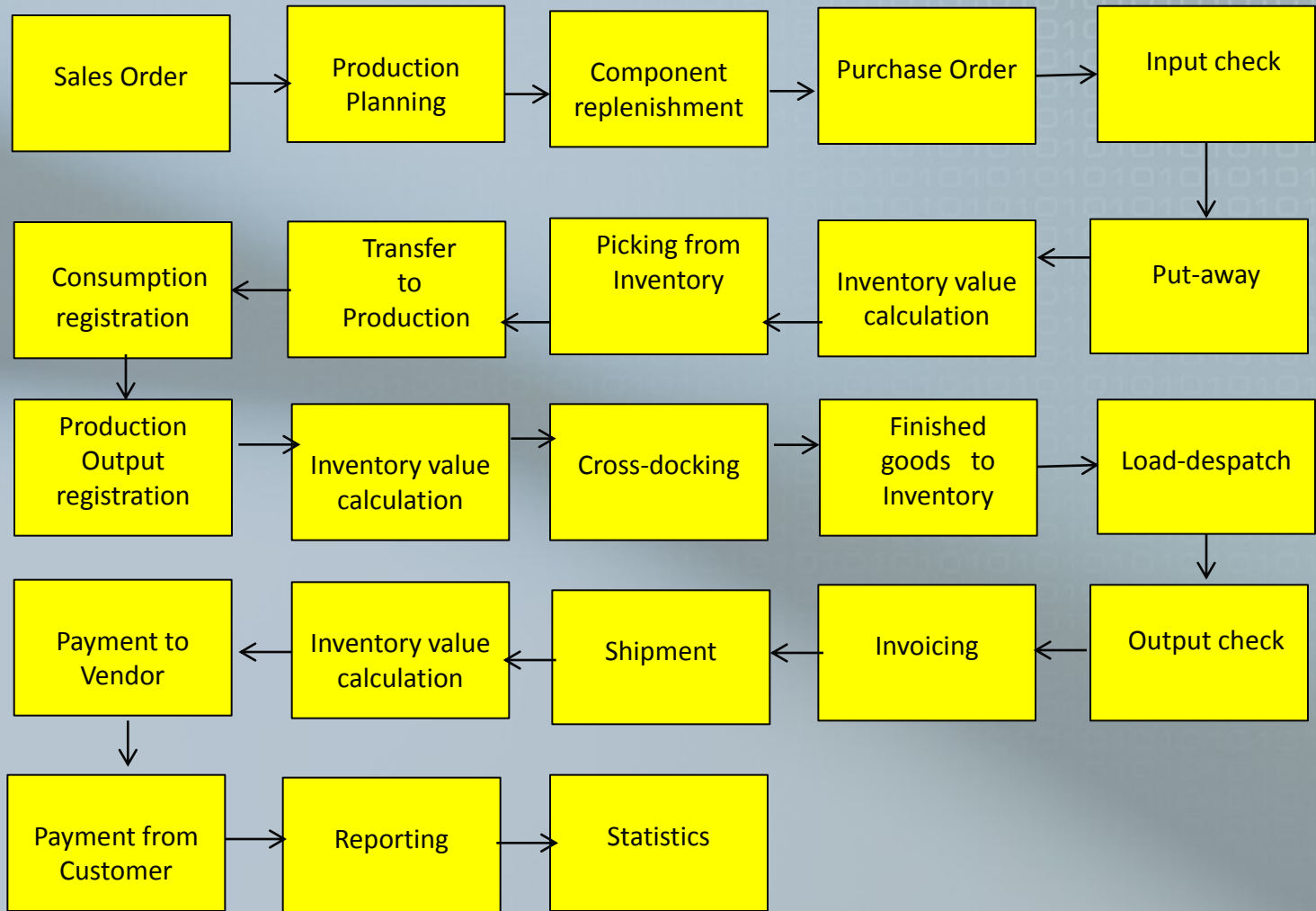
Skorkovský, ESF MU, Department of Business Economics , version 20120919

Your main task (not organised set of processes)

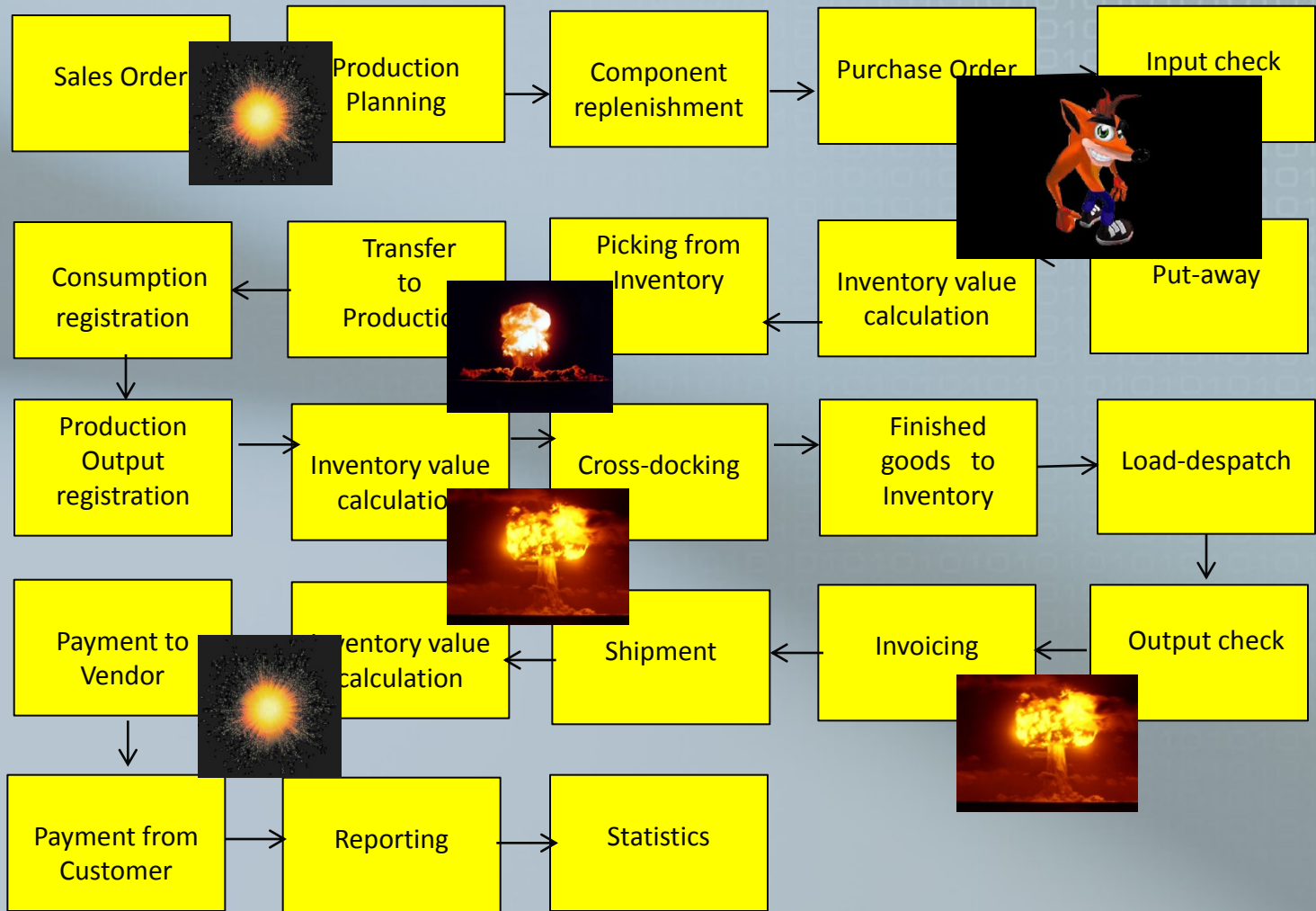
Load-despatch	Purchase Order	Reporting	Statistics
Consumption registration	Production Output registration	Inventory value calculation	Output check
Delivery	Production Planning	Sales Order	Component replenishment
Transfer to Production	Put-away	Cross-docking	Input check
Finished goods to Inventory	Picking from Inventory	Invoicing	Payment



Your main task (organised set of processes)

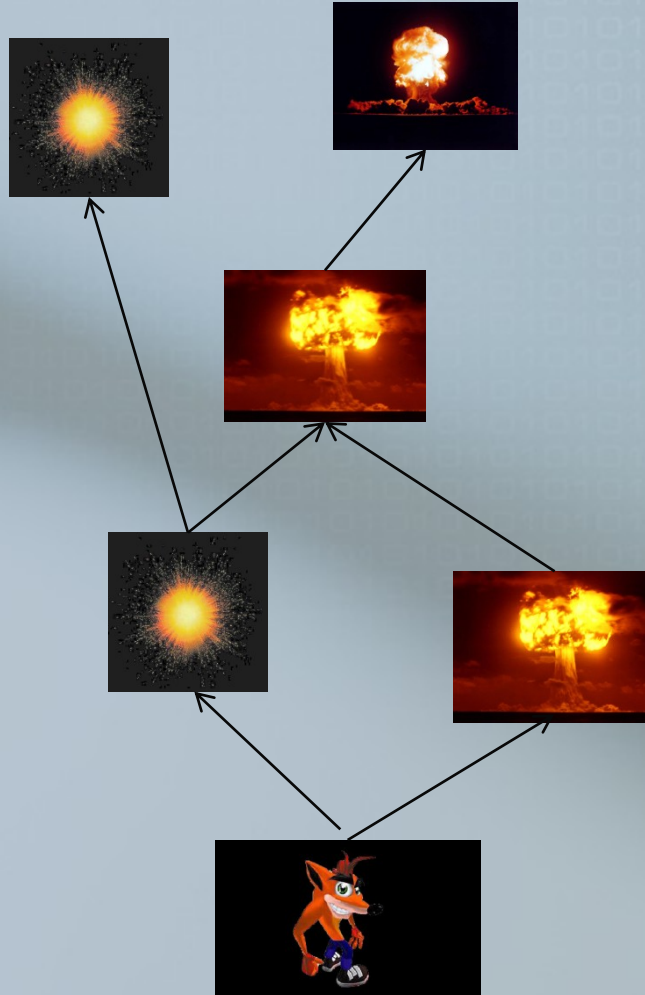


Your main task (possible problems, bottlenecks,..)



Your main task

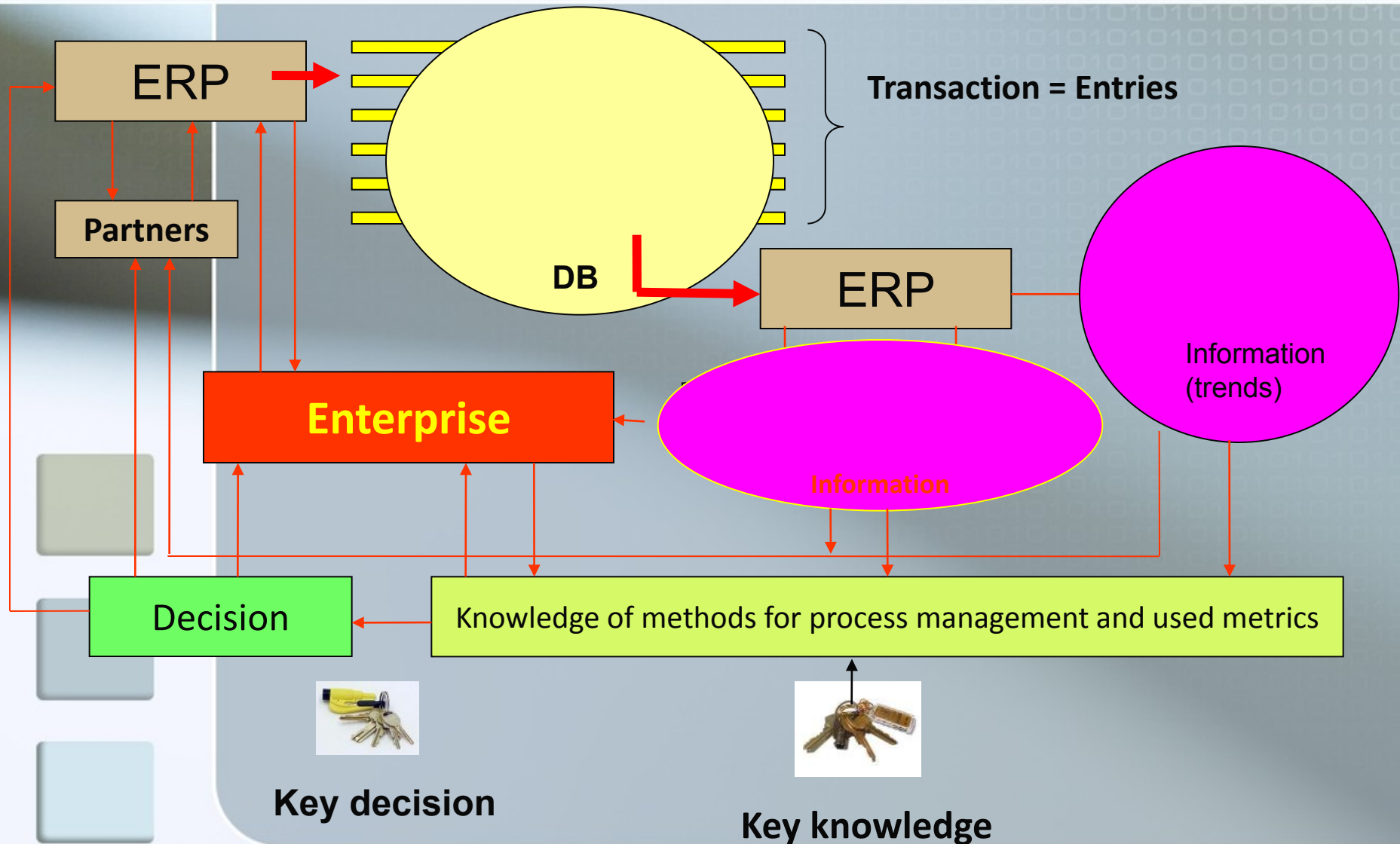
(Search - **HOW** ??? Measure impacts - **HOW** ??? and Destroy - **HOW** ???)



Methods (not sorted so far)

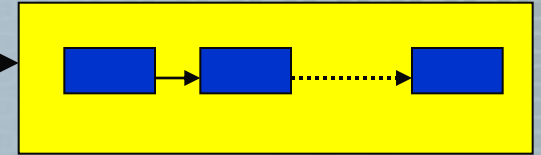
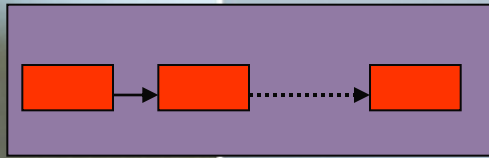
- Theory of Constraints
- Critical Chain
- Ishikawa Fishbone Diagram
- Pareto Analysis
- OLAP (On-Line Analytic Processing)
- Kepner –Tregoe method
- MaxMax and MaxMin (Hurwitz)
- SWOT
- ERP Statistics and reporting
- Balanced Scorecard
- And many, many more.....

Simplified diagram of ERP usage

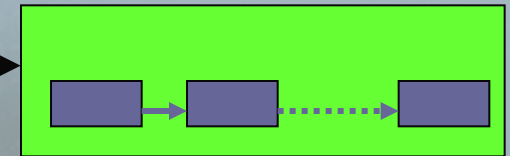
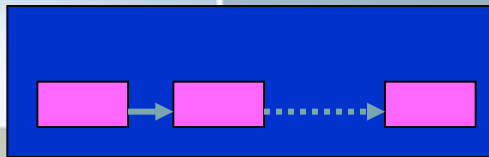


Purchase

Sales



Processes

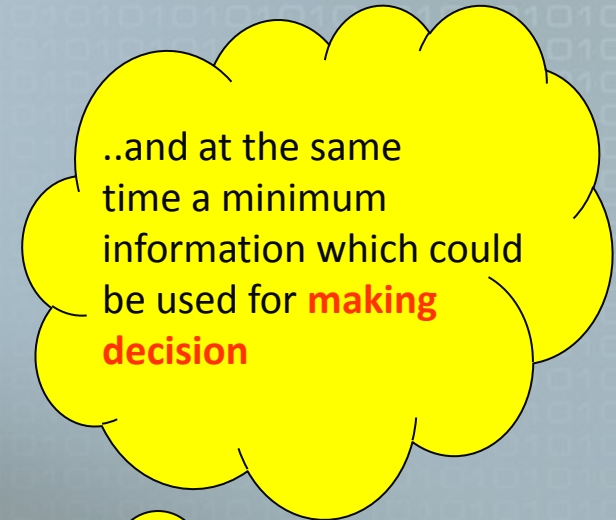


Quotes->Net change calculation->
->Order->Vendor batch tracking e->
->Input Quality check->Receive, Put-away->
->Invoicing

Orders->Sub-Load and Load->
->Batch tracking
->Output Quality check->Picking ->Shipment
-> Invoicing -> Applying payments

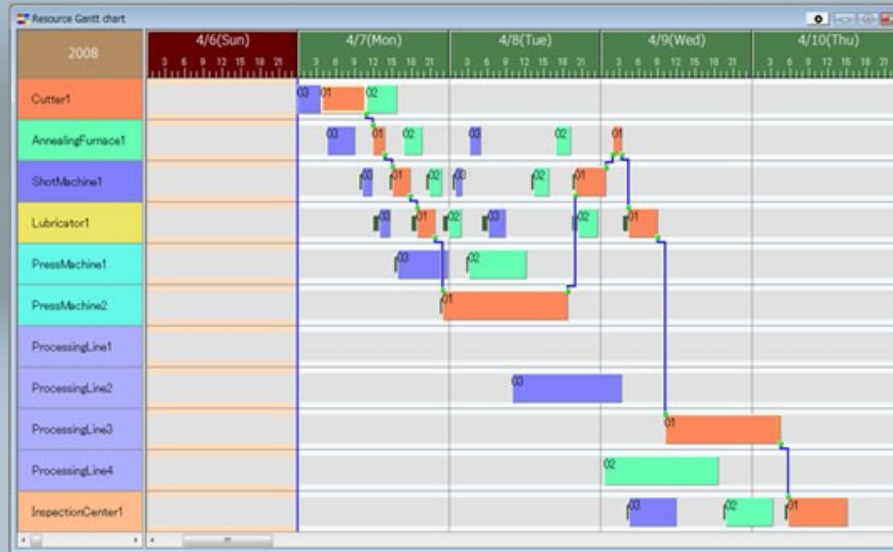
ERP

Main problem (one of many)



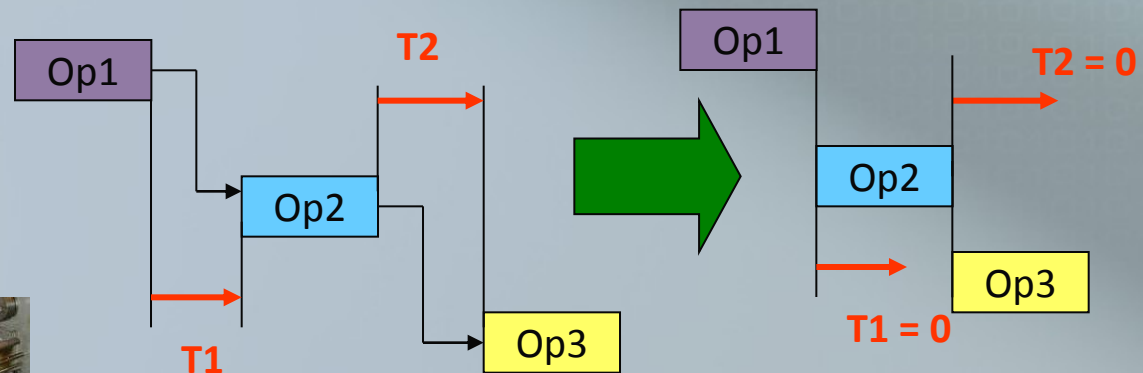
Main problem II (need of reliable data)

We need finite capacity scheduling (APS)



$$T1 + T2 = X$$

$$Opt = \text{Min}(X)$$



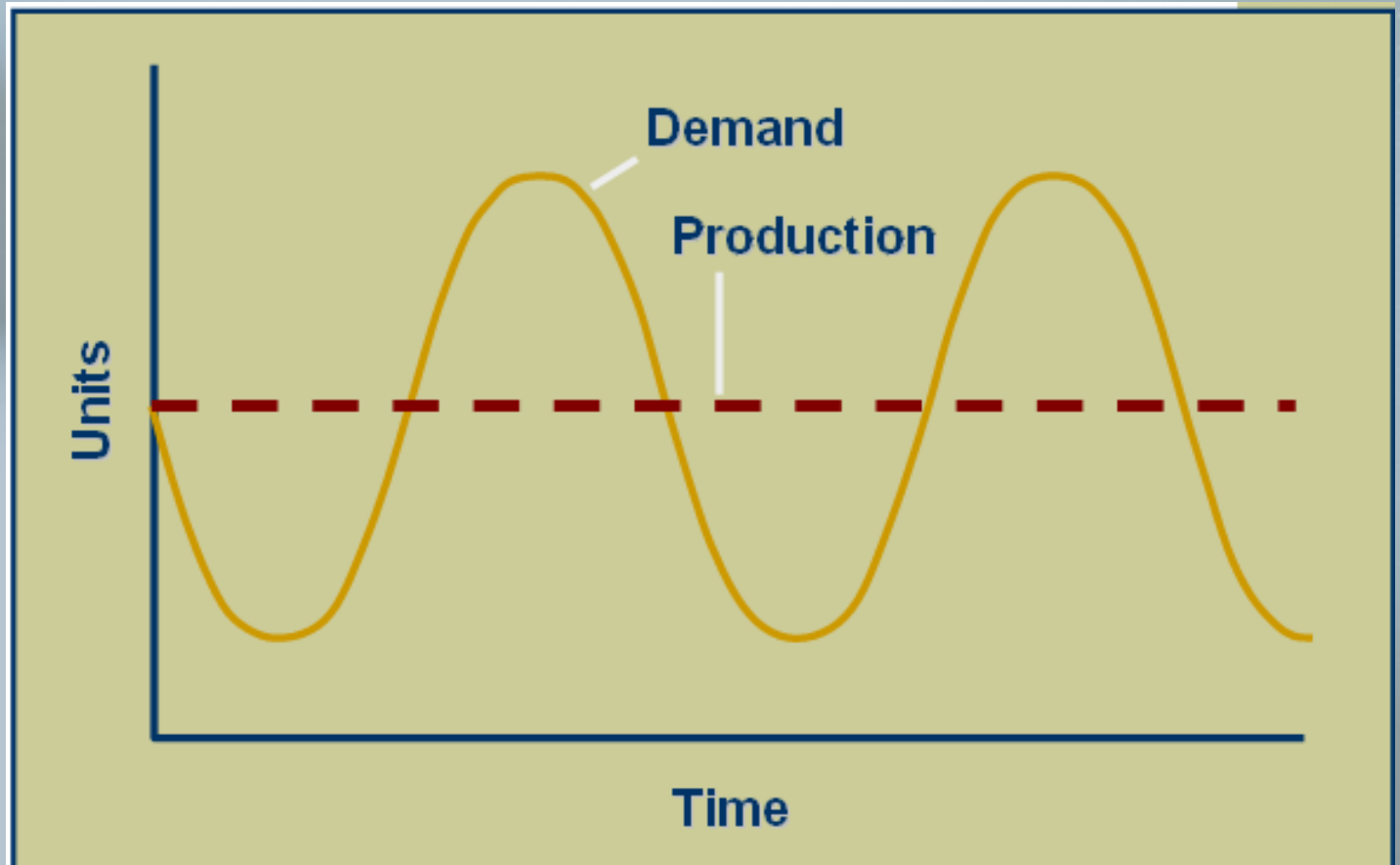
Why we cannot manage it ?



Unclear priorities, bad = **SOP** ,...

(**SOP** = Standard Operation Procedures)

Level production



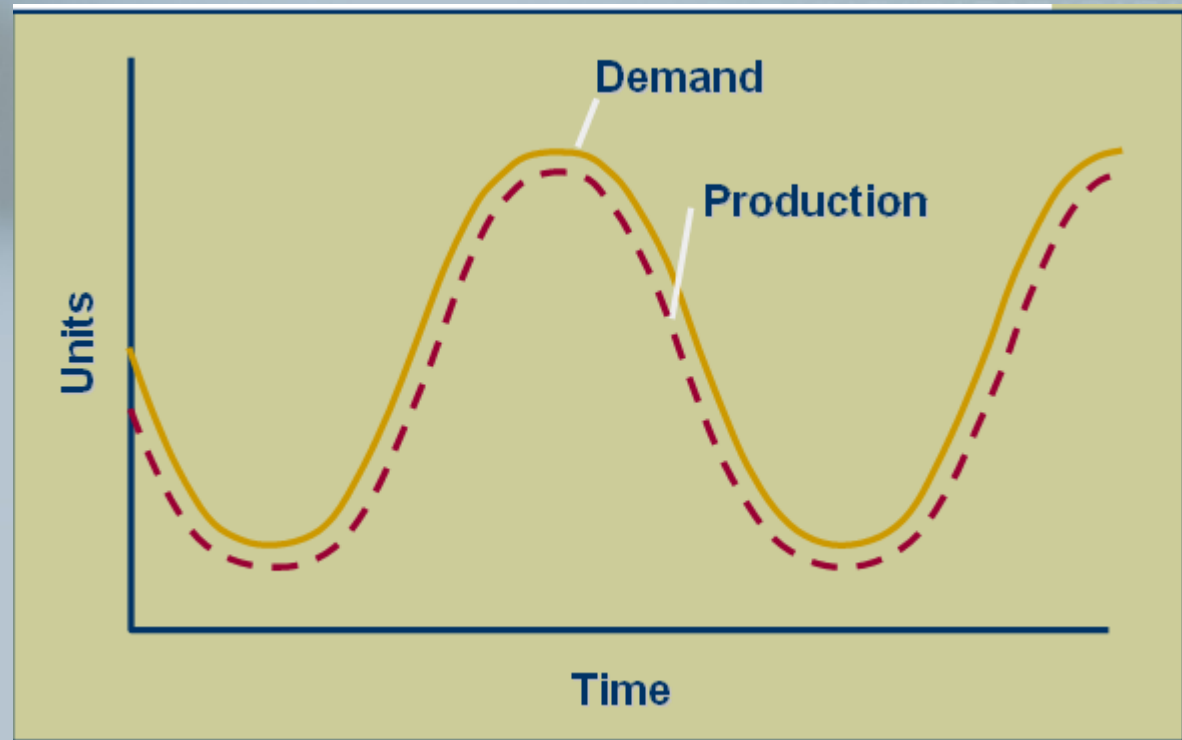
Level production strategy

Period	Sales Forecast (kg)	Production plan (kg)	Inventory (kg)
Spring	80 000,00	100 000,00	20 000,00
Summer	50 000,00	100 000,00	100 000+20 000-50 000=70 000,00
Fall	120 000,00	100 000,00	100 000+70 000- 120 000=50 000,00
Winter	150 000,00	100 000,00	100 000 +50 000+150 000 =00
		400 000,00	140 000,00
Hiring cost/worker		100,00	
Firing cost/worker		500,00	
Production cost/kg		2,00	
Inventory carrying cost /kg		0,50	
Production cost/kg/worker/quarter Production capacity of one worker		1000,00	
Beginning work force (workers)		100,00	

Russell & Taylor
Operations Management
 Sixth Edition , p.586-595

Cost of Level Production Strategy
 $(400,000 \times \$2.00) + (140,000 \times \$0.50) = \$870,000$

Chase demand



Chase demand strategy

Period	Sales Forecast (kg)	Workers needed	Workers hired	Workers fired
Spring	80 000,00	80,00	0,00	20
Summer	50 000,00	50,00	0,00	30
Fall	120 000,00	120,00	70,00	0
Winter	150 000,00	150,00	30,00	
			100,00	50,00

Cost of Chase Demand Strategy

$$(400,000 \times \$2.00) + (100 \times \$100) + (50 \times \$500) = \$835,000$$



Chase demand without optimization

Only information

Chase demand				Cost	835000
Workers start	100				
Product/worker/Q	1 000	Production cost	2,00	Firing cost	500
Inventory start	0	Inventory cost	0,50	Hiring cost	100
Q	Demand	Production	Workers needed	Hired	Fired
Spring	80000,00	80000,00	80	0	20
Summer	50000,00	50000,00	50	0	30
Fall	120000,00	120000,00	120	70	0
Winter	150000,00	150000,00	150	30	0
Total	400000,00	400000,00		100,00	50,00

Chase demand with optimization (step one)

Only information

Page 594 Ruseel and Taylor										
Chase demand							Cost	0		
Workers start		100								
Product/worker/Q		1 000			Production cost	2,00	Firing cost	500		
Inventory start		0			Inventory cost	0,50	Hiring cost	100		
Q	Demand (P)	Production (V)	Inventory(I)	Workerd needed (PD)	Hired (H)	Fired (F)	Demand constraints (OP)	Production constraints (OV)	Workforce constraints (OD)	
1	80000,00	0,00	0,00	0	0	0	0	0	100	
2	50000,00	0,00	0,00	0	0	0	0	0	0	
3	120000,00	0,00	0,00	0	0	0	0	0	0	
4	150000,00	0,00	0,00	0	0	0	0	0	0	
Total	400000,00	0,00	0,00		0,00	0,00				
		 Solver will put solution here			 These cells contain constraint formulas : Example : 14.3.					

Chase demand with optimization (step two) – constraints formulas

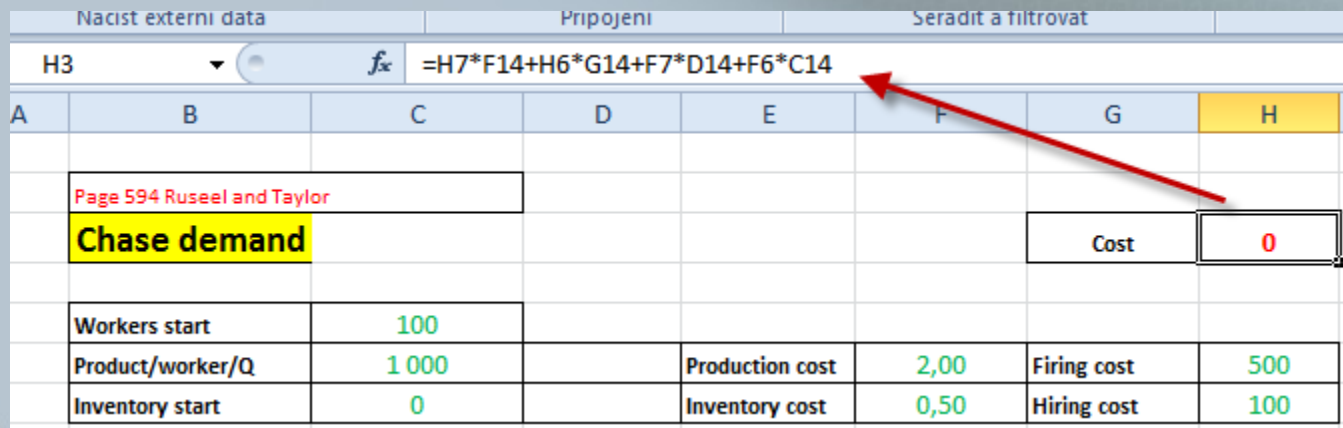
Only information		Demand	
Demand constraints	V1-I1	80000	
	I1+V2-I2	50000	
	I2+V3-I3	120000	
	I3+V4-I4	150000	
		Workers needed = PDi	
Production constraints	1000*PD1	1000* PD1	
	1000*PD2	1000* PD2	
	1000*PD3	1000* PD3	
	1000*PD4	1000* PD4	
		H=hired, F= fired	
Workforce constraints	100 +H1-F1=PD1		
	PD1+H2-F2=PD2		
	PD2+H3-F3=PD3		
	PD3+H4-F4=PD4		

Chase demand with optimization (step three) – setup of the objective function

Only information

$$\begin{aligned} \text{Minimize : } & 100*(H1+H2+H3+H4) + \\ & 500 *(F1+F2+F3+F4) + \\ & 0,50* (I1+I2+I3+I4) + \\ & 2*(V1+V2+V3+V4) \end{aligned}$$

This formula is necessary to put to excel (cell cost)



Nacist externi data		Pripojeni		Seradit a filtrovat			
H3		fx		=H7*F14+H6*G14+F7*D14+F6*C14			
A	B	C	D	E	F	G	H
Page 594 Ruseel and Taylor							
Chase demand						Cost	0
Workers start		100					
Product/worker/Q		1 000		Production cost	2,00	Firing cost	500
Inventory start		0		Inventory cost	0,50	Hiring cost	100

Chase demand with optimization (step four) – setup of the solver

Only information

The screenshot shows an Excel spreadsheet with a Solver dialog box open. The spreadsheet has a 'Cost' cell containing '0'. The Solver dialog box, titled 'Parametry Řešitele', is configured as follows:

- Nastavit cíl:** Set to '\$H\$3' (highlighted with a red box and arrow).
- Na:** Radio buttons for 'Max', 'Min' (selected), and 'Hodnota:'. The 'Hodnota:' field contains '0'.
- Na základě změny proměnných buněk:** Set to '\$C\$10:\$G\$13' (highlighted with a red box and arrow).
- Omezující podmínky:** A list box containing 'OD = PD', 'OP = P', and 'OV = V' (highlighted with a red box and arrow).
- Buttons:** 'Přidat', 'Změnit', 'Odstranit', 'Vynulovat vše', 'Načíst nebo uložit', and 'Možnosti' are visible on the right side.
- Options:** The checkbox 'Nastavit proměnné bez omezujících podmínek jako nezáporné' is checked.
- Method:** 'Vyberte metodu řešení:' is set to 'Simplex LP'.
- Buttons:** 'Nápověda', 'Řešit', and 'Zavřít' are at the bottom.

Chase demand with optimization (step five) – solution created by Solver

Only information

Page 594 Ruseel and Taylor									
Chase demand						Cost	832000		
Workers start	100								
Product/worker/Q	1 000			Production cost	2,00	Firing cost	500		
Inventory start	0			Inventory cost	0,50	Hiring cost	100		
Q	Demand (P)	Production (V)	Inventory(I)	Workerd needed (PD)	Hired (H)	Fired (F)	Demand constraints (OP)	Production constraints (OV)	Workforce constraints (OD)
1	80000,00	80000,00	0,00	80	0	20	80000	80000	80
2	50000,00	80000,00	30000,00	80	0	0	50000	80000	80
3	120000,00	90000,00 150000,00	0,00	90	10	0	120000	90000	90
4	150000,00		0,00	150	60	0	150000	150000	150
Celkem	400000,00	400000,00	30000,00		70,00	20,00			

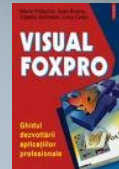
Solver will put solution here

These cells contain constraint formulas : Example 14.3.

A simple business case....(example)

- Printing Company in Upper Lower Corner village somewhere in backwoods has a small problem :
- They use for managing printing procedures :
 - a very basic economic system **Sunshine** written by Six grade student (a son of the owner) – written in Pascal
 - another different systems for quotes calculation, logistics, production planning and control written in :

- v obsolete FOX PRO



- by 3 different programmers from 3 different companies
- MS Office



Solution fully integrated to standard ERP package

Accounting
Controlling
Logistic
Purchase
Sales

One
database

Printvis

- +
- +
- +
- +
- +
- +
- +
- +
- +
- +
- +



Printvis

Správa financí

Prodej a marketing

Nákup

Sklad

Výroba

Plánování zdrojů

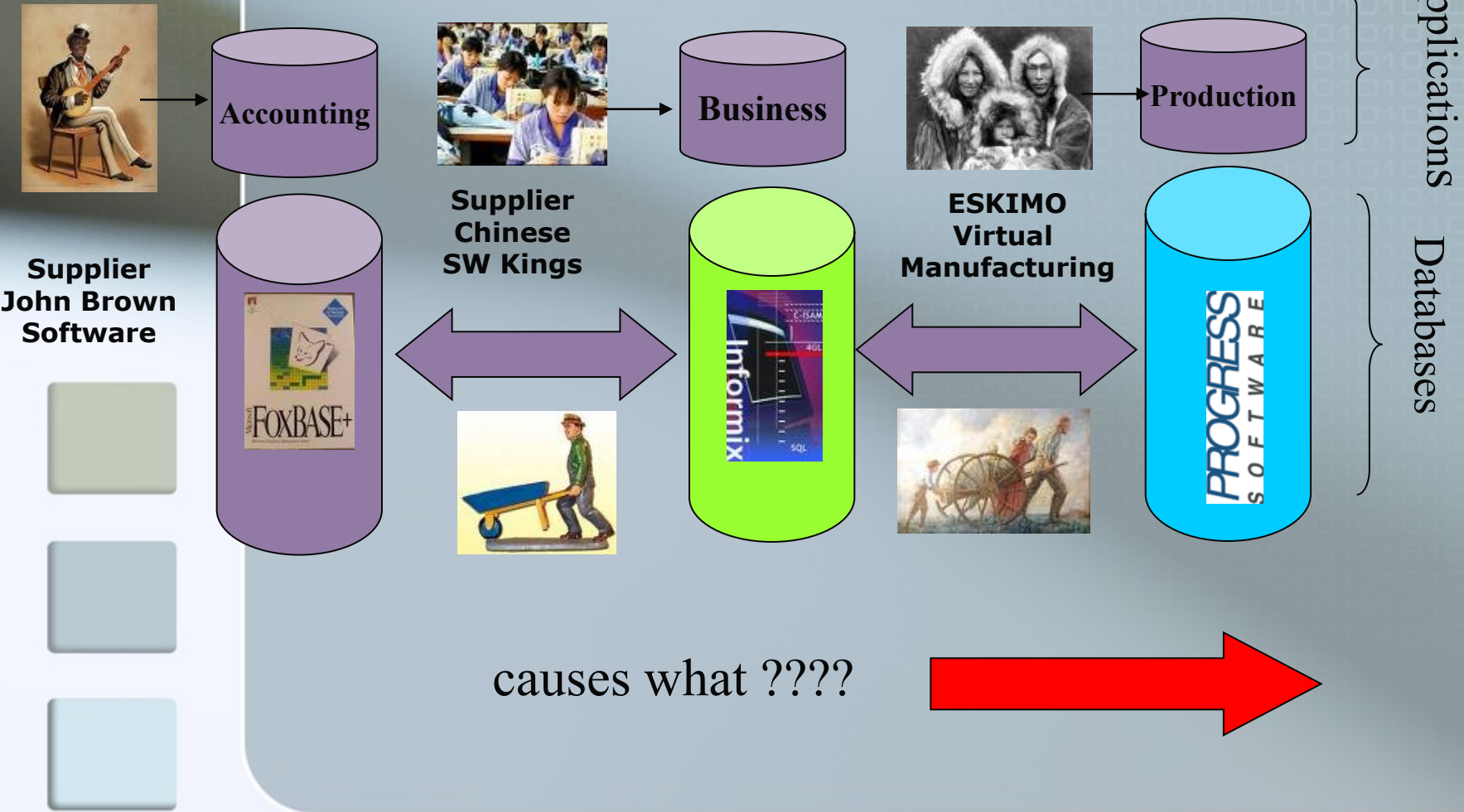
Servis

Lidské zdroje

Správa

Zástupci

Actual situation (example)



Effects

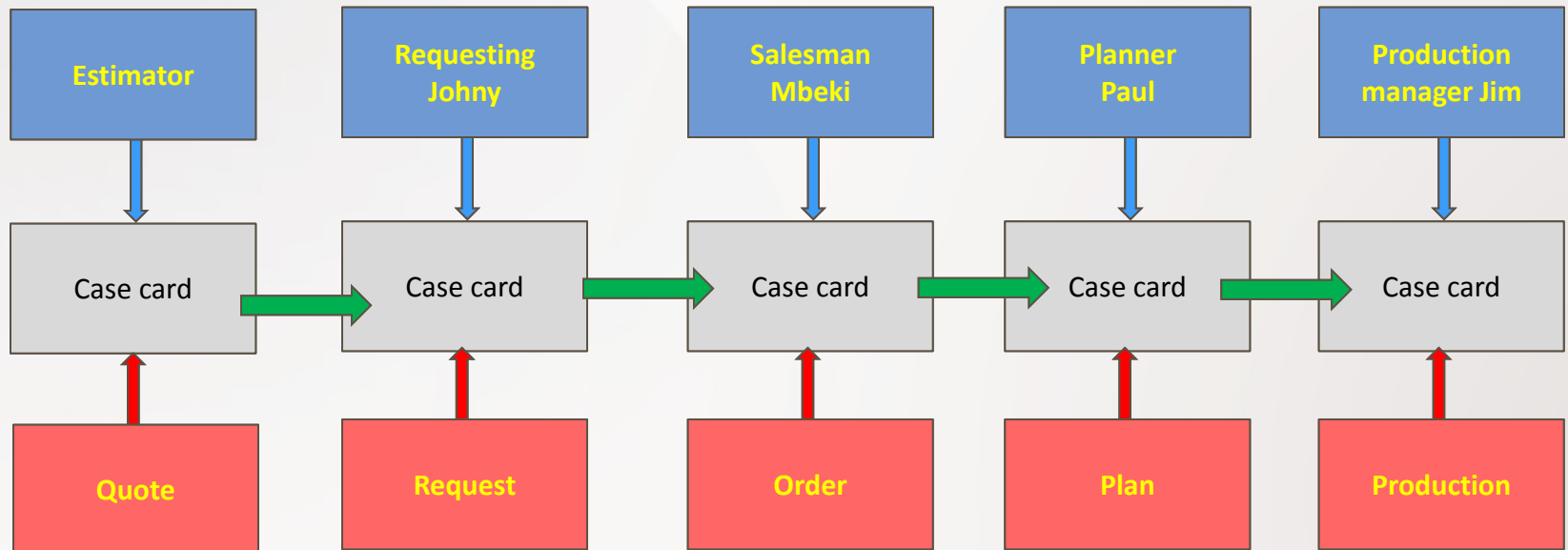
- difficult upgrades of applications
- difficult communication between different applications
- reduplicated data (redundant)
- non actual data->bad decisions
- etc.

A simple business case (printing industry)...example

Competitive market could requires for instance :

- **fast reaction** to quotes
- variable quotes and their immediate costing (calculation)
- **shortening of delivery times**
- shortening lead times and cycle times
- reduction of inventory values (paper, colors)->higher liquidity
- quality improvement ->**8D reports should be used**
- processes driven by flexible **workflow**
- exact evaluation of finished jobs (production orders) in order to know real costs
- feed backs to external and internal signals such as :
 - reasons of quotes dismissals (**why ????????**)
 - reason of unexpected costs

PrintVis Workflow (in order to find easily e.g. Flexo order)



A simple business case....

- Competitive market also requires :
 - Modern and efficient SW tools to control these processes :
 - **prepress**: desktop publishing, computer to plate, ...
 - **purchase** of material (paper, colors,..)
 - **imposition** (how to put locate texts on the paper)
 - printing using different technologies (sheets, rotary press,..)
 - production planning and shop floor control
 - finishing operations such as
 - cutting
 - gathering
 - stitching
 - flexible invoicing
 - on-line accounting and so on and so on

} special printing operations

Printing machine



A simple business case....

- **Bottlenecks (TOC) – Threats (SWOT) :**
 - obsolete information system, which requires all time some changes, patches,...
 - all parts of information system form an heterogeneous is IT tools heterogeneous hydra :finance management, costing, production, inventory, HR,... ,which **never provides user with real picture of the business**
 - inaccurate data from one application is inherited by another one, so the picture of the business always late
 - Costing depends on human failing factors
 - one author of every single subsystem
 - these authors **never meet each other** to coordinate their efforts...

A simple business case....

■ Bottlenecks (TOC) – Threats (SWOT) :

- internet auctions favour competitors which are cheaper and faster
- the size of paper and colour purchase orders are based on inexact assessment of purchasers (if we have a lot of orders, types of papers, various machines and so on, the optimum assignment of the purchase batches sizes is beyond ability of human being with paper and pencil)

Gaza gate →



A simple business case....

- Messiah arrives and says : “ I have for you this :“
 - modern and flexible and **standard** ERP system
 - background of IT company with tradition and experience
 - background of global IT vendor
- On the other hand an arriving messiah did not offer:
 - the knowledge of printing industry
 - printing application fully integrated with **standard** ERP
- Arriving applicant must :
 - understand processes in printing industry (or any other base on chosen branch)
 - be able to write printing application using development tools (languages) of standard ERP system
 - implement the solution
 - **OR** instead of **these three blue marked points** to find already existing vertical solution for printing industry, which is used all over the globe



A simple business case....

Finding a vertical is right !

- Let say, that we have found a foreign company with **Print SOLUTION** ,which was implemented 100-times and in different languages



One database only

Other standard

ERP modules :

Service Management

Human Resources

Business Analytics..

Accounting

Logistics

Purchase and Payables

Sales and Receivables

Standard production

CRM

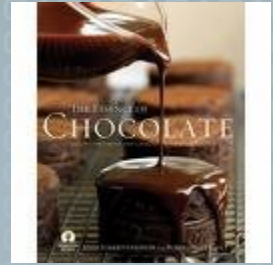
A simple business case....project management – intro

- **Live Meeting:**

- application setup
- basic functions and a „sweet points“
- business case workflow (all the stages)

- Customer is happy and awaits consequential actions

- Vendor signs a contract about localisation and selling in pre-determined geographical area



Another form of printing application **PRINT** integrated to ERP Navision (imposition and colours)

299 - Technical specifications for: sheet / pieces / imposition

Sheet No. 1 of 2

Job Item No. 1 of 1

Description

Paper Item No. 223

Quantity 1000 1000

Satin Princess

Colors Front 4 Varnish Front

Paper Quality PAPER

Colors Back 4 Varnish Back

Grammage 115,00

Different Colors... 4 Colors

Paper Sheet For... 640

Pages with ... 32 Total/subject 32

Format Code A5

Depth 210 Conjugate ... 1

Width 147 Conjugate ... 2

Imposition ... IMP-002

Printing met... Work and Turn

Pages in Sh... 32 Reverse Pla...

Printed sheet/ful... 1

Job Items on th... 1

Qty in block. 1 Replace. 0

Automatic Resid...

Sheet Format code

Sheet Depth. 640

Sheet width 900

End Quantity 1000

Scrap 830

Sheet 1830

Quantity of She... 1

Total 1830

Jo...	Qua...	Addition...	Colors Fr.
▶ 1	1000	1000	

1 16 13 4

32 17 20 29

Sheet New Job Item Processes Procesflow Sheet Param... Pages Zavřít Nápořveda

A simple business case....

- Some reasons which persuaded ERP vendor to sign a contract with vendor of vertical solution PRINT:
 - local market analysis (SWOT, GAP Analysis, BPM, BSC, Pareto, Ishikawa Fish Bone diagram, TOC, CC....)
 - expectation of repetitive sales – promising market segment -> CRM application (pains and benefits)
 - analysis of the competitors-> CRM
 - possible co-operation with other PRINT experts abroad (sales of services)



Project entries..

■ Activities

- acquire necessary printing industry knowledge
- introduction training provided by supplier of PRINT application (vertical solution)
- team building
- budget (costs „business plan“- revenues)
- language localization ENG->CZE
- modification ERP and a **Print** for Czech conditions (market specifications and legislation)
- cope with inner application

Project entries..

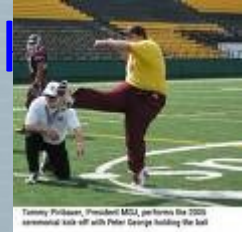
■ Activities

- translation of marketing material (fact sheet) and its printing in compliance with predefined templates
- creation of PWP presentation for selling
- prospect prediction – segments of market
- naming of benefits „selling against“
- presentation to chosen prospects and reaction to questions- use of feedbacks to improve knowledge of printing industry
- **Print** price list generation

Project entries..

■ Activities

- „Kick-Off“ meeting
 - when, who, what and why (Kick-Off)
 - PWP presentation
 - invitation, graphic design
 - selling invitation and follow-up
 - Kick-Off
 - mapping of interests, business strategy modification and resource planning



Project entries...

■ Activities

- contract signature with pilot customer
- System implementation (only some important activities are mentioned here..)
 - feasibility study, analysis, target solution draft
 - introduction training
 - system customization
 - tests of introduced modifications
 - data transfers and setup of technological „**master data**“
 - generation and selling licences and HW tools such as servers, ...
 - change management

Project entries...

■ Activities

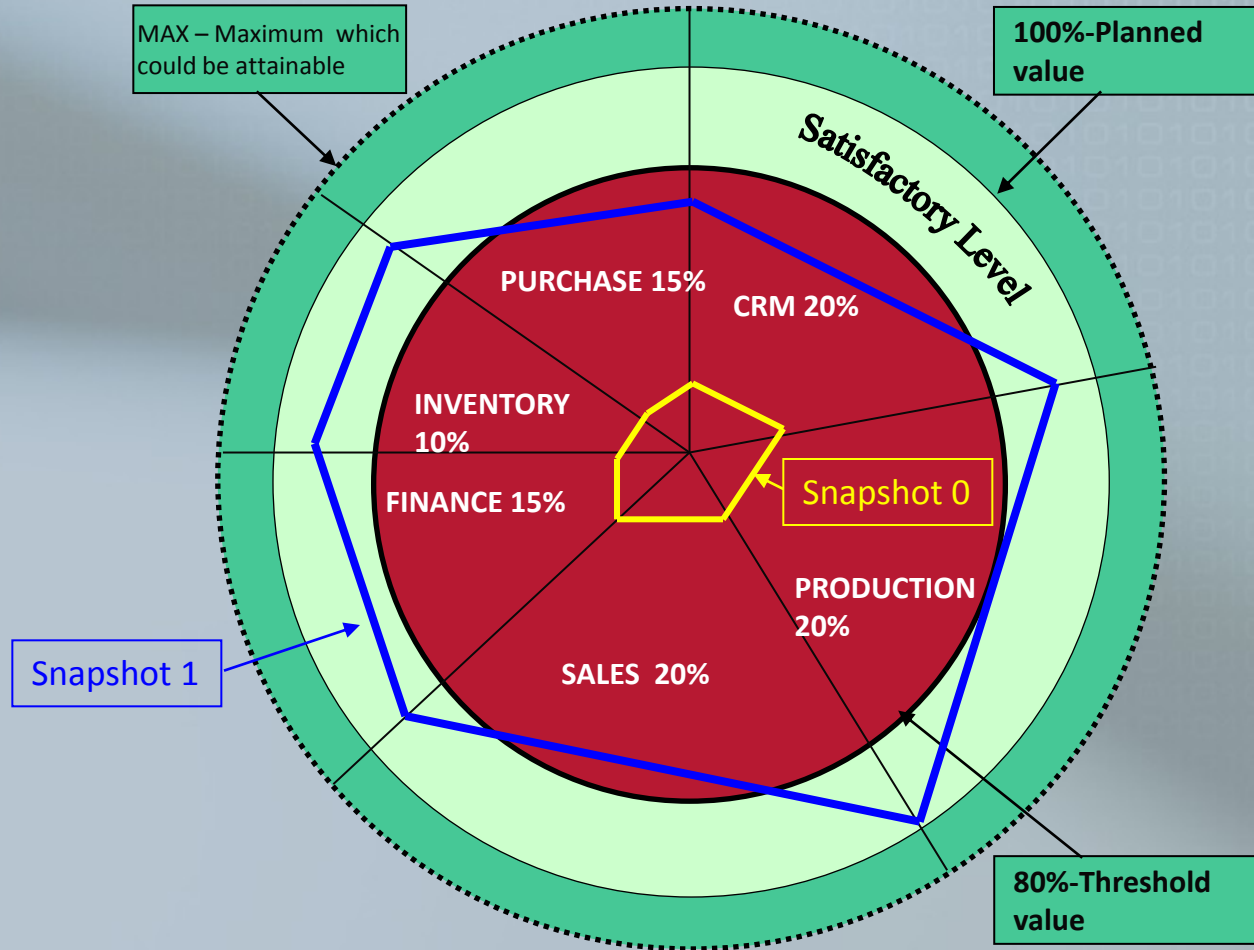
System implementation (only some important activities are mentioned here..)

- training with real data in the ERP system
- stock taking and transfer of balances on accounts
- sharp start
- support and surveillance



Necessary knowledge for project management

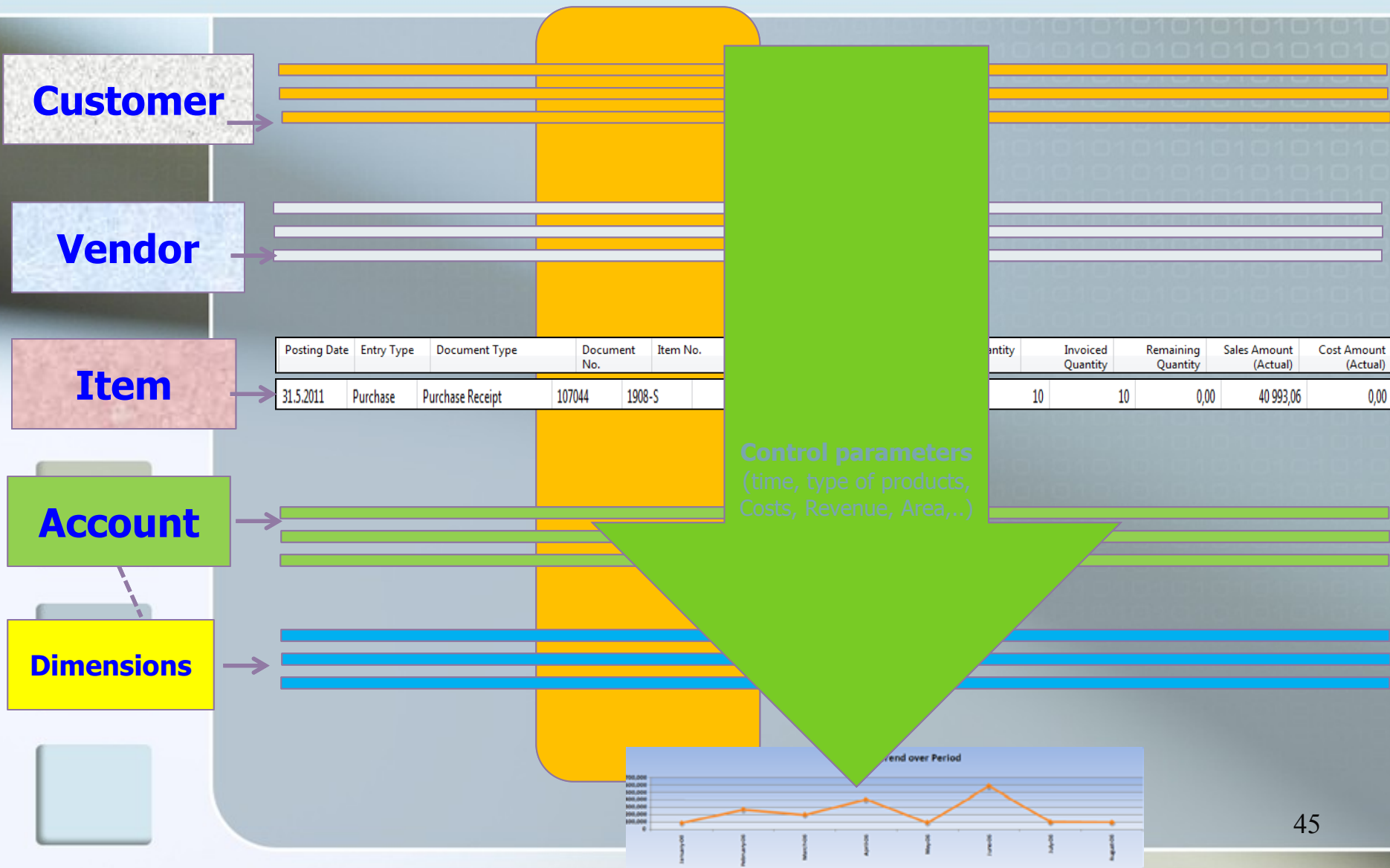
Project successful ? (from Snapshot 0 ->Snapshot 1)



Reporting (NAV tools or JETs)



Main principles (source tables and their entries)



- Working capital – setup of the accounting schedule from NAV

WC Working Capital Analysis - Účetní schéma

Název WC

Číslo řady	Popis	Typ s...	Součet	Typ řady	T...	Z...	Tučně	Nová strana
		Účty		Pohyb	Č..	A..		
	Working Capital Analysis	Účty		Pohyb	Č..	A..	✓	
1	Goods all	Součty	139995	Pohyb	Č..	A..		
2	Receivables	Součty	315995	Pohyb	Č..	A..		
3	Cash total	Součty	211995	Pohyb	Č..	A..		
4	Banks all	Součty	221995	Pohyb	Č..	A..		
TR	Receivables	Vzorec	1+2+3+4+5	Pohyb	Č..	A..	✓	
		Účty		Pohyb	Č..	A..		
5	Short bank credits	Účty	231000	Pohyb	Č..	A..		
6	Splatné závazky, celkem	Součty	321995	Pohyb	Č..	A..		
7	Prepayments	Účty	324100	Pohyb	Č..	A..		
8	Associate liabilities	Součty	368995	Pohyb	Č..	A..		
TP	Payables	Vzorec	5+6+7+8	Pohyb	Č..	A..	✓	
		Účty		Pohyb	Č..	A..		
▶	Working capital	Vzorec	TR TP	Pohyb	Č..	A..	✓	

Účetní sc... Funkce Tisk Nápověda

Some chosen analysis

Working capital – Show of the results from NAV

WC - WC - Náhled účetního schéma

Obecné Filtry dimenzí Možnosti

Název účetního schém... WC Filtr data 01.01.08..31.03.08

Název rozložení sloupce . WC Filtr rozpočtu

Číslo řady	Popis	Net change (0)	Net change (-3M)	Net change (-6M)	Net change (-9M)
	Working Capital Analysis				
1	Goods all	22 734 286,66	22 868 622,95	35 133 928,96	34 203 102,87
2	Receivables	8 896 962,33	15 620 590,10	13 095 293,10	-2 424 454,90
3	Cash total	-28 167,60	36 920,70		
4	Banks all	7 249 513,07	-161 688,80		-2 694 006,24
TR	Receivables	30 460 492,90	57 101 259,84	34 005 343,10	25 923 710,64
5	Short bank credits	-8 392 101,56	18 736 814,89	-14 223 878,96	-3 160 931,09
6	Splatné závazky, celkem	-12 766 412,03	-9 171 504,29	-3 876 790,60	295 083,40
7	Prepayments				
8	Associate liabilities				
TP	Payables	-21 158 513,59	9 565 310,60	-18 100 669,56	-2 865 847,69
	Working capital	9 301 979,31	66 666 570,44	15 904 673,54	23 057 862,95

1 7 31 3 12 < > Funkce Nápověda

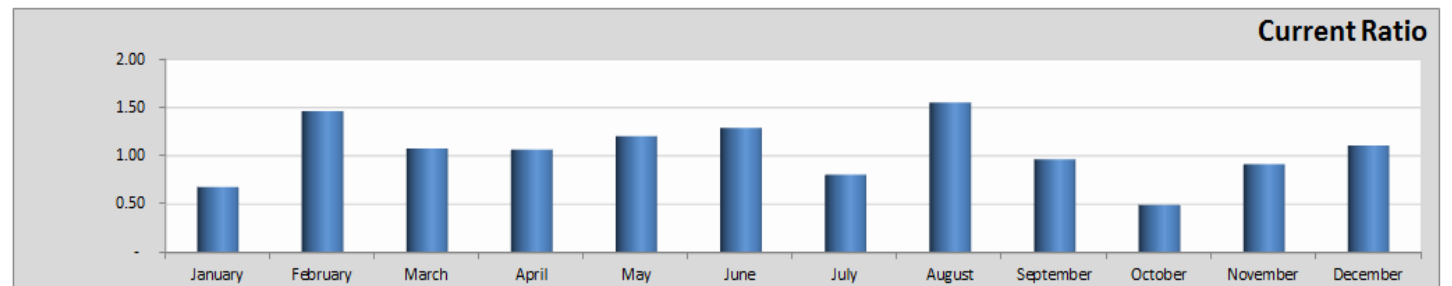
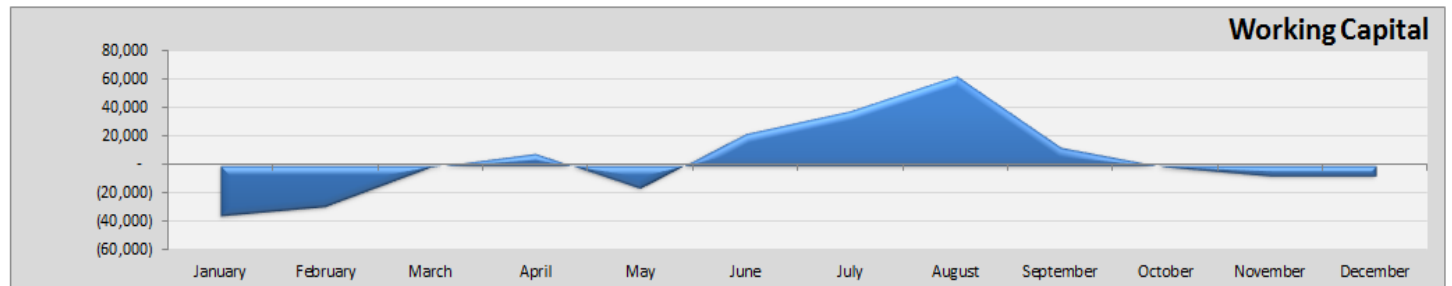
Some chosen analysis

Working capital – Show of the results from JETs

Working Capital & Current Ratio

Report Date 8/23/2011

2011												
	January	February	March	April	May	June	July	August	September	October	November	December
Current Assets	74,405	(90,939)	(16,110)	136,096	(92,528)	101,144	(155,777)	174,615	(363,170)	1,015	72,525	(72,789)
Current Liabilities	109,902	(62,118)	(14,989)	127,587	(76,890)	78,566	(193,757)	112,467	(376,168)	2,070	79,494	(65,841)
Working Capital	(35,497)	(28,821)	(1,121)	8,508	(15,638)	22,579	37,980	62,148	12,998	(1,055)	(6,969)	(6,948)
Current Ratio	0.68	1.46	1.07	1.07	1.20	1.29	0.80	1.55	0.97	0.49	0.91	1.11



Some chosen analysis

Inventory - Dashboard

Company

JetCorp, Belgium

JetCorp, North America

Location

Amsterdam Warehouse 1

Amsterdam Warehouse 2

Item Category

Awards & Recognition

Bags & Totes

Product Group

Flashlights

USB Drives

Year

2007 2008

2009 2010

Quarter

2010 Q1 2010 Q2

2010 Q3 2010 Q4

Month

2010 May 2010 Jun

2010 Jul 2010 Aug

Inventory Value

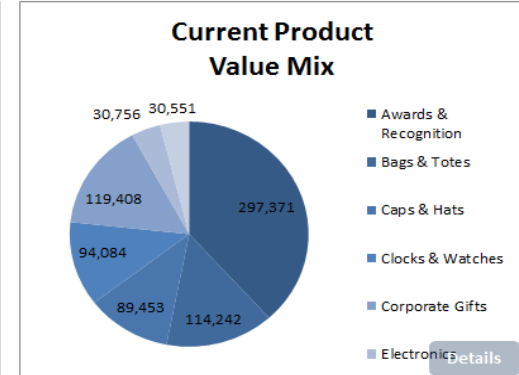
2010

■ Awards & Recognition ■ Bags & Totes ■ Caps & Hats

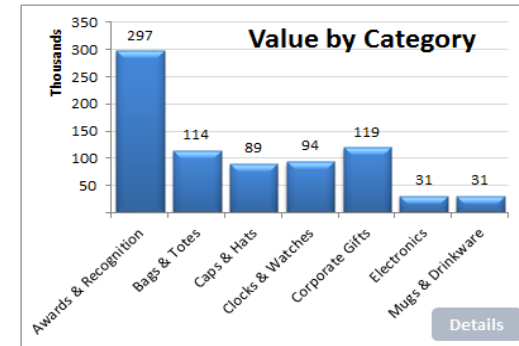
■ Clocks & Watches ■ Corporate Gifts ■ Electronics

■ Mugs & Drinkware

[Details](#)



Average Inventory Value	Period	Prev. Yr	Variance	%	Grand Total
Awards & Recognition	188,840	200,797	-11,957	-5.95%	188,840
Bags & Totes	72,551	83,459	-10,908	-13.07%	72,551
Caps & Hats	56,765	63,983	-7,218	-11.28%	56,765
Clocks & Watches	57,043	63,353	-6,310	-9.96%	57,043
Corporate Gifts	73,856	81,520	-7,664	-9.40%	73,856
Electronics	19,293	18,451	842	4.56%	19,293
Mugs & Drinkware	19,052	16,732	2,320	13.86%	19,052



Another possible project.



- Hotel chain Rocco Forte * * * * *
- Where? (Great Britain 2x, Scotland 1x, Germany 2x, Prague 1x, Rome, Florence, CH, Russia)
- SW choice (chosen company for delivery standard accounting package of ERP and cooperation with author of hotel vertical solution : Serenissima Informatica, Padova)
- Choice of local partner (CZ MS Dynamics NAV partner X : requirements -> stability, knowledge of international business, languages, references- testimonial abroad, ..)
- Milano (server farm for all hotels)
- All hotels using same chart of account (USoA=Uniform System of Accounts) – simple consolidation (IFRS)
- Choice of hotel SW and accounting SW

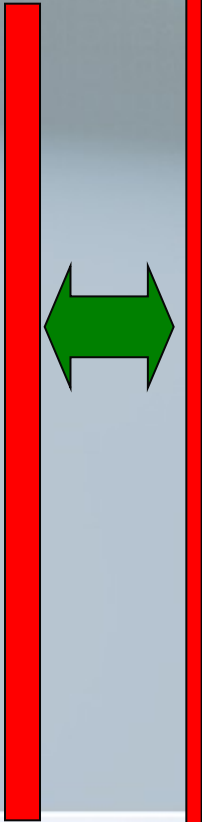
Another possible project...



Another possible project



Basic Concept (survey)



General Ledger

- Chart of Accounts
- Bank Accounts
- Budgets
- Account Schedules
- Analysis by Dimensions
- Payment Order
- Bank Statement
- Payment Journals
- General Journals
- Cash Register Documents
- Intercompany Postings
- Reports
- VAT Return
- Issued Payment order
- Issued Bank Statement

General Ledger

- Fixed Assets
- Sales & Receivables
- Relationship Management
- Service Management
- Purchases & Payables
- Inventory
- Warehouse Management
- Manufacturing
- Capacity Requirements Planning
- Resources
- Jobs
- Human Resources
- Commerce Portal

SERENISSIMA



PRÍZNANÍ VAT report
k dani z pridane hodnoty

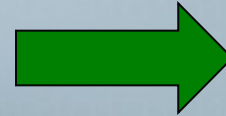
za zdaňovací období: měsíc 9 čtvrtletí rok 2005

1. Příloha daně § 94 X 2. Označení identifikační k dani § 98

1. Neplatná daň § 195, 6, § 198

B. ODDÍL - daň z pridane hodnoty

I. Prošetřete (X) nevznikla-li daňová povinnost		Základ daně	Daň na výstupu
II. Povinnost přiznat daň za			
1. měsíčně/čtvrtletně/zvláštních případech s místem plnění v tuzemsku			
210	se základní sazbou daně	50	10
215	se sníženou sazbou daně	10	1
2. při činnosti zvlášť z jednoho členského státu (§ 19 a § 17 odst. 6 písm. c) mimo § 19)			
220	se základní sazbou daně	242	47



Dataport



Translation of text strings used for communication Protel<->Dynamics NAV to Czech language (necessary knowledge of terminology and language)



	B	C	D	E
745	57002	Option String	Period,Fiscal Year	Období,Fiskální rok
746	57002	Field Name	Accrued/Deferred Amount Type	Typ částky na časovém rozlišení
747	57002	Option String	,Accrued Income,Accrued Charge,Deferred Charge,Deferred Revenue	,Příjmy příštích období,Výdaje příštích období,Náklady příštích období,Výnosy příštích období
748	57002	Field Name	Changed Original Data	Původní data změněna
749	57002	Field Name	Journal Template Name	Název šablony deníku
750	57002	Field Name	Document Type	Typ dokladu
751	57002	Option String	,Order,Invoice,Credit Memo	,Objednávka,Faktura,Dobropis
752	57002	Field Name	Journal Batch Name	Název listu deníku
753	57002	Field Name	Line No.	Číslo řádku
754	57002	Field Name	G/L Entry No.	Číslo věcné položky
755	57002	Field Name	Processed Flag	Číslo věcné položky
756	57002	Field Name	Deferred Posting	Odložené zaúčtování
757	57002	Field Name	To be Deferred	Zahrnout do příštích období
758	57002	Field Name	Document No.	Čís. dokladu
759	57002	Field Name	Line No.	Číslo řádku
760	57002	Field Name	Account No.	Číslo účtu
761	57002	Field Name	Account Description	Název účtu
762	57002	Field Name	Balance Account No.	Název rozvahového účtu
763	57002	Field Name	Balance Account Description	Rozvahový účet - popis
764	57002	Field Name	Amount	Částka
765	57002	Table	Accr/Def Amount Journal Header	Hlavička deníku pro částky na časovém rozlišení
766	57002	Text Constant	No journal line data found !	V řádku deníku nebyla nalezena žádná data !
767	57002	Text Constant	Date in Closed Period	Datum v uzavřeném období
768	57002	Text Constant	Initial Date not in Actual Fiscal Year	Počáteční datum nespadá do stávajícího fiskálního roku
769	57002	Text Constant	Final Date < Initial Date	Konečné datum < Počáteční datum
770	57002	Text Constant	Journal Amount Missing	V deníku chybí částka
771	57002	Text Constant	Type Not allowed with Def. Amount Delayed Posting	Tento typ není povolený pro opožděné zaúčtování Odložené částky
772	57002	Text Constant	Def.Posting not allowed with Journaling Period = Period	Zaúčtování Odložené částky na časové rplíšení není povoleno pokud se perioda zápisu = Období
773	57002	Text Constant	Account Type %1 not valid for Deferred	Typ účtu %1 není platný účtování Odložené částky na časové rozlišení
774	57003	Field Name	Section Type	Typ sekce
775	57003	Option String	,Sale,Purchase,G/L Ledger	,Prodej,Nákup,Hlavní kniha

Balance sheet (generation using accounting schemes – will be introduced to students)



Income Statement

General Ledger

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- Human Resources
- Commerce Portal

SERENISSIMA

Název ROZVAHA04 **Accounting scheme**

Číslo řady	Popis	Typ s...	Součet
001	AKTIVA CELKEM	Vzorec	B001+K001
002	Pohledávky za upsany základni kapitál	Vzorec	B002+K002
003	Dlouhodobý majetek	Vzorec	B003+K003
004	Dlouhodobý nehmotný majetek	Vzorec	B004+K004
005	Zřizovací výdaje	Vzorec	B005+K005
006	Nehmotné výsledky výzkumu a vývoje	Vzorec	B006+K006
007	Software	Vzorec	B007+K007
008	Ocenitelná práva	Vzorec	B008+K008
009	Goodwill (+/-)	Vzorec	B009+K009
010	Jiný dlouhodobý nehmotný majetek	Vzorec	B010+K010
011	Nedokončený dlouhodobý nehmotný majetek	Vzorec	B011+K011
012	Poskytnuté zálohy na dlouhodobý nehmotný ...	Vzorec	B012+K012
013	Dlouhodobý hmotný majetek	Vzorec	B013+K013
014	Pozemky	Vzorec	B014+K014
015	Stavby	Vzorec	B015+K015
016	Samostatné movité věci a soubory movitých ...	Vzorec	B016+K016
017	Pěstitelské celky trvalých porostů	Vzorec	B017+K017
018	Základní stádo a tažná zvířata	Vzorec	B018+K018
019	Jiný dlouhodobý hmotný majetek	Vzorec	B019+K019
020	Nedokončený dlouhodobý hmotný majetek	Vzorec	B020+K020
021	Poskytnuté zálohy na dlouhodobý hmotný ma...	Vzorec	B021+K021
022	Oceňovací rozdíl k nabytému majetku (+/-)	Vzorec	B022+K022
023	Dlouhodobý finanční majetek	Vzorec	B023+K023
024	Podíly v ovládaných a řízených osobách	Vzorec	B024+K024
025	Podíly v účetních jednotkách pod podstatným...	Vzorec	B025+K025
026	Ostatní dlouhodobé cenné papíry a podíly	Vzorec	B026+K026
027	Půjčky a úvěry - ovládající a řídicí osoba, po...	Vzorec	B027+K027
028	Jiný dlouhodobý finanční majetek	Vzorec	B028+K028
029	Pořizovaný dlouhodobý finanční majetek	Vzorec	B029+K029
030	Poskytnuté zálohy na dlouhodobý finanční m...	Vzorec	B030+K030
031	Oběžná aktiva	Vzorec	B031+K031
032	Zásoby	Vzorec	B032+K032
033	Materiál	Vzorec	B033+K033
034	Nedokončená výroba a polotovary	Vzorec	B034+K034
035	Výrobky	Vzorec	B035+K035

Období: 15. 11. 2007

ROZVAHA
v plném rozsahu
ke dni 15. 11. 2007
(v Kč - z. des. místa)

IC: 7777 7777

Období: 5
Létsko: CZ-493 01

Označení	AKTIVA	Číslo řádku	Běžné období			Minulé úč. období
			Brutto	Korekce	Netto	
a	b	c	1	2	3	4
	AKTIVA CELKEM	001	29 239 952,46		29 239 952,46	191 977 933,78
A	Pohledávky za upsany základni kapitál	002				
B	Dlouhodobý majetek	003				-7 280 944,94
B. I.	Dlouhodobý nehmotný majetek	004				
B. I. 1.	Zřizovací výdaje	005				
2	Nehmotné výsledky výzkumu a vývoje	006				
3	Software	007				
4	Ocenitelná práva	008				
5	Goodwill (+/-)	009				
6	Jiný dlouhodobý nehmotný majetek	010				
7	Nedokončený dlouhodobý nehmotný majetek	011				
8	Poskytnuté zálohy na dlouhodobý nehmotný majetek	012				
B. II.	Dlouhodobý hmotný majetek	013				-7 280 944,94
B. II. 1.	Pozemky	014				
2	Stavby	015				-4 626 154,70
3	Samostatné movité věci a soubory movitých věc	016				-618 116,03

Seznam účtů:	Podpisový záznam statutárního orgánu účetní jednotky nebo podpisový záznam ředitele společnosti, pokud je účetní jednotkou
Titulní firma účetní jednotky:	Podpis ředitele

Uniform System of Accounts

No.	Name	Income/Balance	Account Type	Mapping	Account synte	Analytic	Czech description
0047500	Other Debtors - Insurance Advances Premium Payment	Balance Sheet	Posting		381	100	Náklady příštích období - pojištění zaměstnanců
0067700	Prepaid rent	Balance Sheet	Posting		381	200	Náklady příštích období - nájemné
0069000	Prepaid Insurance	Balance Sheet	Posting		381	300	Náklady příštích období - pojištění budovy a odpovědnosti
0069500	Prepaid Licences & Permits	Balance Sheet	Posting		381	310	Náklady příštích období - licence a povolení
0070000	Prepaid Maintenance Contracts	Balance Sheet	Posting		381	400	Náklady příštích období - provozní náklady
0070300	Prepaid Sales & Marketing	Balance Sheet	Posting		381	500	Náklady příštích období - Sales & Marketing
0070350	Prepaid - Property taxes	Balance Sheet	Posting		381	600	Náklady příštích období - daň z nemovitosti
0141000	Financing Costs	Balance Sheet	Posting		381	700	Náklady příštích období - náklady na financování
0141100	Brand	Balance Sheet	Posting		381	800	Náklady příštích období - rebranding
0155000	Pre Opening Cost	Balance Sheet	Posting		381	900	Náklady na zprovoznění hotelu
0250010	GRNI - Stores	Balance Sheet	Posting		383	100	Výdaje příštích období - stock
0250050	GRNI Non Stores	Balance Sheet	Posting		383	200	Výdaje příštích období - non-stock
0249000	Deferred Income	Balance Sheet	Posting		384	100	Výnosy příštích období
0249100	Deferred Income Other	Balance Sheet	Posting		384	200	Výnosy příštích období - jiné
0249500	Deferred Income - Subscription	Balance Sheet	Posting		384	300	Výnosy příštích období
0021000	Guestledger (Accrued Income)	Balance Sheet	Posting		385	100	Příjmy příštích období - newfakturované tržby
0048500	Accrued Income - other	Balance Sheet	Posting		385	200	Příjmy příštích období - ostatní

Accrued Revenues (revenues generated in the future periods)

Income (still not created)

General Ledger

Customer



Accrued and Deferrals... (one of many helping letters)

Ciao amico,

For Deferred Costs (In Italian “**Risconti**”) it means when You receive an Invoice for Service; Service provided partially in one Fiscal Year, and Partially for the following Fiscal Year.

Es. : In November You receive an Invoice for IT Service provided from November 2007 until June 2008.

You have to charge 2 Months for 2007 and 6 Months for 2008 Fiscal Year.

In other words Deferred Costs happens when You receive in advance an Invoice for Services provided in the future.

It's possible to have the same also for **Revenues**

The opposite is called Accrued (In Italian **Ratei**).

Es. : In May 2008 You receive an invoice for Services provided from November 2007 until May 2008. Normally You have to charge in advance, Cost for Services for November and December 2007 without any Invoice,

and You balance this Cost with special Accounts.

This happens very often in Hotel management because, for management control, they have to produce every month Profit & loss report. It's more or less like a Year close done on every Month.

In other words **Accrued Costs** happens when You receive an Invoice for Services after the Service was provided.

The same can happen also for revenues.

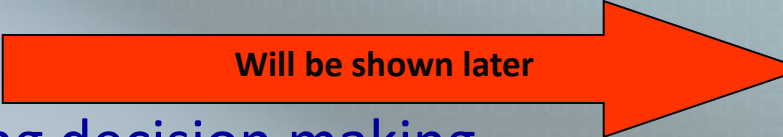
I hope this explanation can be clear enough.

Regards.

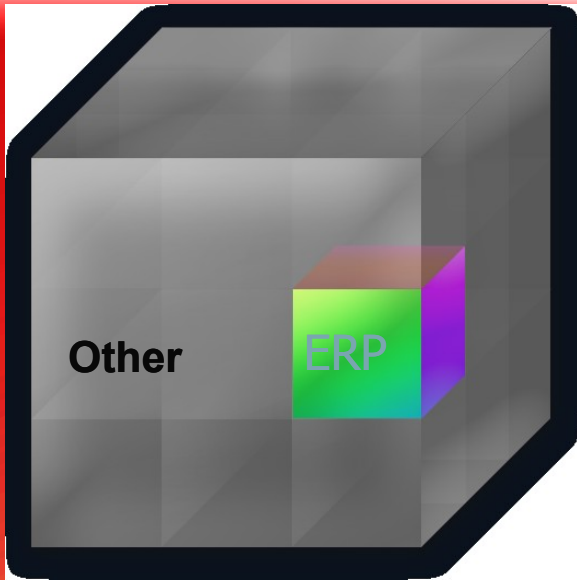
Knowledge of methods, which are necessary for project management and process management

- **Theory of Constraint** (will be introduced-72 slides)-seminar work!!!!
 - Critical chain methodology
 - Thinking tools
 - Throughput Accounting ->go to wikipedia
- **Balanced Scorecard** (will be introduced)
- **SWOT a Gap Analysis**
- **MS Office (Word, Power Point a Excel)**
- **ERP system and its logic** (will be introduced- 28 hours)
- **Logistics**
- **Finance Management and Controlling**
- **Production Management (MRP, MRP-II, JIT and DBR)**
- **Market Analysis**

Knowledge of methods, which are necessary for project management and process management

- Legal aspects of contracts
- Cost management
- Foreign languages
- Basic knowledge of IT architecture **will be introduced**
- Methods used for project management
- Business Analytics  **Will be shown later**
- Methods supporting decision making
- Risk management
- Basics of marketing

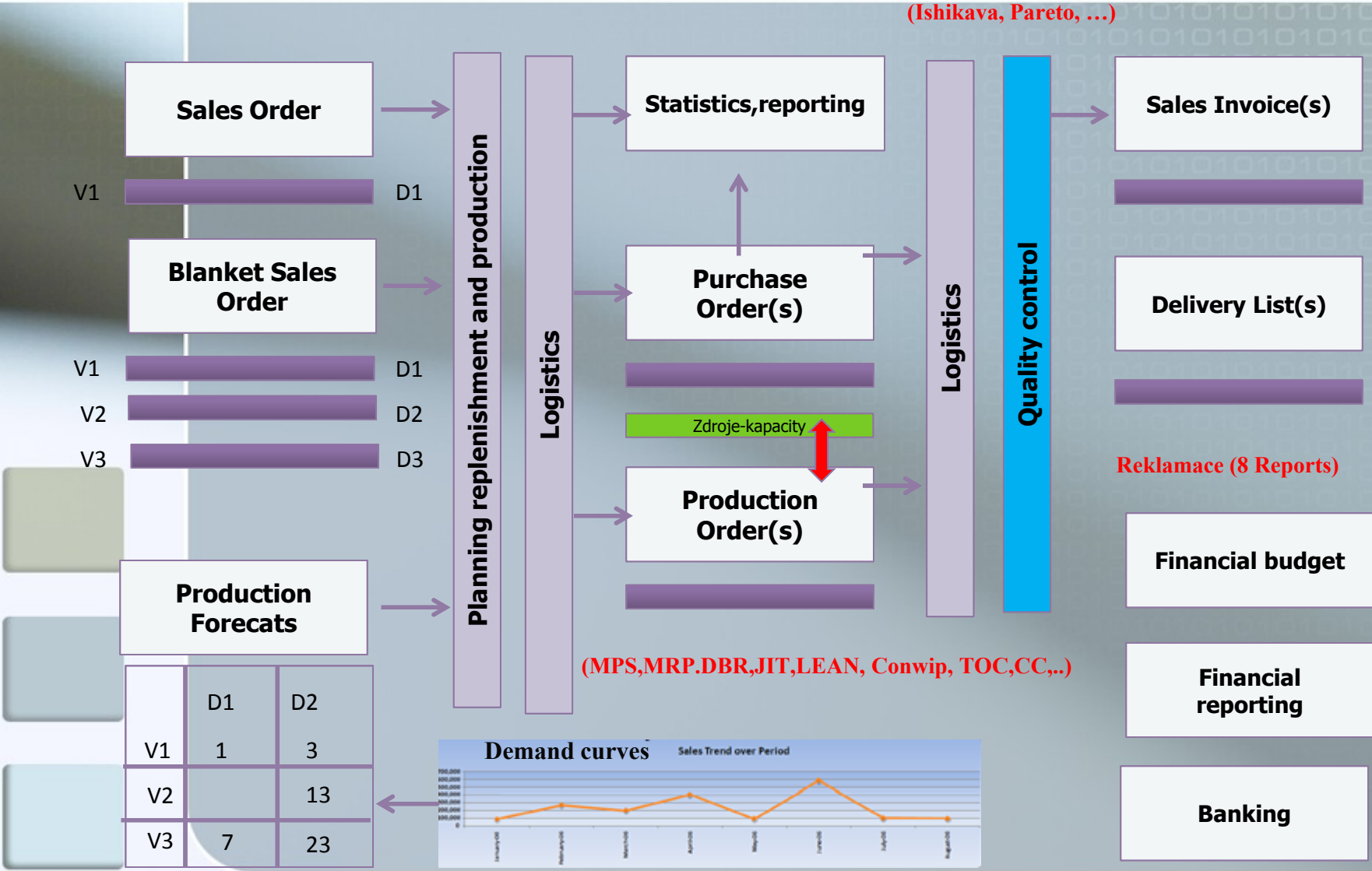
Business Analytics – some reason why to discuss



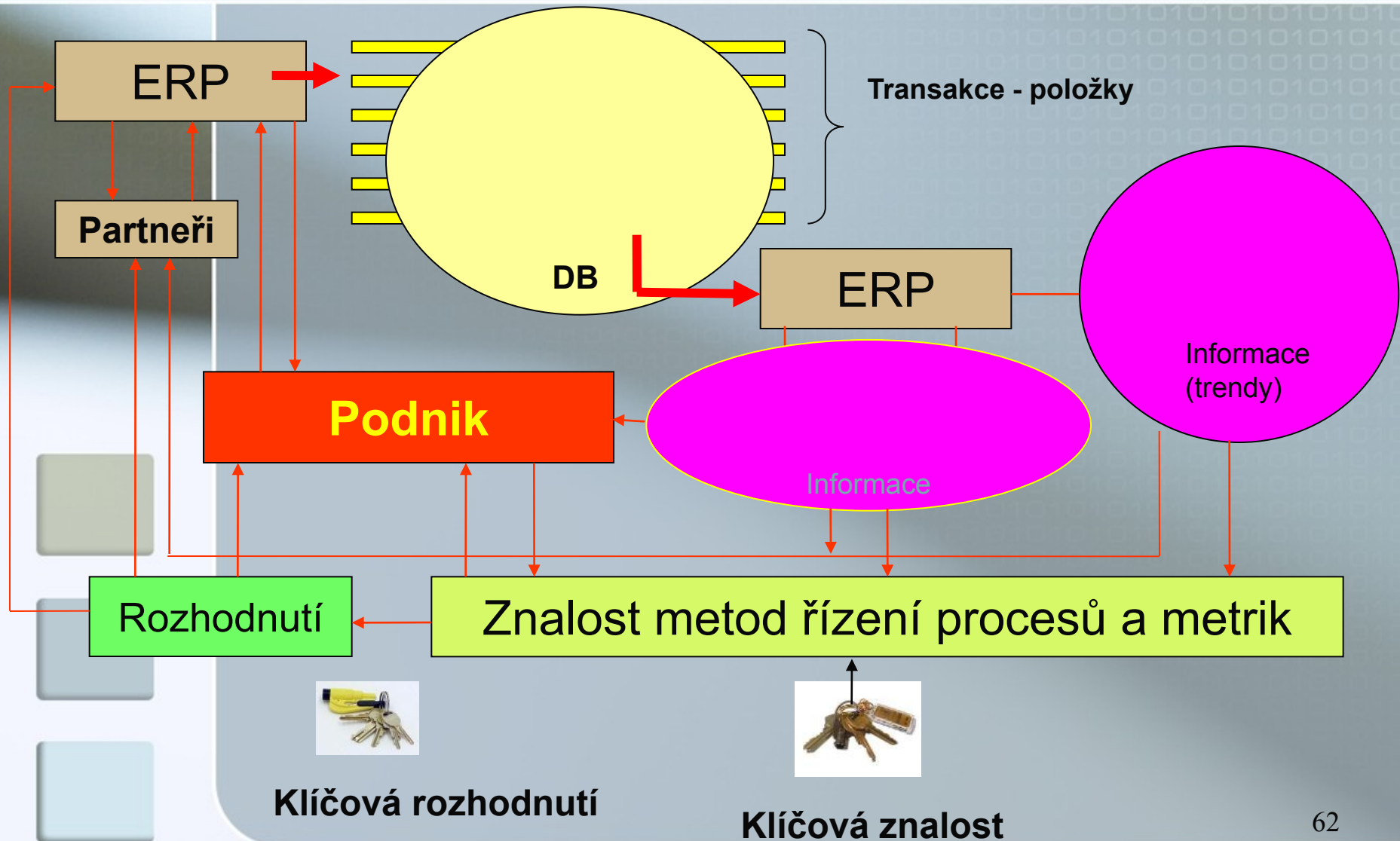
- The data is not all in the ERP
- The tools are rigid and hard to learn
- The tools don't reflect how we work today
- They don't span the continuum of needs

Financial management

Balance Scorecard, ERP, Business Intelligence (OLAP),...-



Zjednodušené schéma využívání ERP



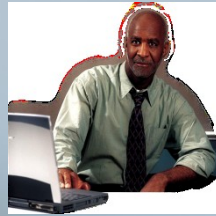
Main principles (source tables and their entries)

Posting Date	Entry Type	Document Type	Document No.	Item No.	Quantity	Invoiced Quantity	Remaining Quantity	Sales Amount (Actual)	Cost Amount (Actual)	
31.5.2011	Purchase	Purchase Receipt	107044	1908-S		10	10	0,00	40 993,06	0,00

Control parameters
(time, type of products,
Costs, Revenue, Area,..)



What Users Need



CEO

"I need to know that the people in my organization have the right goals in place to understand and **execute on the strategic initiatives** of the company."



VP, Operations

"I need better visibility into my cost of operations so I can **target specific cost reduction opportunities** that won't have a negative impact."



CFO

"I need to improve our analytics capabilities so we can understand our current business performance and **do a better job of planning** for the future."



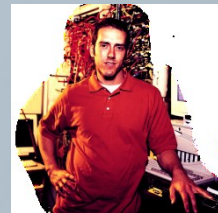
VP, Sales and Marketing

"I need better visibility into our pipeline performance so I can **focus on deals** that help me grow business with my most profitable customers."



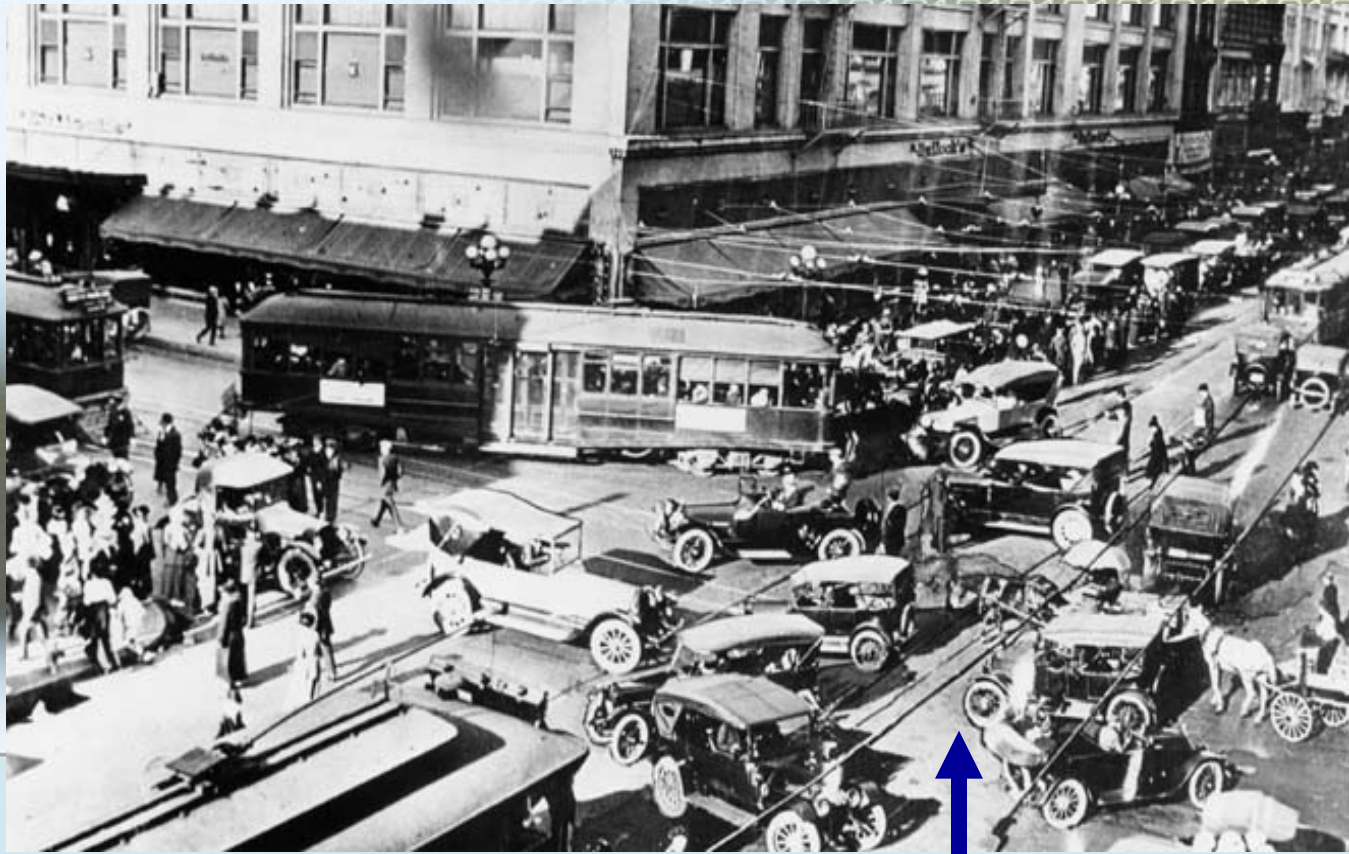
Sales Rep

"I need to have the right demographic information so I can **better target my opportunity prospecting**."



Customer Support Rep

"I need better access to information to **make better decisions** on cross-sell and up-sell opportunities."



Thanks for Your Attention

Will be placed on IS.MUNI.CZ in
the study materials

If everyone pulls at
the different end of the rope,
than your project results
will be a mess...
(see rule 99 %)