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**Wynn, Martin G ORCID logoORCID: <https://orcid.org/0000-0001-7619-6079> and Flower, Robin (1997) Distributed Decision Making: Putting Data Where It Counts. In: Business Intelligence - Data Warehouse 97, November 18th/19th 1997, London. (Unpublished)**

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# Distributed Decision Making Putting Data Where It Counts

Data Warehouse '97

November 18th, 19th 1997

Business Intelligence

London

Martin Wynn, IT Director  
Robin Flower, Commercial  
Systems Manager

H P Bulmer  
Hereford  
UK



# Presentation Structure

- 1 Bulmers Profile.
- 2 Profitability Analysis.
- 3 Orders, Deliveries & Service Levels.
- 4 Future Commercial Warehouse Initiatives.
- 5 End User Computing on the Oracle Packages.
- 6 Concluding Remarks.

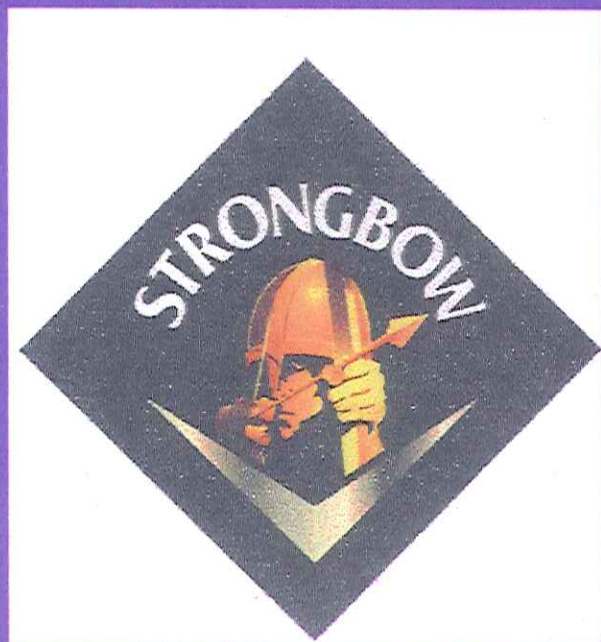


# 1 Bulmers Profile

- \* Location: Hereford, UK
- \* Turnover 1996/7: £300m
- \* Profit 1996/7: £30.1m
- \* Employees: 850



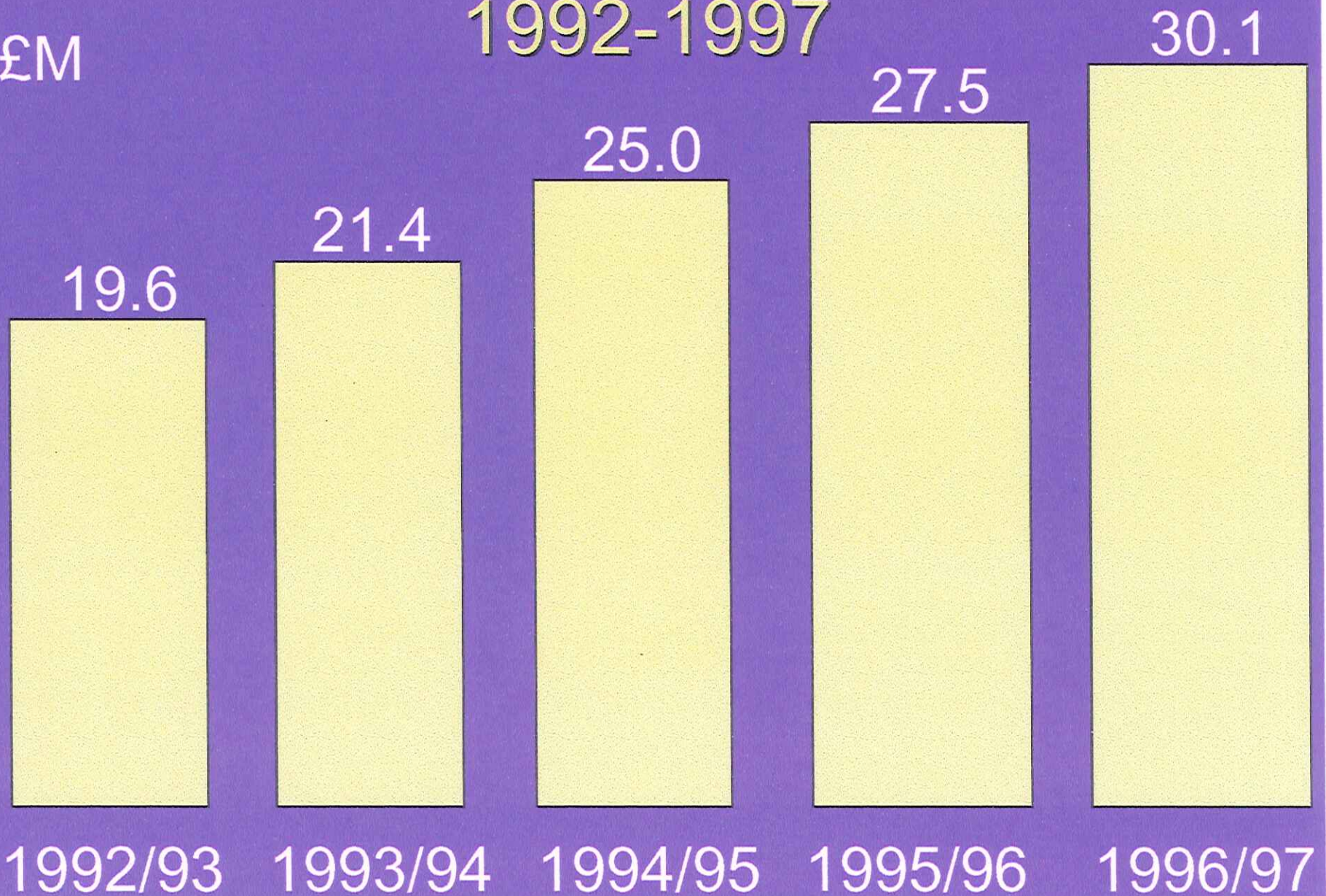






# H P Bulmer Pre Tax Profits 1992-1997

£M





# Bulmers IT Technical Strategy

- \* Oracle database and tools.
- \* Oracle Applications - where possible.
- \* Unix on central servers.



## 2 Profitability Analysis/ Profit Management



# Profit Management Project

## Key Drivers

- \* Brand and account management by profit.
- \* Tracking account performance against forecast.
- \* Presentations to key accounts.
- \* Field to HQ communications, word processing etc.



# Customer Profitability Profiling

## Why Do It?

### Variability of Cost Total Sales

Discounts & Adjustments
Selling & Order Taking
Storage & Distribution
Production & Purchasing
Marketing & Advertising
Gen. Admin & Fixed Costs
Profit

### Customer Driven Variations in Costs as a % of Sales

0-25

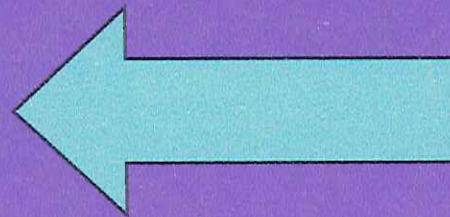
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2-35

20-70

1-20

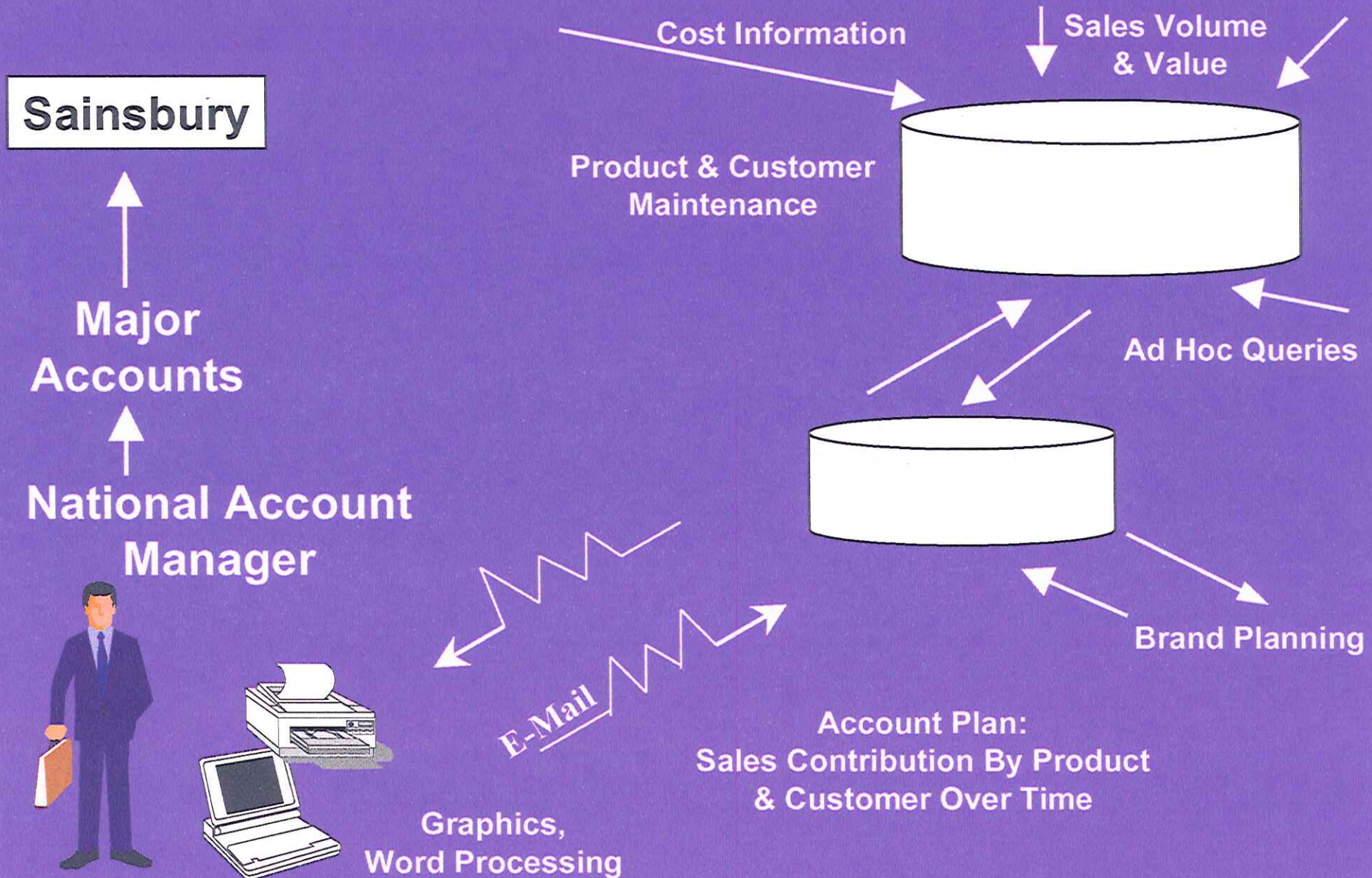
10-30



Scope for Massive  
Profit Variations

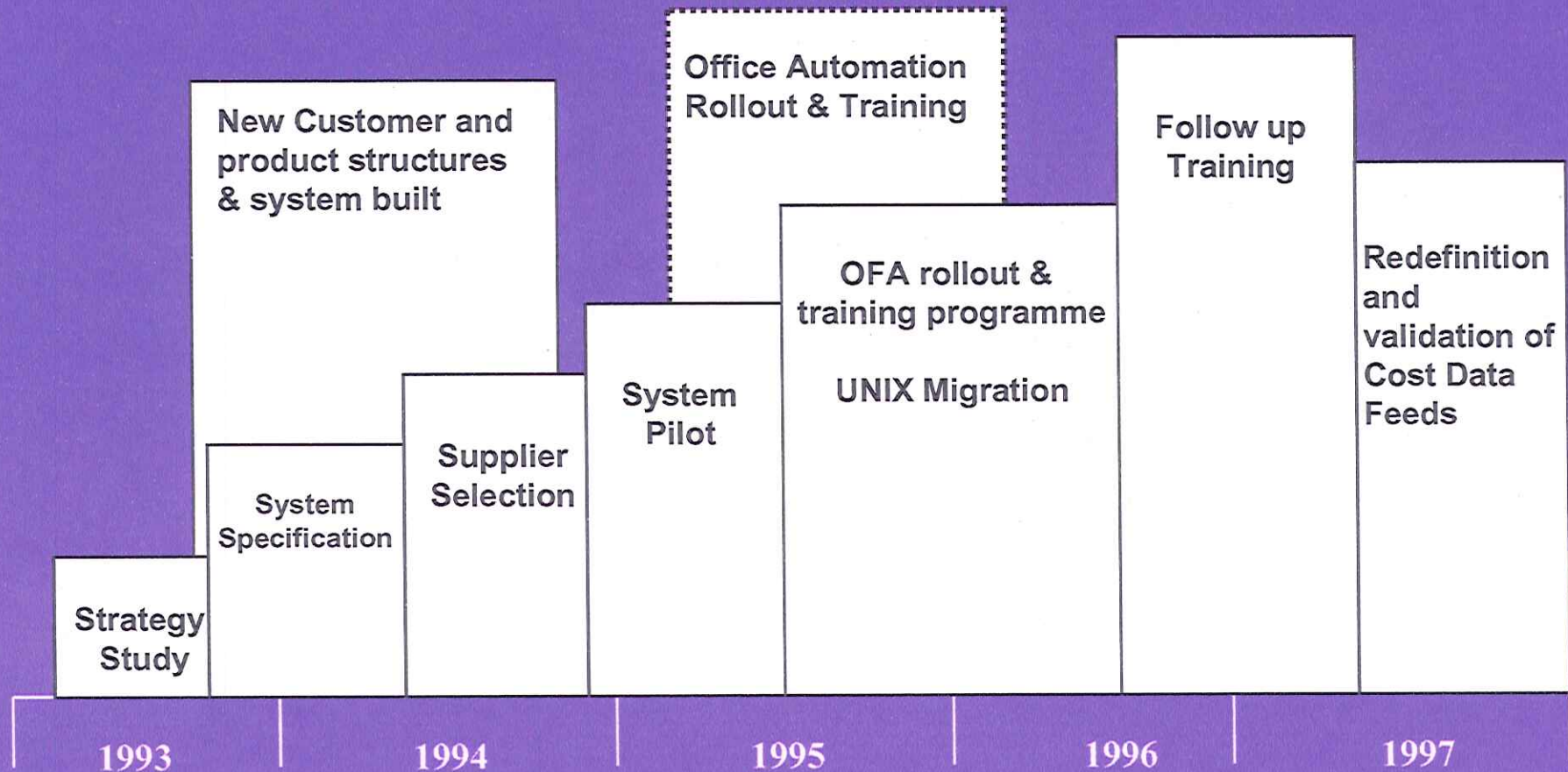


# National Account Communications Systems





# Profit Management (Oracle Financial Analyser) Project Phasing





# Profit Management Implementation Problems

- \* Data issues

- \* Full profitability figures were not robust as some remaining cost feeds required further analysis (General Sales Force costs, Cost of Credit, Distribution).

- \* Software Faults

- \* Version 4,5 of OFA not robust and couldn't handle data volumes. Forced migration to 4.6.4 UNIX.



# Profit Management Implementation Problems

- \* Communications Instability
  - \* Initial use of e-mail for file transfer replaced by Landial. Now migration to package comms functions available in version 4.6.
- \* Education and Training
  - \* Overall step change, but some account managers still struggling.



# OFA Project - Current Status

- \* 35 field based Account Managers and 15 Brand/Finance Managers at HQ.
- \* Volumetric reporting of top 60 customers.
- \* Cost Drivers identified - and the means to report them.
- \* Account and Brand planning and forecasting capabilities - in the field and at HQ.
- \* 4 data 'cubes' for account brand data - Budget, Actual, Forecast, Plan.
- \* HQ profitability reports and promotional spend analysis.

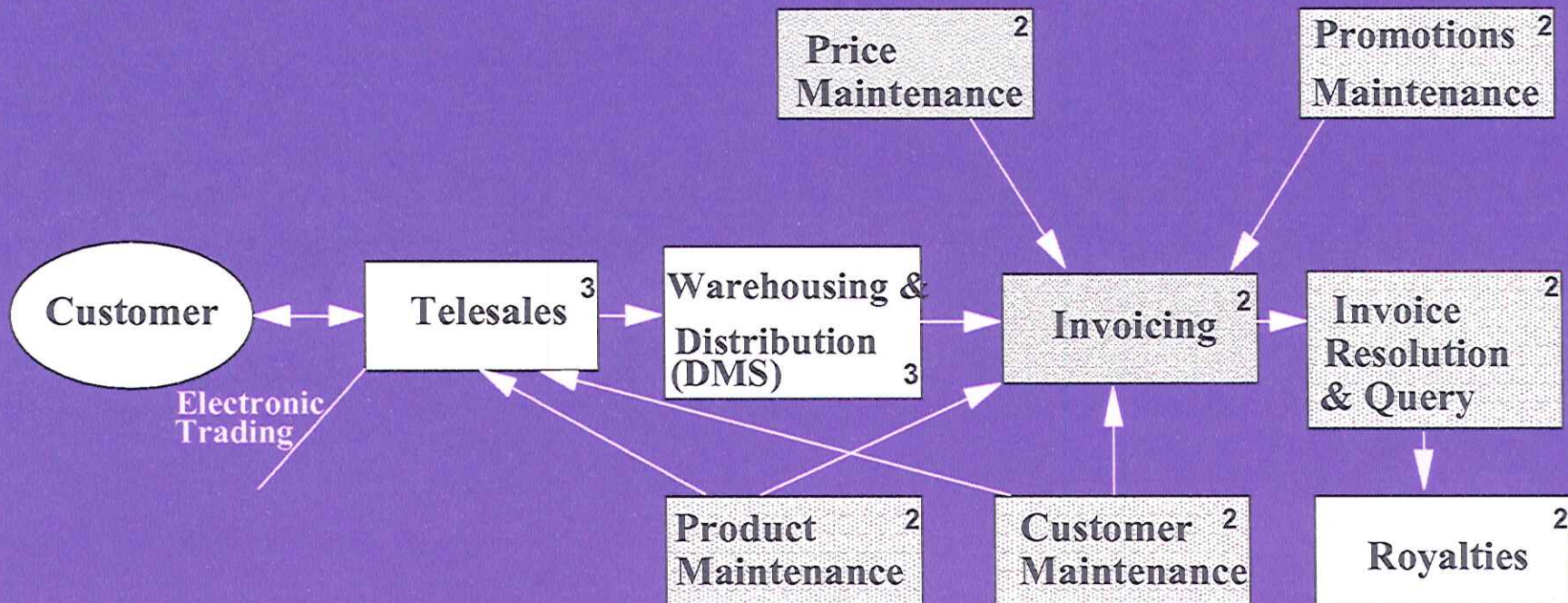


# 3 Orders, Deliveries & Service Level Reporting



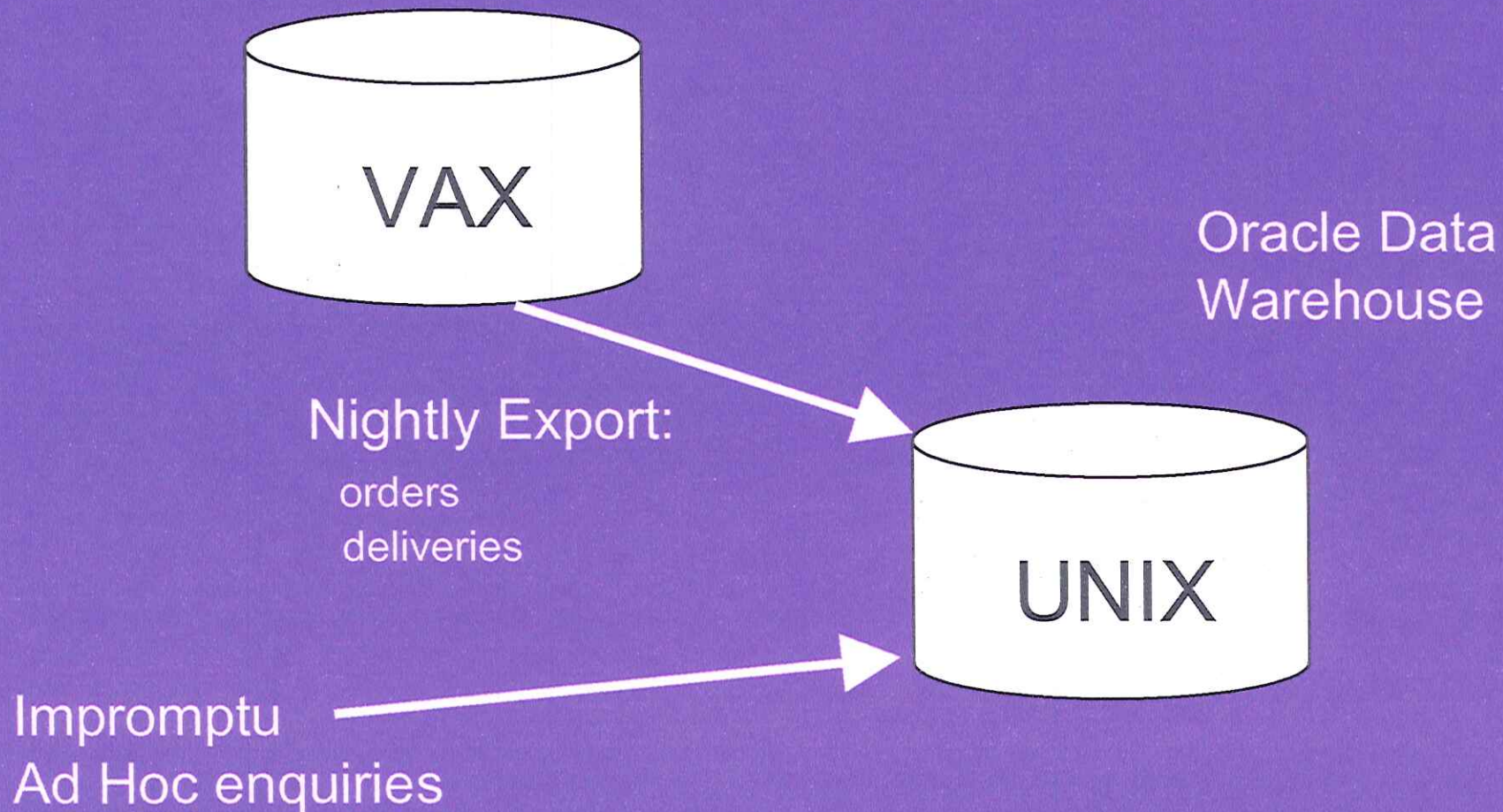
# H P Bulmer Systems Map

- 1 Oracle Package
- 2 Oracle Bespoke System
- 3 Non Oracle Package





# Telesales - Distribution





# Order/Distribution Warehouse

- Some success

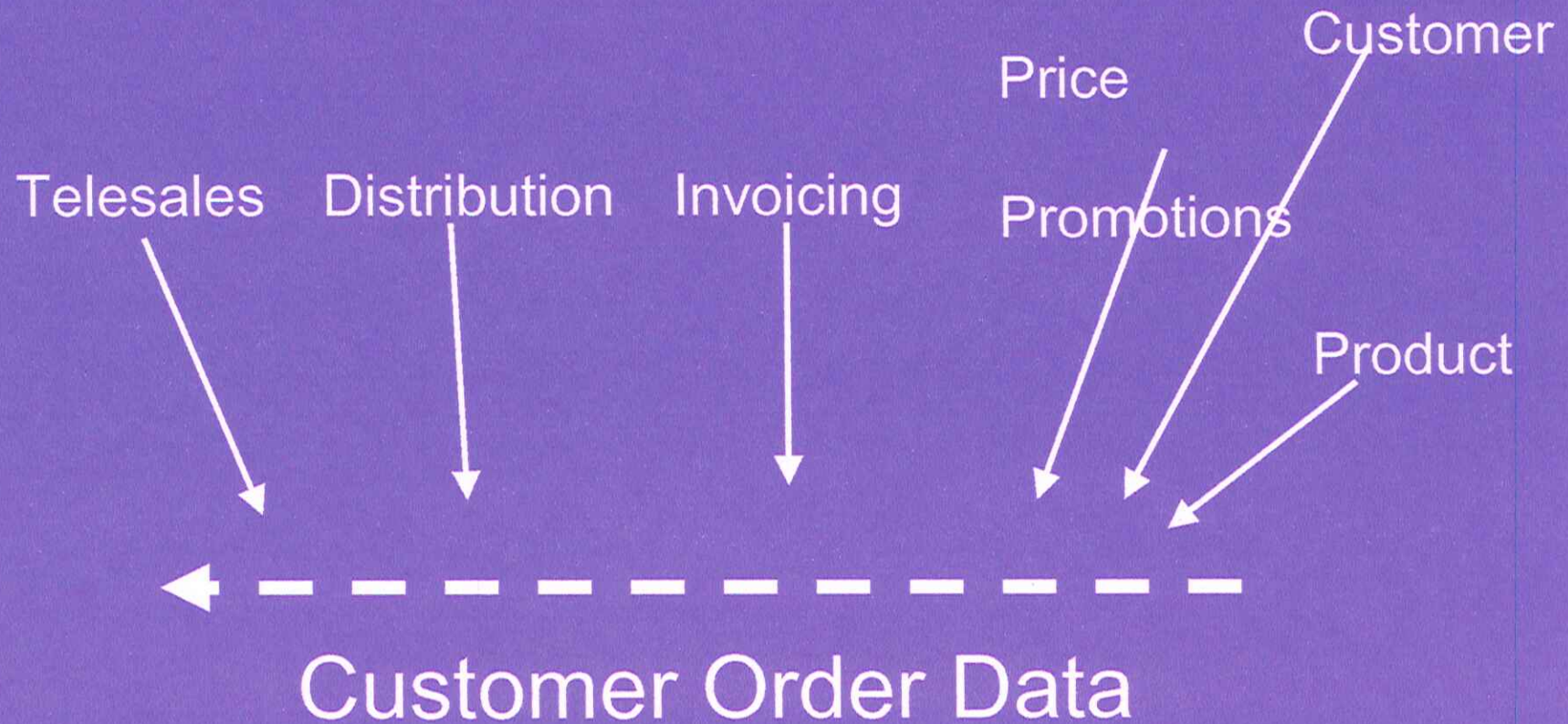
- ‘Drop’ size reports.

- Problems

- Customer/product structures.
  - User skills/query tools
  - Housekeeping problems undermined credibility.



# Service Level Reporting





# Orders, Deliveries, Service Level Reporting

- Disparate hardware and software.
- Warehouse applications may be a way forward in the short term.
- Replacement project - one integrated order fulfilment package now started.



# 4 Future Commercial Warehouse Initiatives



# Commercial Data Sources

## Internally generated

### Transactional data

- Orders
- Deliveries
- Ex-factory sales
- Costs

### Decision Support

- Account profitability
- Customer performance
- Outlet information

## Externally generated

### Market & consumer data

- Retail audits (Stats MR)
- Competitor activity (Stats MR)
- Distribution surveys
- Advertising tracking data
- Category usage & attitudes

### Retail data

- EPoS (Safeway, Tesco)
- Loyalty card data
- Category margins
- Replenishment costs

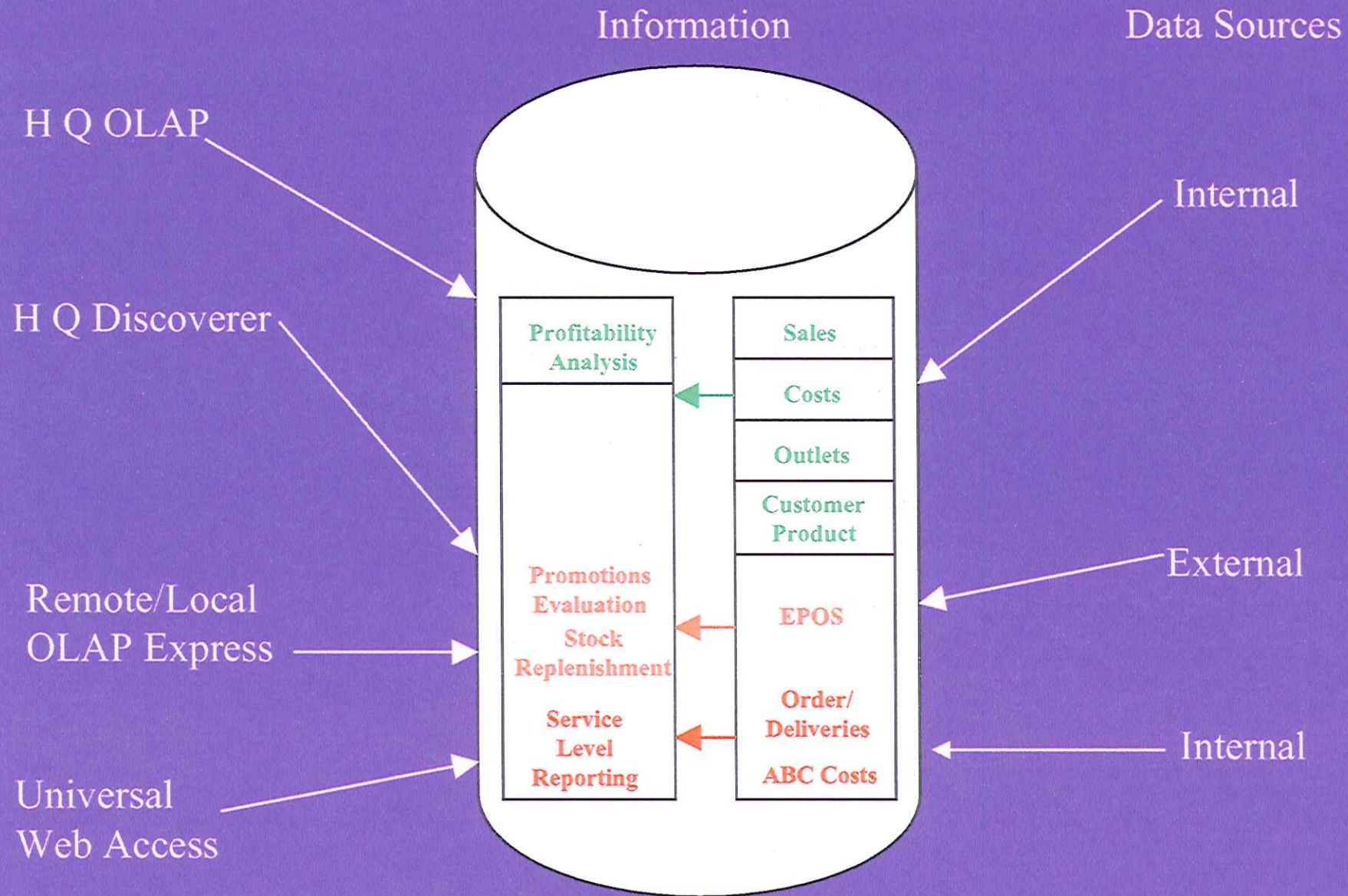


# Commercial Data: Products & Tools

Ranging & merchandising	Decision support	Database/data warehousing
<ul style="list-style-type: none"><li>•Galleria</li><li>•Intactix ✓</li><li>•Cosmic</li><li>•IRI software</li><li>•(Apollo)</li><li>•Nielsen</li><li>•(Spaceman)</li></ul>	<ul style="list-style-type: none"><li>•Cognos Impromptu</li><li>•Comshare</li><li>•Business Objects</li><li>•Oracle Express ✓</li><li>•Oracle Discoverer ✓</li></ul>	<ul style="list-style-type: none"><li>•Oracle RDMs ✓</li><li>•BACG</li><li>•SAP</li><li>•Oracle OLAP ✓</li></ul>



# H P Bulmer Data Warehouse





# 5 End User Computing



# Problems To Date

- End user tools development rather slow in Oracle area.
- Database structures not easily understood.
- Database table and item names not user friendly.
- End user layer/metadata needed.
- Training, headcount and priorities.



# Current Situation

- End user layers for Oracle applications now available (Noetix).
- End user tools progressed rapidly, lead by Web/Microsoft.
- Tools for building own end user layers also advancing.
- Clear benefits to be gained.



# 6 Concluding Remarks

- Potential unquestionable.
  - Large amount of data in RDBMS
  - External sources increasing.
  - Extraction and cross-referencing are key.
- Problems
  - RDBMS not 'user friendly'.
    - Data item naming problematic.
    - End user layers/metabase.
  - OLAP technologies promise much
    - Mechanical structures.
    - End user layers built in with system.
    - Can also sit over/link to RDBMS