



COSMO CONSULT
Business-Software for People

WHITE PAPER
Making your
international IS
Roll-Out a success



Gold
**Microsoft
Partner**



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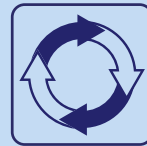
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COSMO CONSULT:
YOUR INTERNATIONAL
PARTNER





We're implementing global rules, including IFRS, in relation with CFOs from international groups". With similar settings across all systems, the solution is set to guarantee that information has the same meaning from one entity to the next ».

Jérémie Mercier
Project Manager | COSMO CONSULT International

› COSMO CONSULT'S VALUE PROPOSITION



**+ 650
EMPLOYEES**



**WORLDWIDE
PARTNER
NETWORK**

**+2,700
CUSTOMERS**

Global Reach, Local Touch

Our requirements mirror those of our 2,700 customers: using a software solution to support common business processes and unify data to guarantee the company's growth. Our credo? "Global Reach, Local Touch": a single cross-boundary framework supporting harmonisation, business intelligence, and efficient teamwork (Core System) that caters to local features specific to each country (Roll-Out).

To achieve this, COSMO CONSULT delivers proven know-how, tried and tested Roll-Out methods and a level of attentiveness and understanding that's part of its DNA.

Proven, adaptable methodology

For over 20 years, COSMO CONSULT has been rolling out Enterprise Resource Planning (ERP) packages worldwide. Relying on standard recognised methodological approaches (Agile, SureStep), COSMO CONSULT has optimised an approach that packs both realism and flexibility. This approach spans all stages, from a methodology proposition to the adaptation of our teams to the framework practices chosen by the company, and includes skills transfer from the group IT department and back-up from our partner network. The method we use always reflects the values and culture of the group we are supporting.

NAV

Microsoft
Dynamics



Microsoft
Dynamics 365

A solution: Microsoft Dynamics NAV

With more than 120,000 customers around the world, Microsoft Dynamics NAV is a leading ERP solution for SMEs and international group subsidiaries. Whether you are a distributor or a manufacturer, and no matter what your business lines and management modes are, Microsoft Dynamics NAV is the innovative solution to your challenges:

- › Multilingual
- › Multi-legislation
- › Fast to configure
- › Scalable and configurable (a wide range of MS-certified business-specific add-ons, easily customisable)
- › Flexible and upgradeable (cloud mode or customer-hosted)
- › Intuitive and Ergonomic (easy learning curve, multi-device)

Any Where, Any Time, Any Device

**+120,000
CUSTOMERS**





Our international expertise combines standardisation and personalisation. Everything stays under control: from objectivised diagnostics and requirement analysis to local Roll-Outs, through building the Core System. Like a true roadmap, the Core System is where the group's processes and best practices are modelled before being rolled out. Local Roll-Out enhanced with specific features for each subsidiary so as to build in local regulations (taxation and legal) and special business requirements. For a successful IS Roll-Out, our experience shows that adaptability, building multi-party teams and supporting change while determining everyone's role are crucial factors.



We start with a specific project aimed at building the Core System used to implement all the features specific to our customer's business line. Then, as the Roll-Outs occur, we enhance the Core System with feedback from the subsidiaries and their specific requirements ».

Christophe Courvoisier
Project Manager | COSMO CONSULT France

Our working methodology: adaptability

Agile, SureStep+, optimised by COSMO CONSULT or customer methodology?

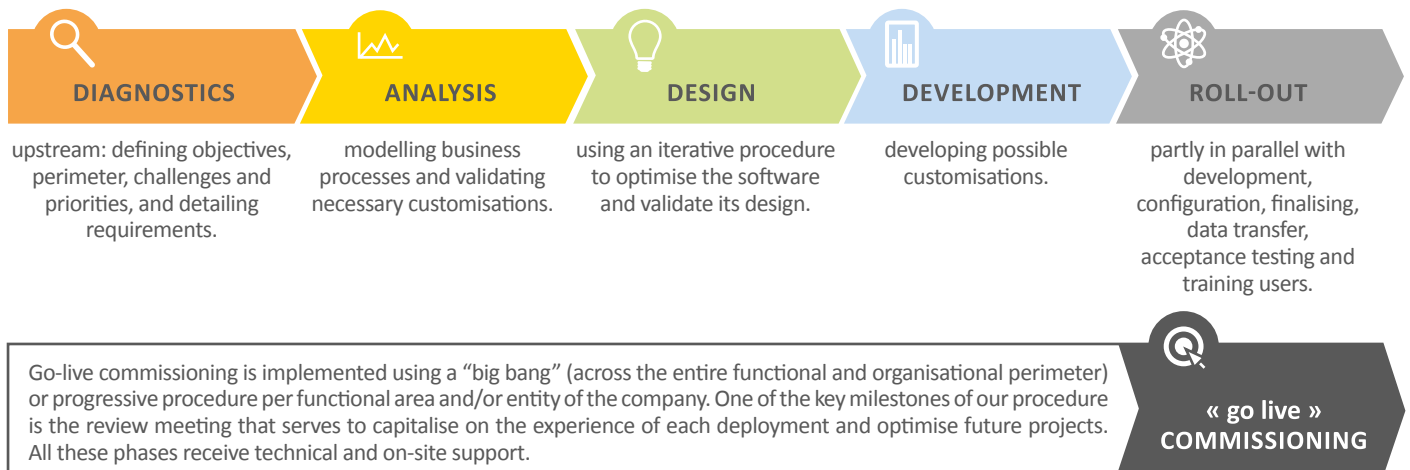
The methodologies proposed to develop the Core System jointly with the teams back at headquarters are recognised for their ability to produce relevant results fast:

- > Agile, and its iterative approach suited to software development,
- > SureStep+, and its ability to split projects into key steps.

These methods are suggested as working processes, and are not mandatory. Mastering these methods provides the advantage of allowing those who do so to adapt rapidly and easily to standard technologies specific to international companies. This is what COSMO CONSULT consultants do everyday.

The 5 main project phases:

For the project to unfold faultlessly, several phases are required.





Project Governance: responsibilities

The multiparty team

Central requirements, local applications: everything points to the necessity of building a multiparty team. This team, which is variable-geometry depending on the project phase, must always include:

- Key stakeholders in the parent company.
- Resources from the subsidiaries.
- COSMO CONSULT local partner consultants.
- COSMO CONSULT consultants.

Role, responsibilities and steering

Every participant must have a clearly defined role and responsibilities in order to work together smoothly and efficiently. Who does what?

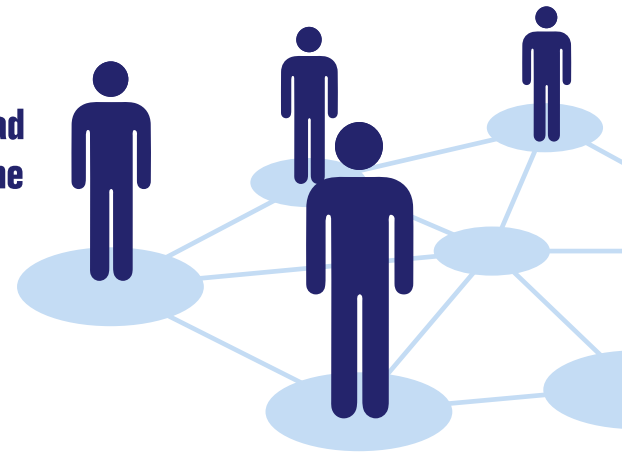
- **Stakeholders from the parent company:** set priorities, goals, methodology and provide arbitration.
- **Subsidiary resources:** tackle the Roll-Out project, specify required adaptations to local conditions (local, tax, accounting rules, etc. and business requirements) and contribute operationally to its completion.
- **COSMO CONSULT local partner consultants:** perform local configurations and developments in compliance with the Core System and special requirements. In addition, they support the local team.
- **COSMO CONSULT consultants:** actively participate in building the Core System, port it to the local level, propose and/or identify the competent local Microsoft Dynamics NAV partner and support the various players in rolling out the IS from A to Z.



When rolling out the Core System in the subsidiaries, the head of the project group arbitrates the adaptations required by the local teams so that the integrity of the Core System adopted upstream is constantly maintained ».

Jean-Marc Garel

Advisory Project Manager & Team Lead | COSMO CONSULT France



Change management: the key to success

Managing change is a necessity to support the transformations induced when rolling out the Core System in a subsidiary.

Making a successful change requires adhesion from the players, their commitment and motivation towards a shared goal, but one that remains gratifying for all. The cosmopolitan dimension of the teams intensifies the need to inform and explain the merits of the project in the right way and to stay attentive. In a nutshell, communication is fundamental for a smooth Roll-Out!

COSMO CONSULT and its local partners are stakeholders in this support, especially with regard to adopting and appropriating new processes and tools. The project head at group level as well as the local sponsor in the subsidiary are key to the acceptance of change. The final arbitration decisions remain the responsibility of the group project head.



We come up with a methodology to support change. This is done in collaboration with Governance and discussed at local level ».

Jérémie Mercier | Project Manager | COSMO CONSULT International





Above and beyond the methodological aspects, the whole process is a human adventure with a life of its own. The adventure must unfold according to guidelines, the Core System, and adapt to the local terrain at Roll-Out time. Every stage has its specific features: from Core System definition and design to enhancement during the local successive Roll-Outs.



Sometimes, when we do a Roll-Out in subsidiaries some local business lines are not exactly identical to the ones built into the Core System. This requires versioning to factor in the new parameters ».



Jean-Marc Garel

Advisory Project Manager & Team Lead | COSMO CONSULT France

Core System: definition and design

Building the Core System and its perimeter to match the parent company's requirements can be carried out using two different procedures:

- **Single business line:** during an international Roll-Out in a company with a "single business line" and its subsidiaries, the Core System can cover up to 90% / 95% of each subsidiary's needs: the rare differences are due to localisation and the iterative enhancement principle.
- **Business line by business line:** the strategy of some multi-business line companies is to complete the Roll-Outs business line by business line. Here, it's best to build a Core System per business line. The first Core System will change when the second business line is integrated and so on, iteratively.

Designing the solution

Microsoft Dynamics NAV is a comprehensive and powerful solution. However, integrating the solution sometimes requires special design features which are absent from the native model in order to respond to advanced business specifics and needs. It then

becomes necessary to resort to:

- **Integrating business-specific solutions:** Microsoft-certified add-ons that cater to special business needs. In this respect, COSMO CONSULT publishes business solutions (configured product management, process mode production, job management, etc.) and also integrates a large number of other certified commercial business solutions (breweries, advanced trade modules, etc.). Microsoft certification guarantees that these business-specific modules evolve in synch with the Microsoft Dynamics NAV versions and best publishing practices.
- **Customisation:** to add ultra-specific features to the company that are not covered by solutions available on the market (business solutions from COSMO CONSULT or other software publishers).

Roll-Out

When rolling out locally, the Core System must, while maintaining the roadmap it imposes, adapt to specific local features: this is called localisation. Localisation is required to deal with specific local regulatory requirements: accounting, financial, tax, and monetary value rules

etc. which vary from country to country. Localisation means that constraints exogenous to the Core System can be satisfied, while allowing data to be consolidated and the subsidiary's processes to be harmonised according to the Core System's requirements.

The evolving Core System: iterative enhancement

In addition to crucial localisations, local Roll-Outs provide the advantage of enhancing the Core System defined upstream. In this way, the Core System is fine tuned with each successive Roll-Out. This iterative enhancement process benefits future implementations as well as existing ones that are part of a version upgrade project. In addition, the Core System supports the group's evolution in terms of processes and best practices: the information system is alive and part of the company and its subsidiaries' development plan.





Rolling out an IS internationally must cater to the human factor in addition to its objectives and technical aspects. Cultural differences must be understood and accepted to ensure the success of the Roll-Out in each subsidiary.



COSMO CONSULT cannot, for instance, be an expert in Nigerian accountancy. This is why we rely on a network of expert local partners ».



Christophe Courvoisier
Project Manager | COSMO CONSULT France

A local partner: why?

The main issue when rolling out an IS internationally is being able to adapt the Core System to local requirements: legal, financial, accounting specifics and business needs, etc. Localisations are necessary and can only be achieved with full knowledge of the local regulatory framework. This is why we need to rely on a network of local partners. COSMO CONSULT has a network of expert partners across the globe for this very purpose. Our partners are selected for their skills in each business line, working methodology, customer satisfaction exigencies and their knowledge of local regulations. In addition to these regulatory aspects, proximity, language and shared cultures are assets promoting user adhesion.

New local partners: how we select them

A new Microsoft Dynamics NAV partner sometimes needs to be selected locally (beyond the scope of our existing partner network). This is how we do it:

- We refer to Microsoft to identify potential candidates,
- We then run a survey with their clientele to ascertain the satisfaction level,
- On the basis of a specification and interviews with local consultants, we gauge their working methods and level of expertise.

COSMO CONSULT then contracts directly with the partners responding to our requirements. This is because COSMO CONSULT guarantees the services provided to its customer. As Roll-Out begins, we continue monitoring progress by conducting quality audits on the work done by the new local partner to make certain our customers get the satisfaction they deserve.

Local assignments: support

When rolling out, teams from the subsidiaries and the local partner are supported and assisted by the COSMO CONSULT consultants, under the authority of the parent company's project head. This intelligent role assignment offers the greatest guarantee of:

- Compliance with the Core System when applying and adapting it at local level,
- Appropriation of the process and the tool by local users,
- Compliance with deadlines and budgets,
- Monitoring improvements to the new performance levels achieved by implementing the tool.



MORE THAN 35 EXPERT PARTNERS ON ALL FIVE CONTINENTS



One of the greatest qualities you'll find in our consultants is their ability to adapt to the customer, the countries where they do their job, and the culture. Making yourself understandable to the people you're speaking to is crucial to projects of international calibre ».

Jérémie Mercier | Project Manager | COSMO CONSULT International





We are entirely satisfied with all the services COSMO CONSULT have provided for us ».

Guillaume DOMZALSKI
Dir. International Management control | SFA Group

The SFA Group, a global leader in sanitation appliances, is experiencing rapid growth and today has 30 marketing subsidiaries across the world.

Customer testimonial

Guillaume DOMZALSKI | SFA Group

«Whether it's designing and developing a Core System for the group, training users, transferring skills to our IT department, supporting local integrators, providing ad hoc support and development, we are entirely satisfied with all the services COSMO CONSULT provides for us. Their consultants' experience and expertise are also appreciated in our foreign subsidiaries, where local key-users contact them on a regular basis. Even though our respective operations sometime involve huge time differences. H el ene Dumas and her team always make you feel they are ready and waiting to listen to your requirements (and even think ahead of them) and together, we always find the best solution to the problems that crop up. COSMO CONSULT consultants fit into our teams seamlessly while respecting our operational structure. They work in symbiosis with us and show exemplary responsiveness. More than a mere "customer / consultant" relation, it's a true sharing of complementary resources that links the SFA Group to COSMO CONSULT.»

While making room for specific features, we now want to harmonise the processes and give each entity modern, powerful management tools. The gradual Roll-Out of Microsoft Dynamics NAV in the subsidiaries forms the core of this strategy. This is the background to our long-term partnership with COSMO CONSULT.





› ABOUT COSMO CONSULT

**GLOBAL
REACH,
LOCAL
TOUCH**

**TWO
DECADES
AT THE
CUTTING
EDGE**

The COSMO CONSULT group is a key player of the business management solution market in the industrial and services sectors. Our sector-specific solutions enhance the Microsoft Dynamics Nav solution and include the latest Microsoft collaborative management and advanced business intelligence technologies. All our business solutions are Microsoft-certified and our expertise and consulting services have been awarded prestige Microsoft Gold Partner and Microsoft Gold Partner Manufacturing status. COSMO CONSULT places the human factor at the heart of its solutions. After all, it's the users who determine whether a solution is effective and satisfactory and play a decisive role in its success. In addition, we work at the core of the company and close up with the staff and their specific business lines.

Our partner Microsoft's "People Ready" program also stresses the shared commitment to work in close cooperation with the users of our solutions.

For more than 20 years, the know-how and expertise capitalised from working with our 2,700 customers around the globe has empowered us to meet business-specific needs and take up the challenges SMEs and major Group departments are facing.

For more information on our international services:

[COSMO CONSULT International](#)

COSMO CONSULT is the first Microsoft Dynamics partner to be awarded with the ScoreFact label in France



View the COSMO CONSULT certificate here:
www.scorefact.com



SCOREFACT

ScoreFact is an independent organisation in charge of the SF-SRS® standard, dedicated to quality assessing IT solution providers. Its mission consists in promoting a reliable, neutral scoring reference framework in Europe. The results are more secure IT investments for companies and showcasing for competent service providers.

The scores are then symbolised by a label. COSMO CONSULT is the first Microsoft Dynamics partner to be awarded with the Expert label in France.

EUROPEAN, DEMANDING

The requirements to qualify for this label are regulated by a demanding European standard. Fewer than 50% of service providers that begin this process are granted certification. The certification procedure is voluntary and reflects COSMO CONSULT's long-term service quality strategy.

The label is updated annually to guarantee its relevance.

