Background

Batchfire Resources Pty Ltd (Batchfire) acquired the Callide mine site from Anglo American in November 2016. As part of the acquisition, Batchfire required the establishment of its own IT and business capability. Batchfire identified Pronto as their preferred ERP and engaged COSOL to provide project management and data migration services. A six month transitional service agreement was established between Anglo American and Batchfire for continued ERP support and shared services until May 2017.

The primary systems used by Anglo American at the Callide site were: SAP for payroll and ABB Ellipse for most other primary operations.

Challenges

The six month transitional services agreement created a critical business imperative for Batchfire to operate independently with its own business systems. Additionally, the company was establishing itself with an entirely new management team and business infrastructure.

The main challenges for this project were scoping the full ERP solution, defining stakeholder requirements and understanding change impacts across the business. The plan also involved transitioning transactional services (purchasing, accounting and payroll) provided by Anglo America's Global Shared Services to the Callide Mine.

COSOL Solution

Data Migration Strategy

COSOL's data migration blueprint provided Batchfire with a realistic plan to manage the validation, verification and transfer of the required data from the legacy systems into Pronto. The Data Migration Plan aimed to:

- Determine and document overall data migration objectives
- Confirm load capabilities for Pronto
- Complete high level validation of data extraction rules
- Define data migration boundaries, including involved applications
- Define and document data objects for migration
- Define load strategies, including source, rules and migration approach
- Define load order of processing/precedence
- Define legacy requirements.

Project Management Strategy

COSOL's approach was comprehensive in implementation to ensure critical deadlines were met and costs associated with the transitional services agreement with Anglo America were satisfied. Best practice techniques from COSOL's Project Management Methodology were applied to ensure the business transition had structure, change management and effective communication. The object of the Project Implementation Plan was to:

- Manage scope and deliverables on behalf of Batchfire
- Liaise with PRONTO and Anglo American on behalf of Batchfire
- Analyse current processes and define business process as mutually agreed with Batchfire to ensure optimised use of Pronto Software functionality
- Analyse the requirements for data, process and systems cutover for the go-live activities
- Review data validation and reconciliation outcomes

- Plan the implementation and identify areas for targeted training and procedures, including Pronto end-user training
- Ensure business requirements were addressed in the build and test of the Pronto prototype
- Manage any risks and issues impacting the implementation.
- Review and recommend additional software requirements, to enable business process improvement as mutually agreed; minimising customisation, integration and interfaces except as absolutely necessary

COSOL Delivery

COSOL completed the data migration by providing Batchfire with:

- A thorough assessment of their data migration requirements through a detailed discovery plan
- A comprehensive data migration implementation plan

Key COSOL activities included:

- Data migration from SAP and Ellipse
- Complete project management
- Stakeholder advisory on best practice in relation to maintenance strategy
- Engagement and communication with stakeholders
- Change management and cutover planning

Project Summary

COSOL ensured a smooth transition to a standardised and standalone ERP system that supports the core business needs of Batchfire based on the mining industry standard best practices.