

# Morphy Richards gets on the critical path with Datel

**morphy richards**

Based in South Yorkshire in the U.K., Morphy Richards Limited, designs, manufactures and delivers a broad range of small domestic appliances from the renowned iron, kettle, toaster, to floor care, audio/visual and hair care. Morphy Richards implemented LANSA business partner Datel's Critical Path Management (CPM) solution to reduce product development lead times through the entire organization.

**"CPM has underpinned a fundamental change in our business process."**

"Datel's CPM solution has provided us with a view over all product development projects," says **Trevor Burrows**, IT and supply chain director at Morphy Richards. "We have the ability to see a summary of what is late and then drill down to pinpoint the problem so corrective action can be taken. With greater visibility we now have a better understanding of why things get delayed. CPM has underpinned a fundamental change in our business process."

## The Search for an Easy to Use PLM

"A multi-disciplined team of IT, engineering, design and sourcing personnel was set up to review our options," says Burrows.

"The team reviewed several Product Lifecycle Management (PLM) offerings that were all very powerful. Although we required a corporate system, some of the PLM systems we reviewed had been predominately developed for the automotive or aerospace sectors. There is a difference between managing the development of an airbus and a toaster!"

"We knew that the solution we selected would be used by a large number of people, therefore it had to be very easy to use."

Morphy Richards' core IT system, System 21 ERP from Infor (formerly Geac) runs on its IBM System i. Burrows explains that this was also an important factor in the search.

"As well as looking for a solution to meet the new product development challenge, as an IT department, we were also looking for a way to move forward with application modernization."

"We have existing in-house RPG skills and were looking for ways to develop these to adopt a modernized approach to our application development. I already knew about LANSA's development tools, so I got in touch with them."

"During our dealings with LANSA they became aware of our requirements for a NPD system and introduced us to their business partner, Datel, who had already developed something similar."

"Although Datel are focused on developing and delivering solutions for the clothing and footwear industry, the CPM solution was designed to aid the management of complex supply chains. The challenges of managing the supply chain for a domestic appliance company with design in the U.K. and production overseas are very similar to those faced by some clothing companies."

"Datel demonstrated the CPM solution and we instantly saw it already met 65 percent of our needs, with the potential to meet 95 percent of our needs quickly." →

## New Product Development Process

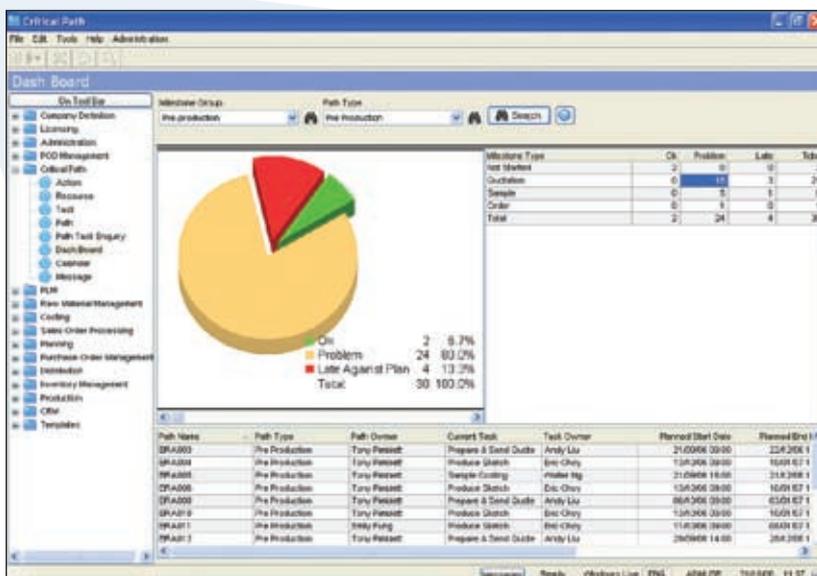
Today, more households in the U.K. have a Morphy Richards product than any of its competitors and the U.K. office is focused on product design and development with most manufacturing sourced from a variety of suppliers in Asia. To facilitate management of its supply chain, Morphy Richards has a Hong Kong office liaising locally with suppliers.

Morphy Richards recently introduced new business processes to meet the challenge to excel in innovation along with reducing product to market lead times. The company has introduced a new company structure focused around category teams. Each category team is made up of sales, marketing, design and engineering personnel who take a group of products from design to concept to delivery.

The New Product Development (NPD) process begins with a problem or an opportunity, ideas are captured, an idea then becomes a concept which when approved becomes a project. At this stage, the team works with suppliers to produce samples that finally become a finished product.

"To bring a new product to market can take various people across different time zones a few months depending on the complexity of the product," explains Burrows.

"Individuals have their own method of managing information using email, various forms and spreadsheets etc. The process was not formal or structured enough to support the business process changes and we recognized there was a need for a formal, corporate system."



The Datel CPM dashboard gives Morphy Richards a management view across all critical paths, including a summary of what is late and the ability to drill down to pinpoint problems.

"We worked with Datel to specify and design the additional functionality, much of which now forms part of the standard package," says Burrows.

### The Benefits of the Datel CPM

The Datel CPM solution is a powerful interactive event and task management system. The system aligns the correct resources to a process, monitoring progress and performance throughout. Problems are quickly identified enabling timely corrective action.

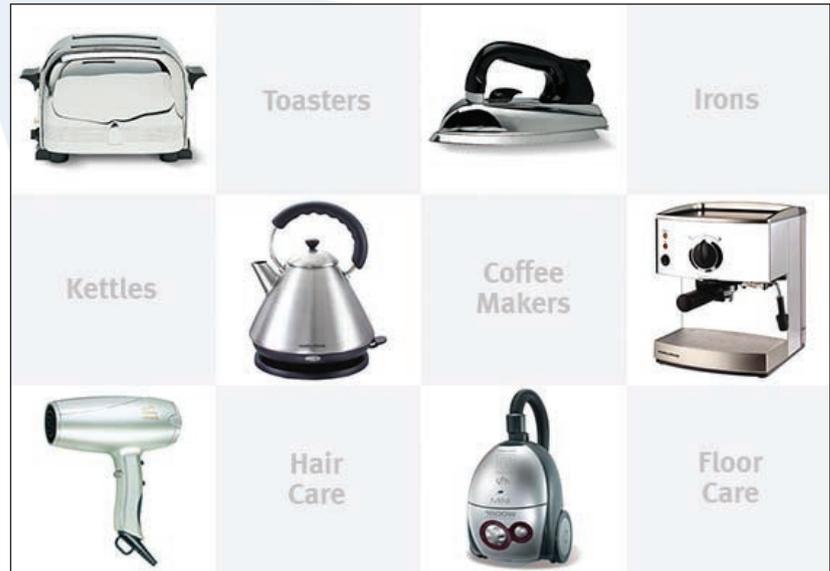
After the initial roll out, Morphy Richards had around 50 users of the CPM system, including the category teams, purchasing, scheduling, management and directors. The directors are not only evaluating progress, they are also part of the project process. For example, at certain stages of the NPD a director needs to give authorization, this is now completed electronically as part of the critical path.

One of the new developments was the dashboard, which provides a management view across all critical paths. The chart presents the number of paths ahead of plan, behind plan and on plan with drill down to the individual critical path. As Morphy Richards operates in category teams, the dashboard gives a view as a business and by category team.

"In line with the dashboard, the calendar function is pivotal," explains Burrows. "When an individual logs on, the calendar provides them with a task list by day, week and month. This enables them to become more proactive and better manage their time. We see the calendar as an individual's dashboard."

"Our goal is to get the users to use CPM regularly, every day. It needs to become second nature, almost like processing your email. The first thing anyone does when they arrive at work is to open their email. So we have a strap line of 'NPD everyday'. We feel this is achievable as the Datel CPM solution's fundamental design idea is to be as easy to use as email."

"The business motivator to look for an IT system was to support the NPD process. We needed to shorten lead times through the



*From the renowned iron, kettle, toaster and other kitchen aids to floor care, audio visual and hair care, more households in the U.K. have a Morphy Richards product than any other brand.*

organization, as well as gaining control and visibility of this process."

"Datel's CPM solution gives us an overview of all critical paths. We can see a summary of what is late and drill down to pinpoint the problem so corrective action can be taken."

"With greater visibility, we now have a better understanding of why things get delayed. CPM has underpinned a fundamental change in our business process," says Burrows.

### Plans for Ongoing Development

Burrows explains that one of the deciding factors in selecting Datel's CPM was the Web capabilities of LANSAs. "Going forward we want our engineering team and suppliers to have access via the Internet. It will become an integral part of our new product development process. So Datel's Web development plans for the solution complemented our plans."

"Our IT strategy is to develop complementary systems around the CPM software. The LANSAs and Datel framework provides us with the logic to rapidly begin our internal developments and deployments."

### "LANSAs and Datel let us rapidly begin our internal developments and deployments."

"Currently we have 50 users on the system and as we are still rolling out the solution we see this number growing. We have on average 90 tasks to each critical path and some, like packaging, can consist of many steps and are mini projects in themselves. Going forward we will consider the sub-tasks facility to obtain even greater control of the processes."

"Morphy Richards is traditionally a U.K. company. As part of our future growth plans we are looking to grow our global markets. With this growth, our new product development process will become more dispersed, resulting in the critical path software being even more vital to ensuring control and visibility."

"The solution is already truly multilingual enabling us to roll out the solution in line with our planned growth," concludes Burrows. ■

### COMPANY AND SYSTEM INFORMATION

- Morphy Richards Limited is based in South Yorkshire, U.K. on a 20-acre site incorporating the head office along with the main U.K. distribution center. Employing around 300 people with a turnover in excess of £95 million the company designs, manufactures and delivers a broad range of small domestic appliances. For more information visit: [www.morphyrichards.co.uk](http://www.morphyrichards.co.uk)
- Datel Protex Limited is a leading provider of business management solutions to apparel and footwear companies worldwide. Datel's enterprise management solution Protex has continually evolved in line with the ever-changing apparel and footwear industry. Once a manufacturing system, Protex now provides a competitive edge for CMT companies, as well as traditional manufacturing and sourcing companies.
- Datel's head office is in the U.K. with the Datel Asia subsidiary based in Hong Kong. Datel has agents in Thailand, India, Sri Lanka and Indonesia. For more information visit: [www.datelprotex.com](http://www.datelprotex.com)
- Morphy Richards runs its operational systems on a IBM System i model 810. Datel's CPM application runs on an IBM X-series X346 Xeon 3.2GHz dual processor server, with the data held on the System i.