

# The VITA™ Advantage - Reorganization and Restructuring

An Agresso white paper, outlining the benefits of the VITA architecture for organizations facing structural change

ERP - with NO Expiration Date™



## The VITA™ Advantage - Reorganization and Restructuring

### I. VITA – a platform for agility

Agresso Business World offers customers unrivalled post-implementation agility – the ability to alter the system and get new information out when your requirements change, without having to call in external help. This is especially relevant to dynamic, mid-market public sector and professional services organizations. It is Agresso's unique VITA architecture that allows it to do this. VITA is a reverse-engineered architecture; unlike others' solutions, it is designed for ease of getting data out rather than focusing on getting data *into* the system. VITA offers a critical business support that has been lacking for decades in modern technology solutions. This post-implementation agility allows Businesses Living IN Change (BLINC™) to quickly and cost-effectively make unlimited changes to their business operations **after** the Agresso solution is installed.

### II. Choosing the right technology

There is, understandably, confusion about the capabilities and efficiencies of the various technology platforms offered within the enterprise resource planning (ERP) market today. Older, more rigid platforms have been forced to announce efforts to aim for more nimble, less costly solutions that better accommodate business change. These new efforts, often centred around Services-Oriented (SOA) technology, are taking years to complete, are costly to purchase and implement, and will once again entrap would-be buyers into having to stick with yet another generation of technology. Agresso's VITA architecture sits beneath the Services-Oriented Architecture (SOA) technology layer, so that the power and capabilities of VITA are inherent and not dependent on SOA; Agresso is able to make use of SOA easily and in its correct capacity – as a technology enabler, rather than as a replacement for a proper systems architecture.

The implications of the VITA advantage are apparent not only to CIO's, but also CEO's, COOs and CFO's. Finance departments fully understand the negative financial implications of continually having to hire external consultants to accommodate change, or even 'swap out' technology platforms with other solutions - choosing Agresso protects the buyer organization from having to continually pay for "the latest" architectural platform.

### III. Reorganization advantages

Ultimately, Agresso customers gain a five-fold business advantage, when faced with a reorganization scenario:

#### a) VITA reorganization advantage #1: "Do it yourself" cost centre options

Making quick corrections or additions to cost centres - whether people, infrastructure or service/solution-specific - is incredibly easy with Agresso VITA. The easy graphical "drag and drop" action and clear and concise tree structures provide direct access to VITA's data, business processes and delivery (reporting/ analytics). With VITA, there is no need for IT intervention to:

- create new divisions
- collapse, expand or append workgroups
- experiment with different cost centre structures
- immediately implement the chosen structure.

This represents an impressive way to perform sophisticated and complex business change quickly and easily, without the need for IT resources. These cost centre changes completely and automatically incorporate the business processes that accompany the data. The workflows already in place will automatically be synchronized with the reorganized or transferred structure. A change made by business managers in any one area flows intelligently and immediately to the changed cost structure, while preserving the history related to the previous structure for audit purposes.

For example, if an emergency services department is reorganized to move out of one group, or entity, and into another, it will not only transfer the people, the responsibilities, the payroll & compensation data, it will also move, in lockstep, any specialized union procedures, mandated government compliances, or any other general or specific business rules, workflows, reporting or executive analytic requirements related to that department.

In traditional ERP systems amending organizational structures in this way generally requires skilled IT resources, either from an internal team or external consultants. This incurs considerable cost and time delays. Empowering business managers to make these changes eradicates the repeated 'cycle of cost' and saves time, benefitting the bottom line AND freeing up those critically important IT resources for more urgent requirements. The Agresso VITA platform's key differentiator is the ability to cope with and implement high-impact, margin-increasing business change.

**b) VITA reorganization advantage #2: "Test drive" new structures for optimized performance**

Agresso VITA gives business managers and users the ability to achieve true business flexibility, again via simple 'drag and drop' actions in a graphical user interface (GUI). New hierarchy structures can be created and readily maintained to alter operations and costs. Fast and easy analysis can be applied to predict real impact or relative advantages. Again, account rules, business processes and reporting needs will be automatically moved in lockstep, due to the unique methodology of the VITA architecture.

In the simplest terms, in their day-to-day activities business managers have the tools to act as true business leaders. The technology deficiencies of other ERP solutions have neglected business managers and restricted opportunities for business innovation. Such traditional ERP systems mean that when a business manager has a great idea, he or she has to follow a process of creating detailed requirements to individually tie the data needs, the process needs and the reporting/analytic needs together, then has to request IT resources (internally or externally), wait for the new solution, test it, and implement it. Those days are over with Agresso VITA.

The cost of business change is easily measured by repeated change cycles, but what is even more valuable to organizations – particularly people-based, service organizations – is the capability to continuously adjust their business models to adapt to changing business and economic cycles. The operational success of Agresso organizations is limited only by their leaders' imaginations!

**c) VITA Reorganization advantage #3: The power of combining HR administration with talent management**

The standard activities of human resources departments in forward thinking organizations have progressed from purely administering payroll and compensation to the more advanced areas of talent management and retention. Retaining and motivating key people has moved from a 'nice to have' to a 'business necessity' as much of the world's business model moves from *manufacturing centric* to *services centric*. Successfully combining the two related but very different operational needs of HR administration and talent management offers great benefits for business organizations.

Recent industry data suggests that repeated business change can bring powerful 'people-retention' benefits for those that embrace new thinking and try new opportunities for success – the type of leaders businesses strive to encourage and retain. In today's business climate, leaders need to be agile enough to accept and easily accommodate change.

With VITA, organizations seeking to restructure, reorganize and/or re-assign their workforces have the ability to perform 'people-based change management' seamlessly and easily with the same GUI 'drag and drop' methodology. New reporting structures can be created quickly and easily. Workforces can be reorganized:

- by product/service capabilities,
- by geographic market opportunities and/or
- with reporting/role matrices that link standard HR skills and experience information (for example, from CVs/resumés) with the newer talent management/retention applications that build personal growth models.

Companies can review questions such as:

- Should business offices or regional operations/geographies be expanded or cut back – based on BOTH business dynamics AND personnel strengths?
- Can routine workforce practices be streamlined, consolidated or eliminated via Best Practices or Lean principles...analyzing what might be gained or lost?
- Might a simple organizational change lead to leadership and growth opportunities for an organization's best performers?

Combining day-to-day administration with comprehensive talent management is powerful, and enabled easily via VITA. Business managers can easily formulate ideas, execute strategies and make changes accordingly, based on evolving market or organizational requirements. For example, a company may start off with staffing individual country offices separately, then as the business and/or skillsets evolve, identify opportunities centrally to change or improve workforce skills or structure across the organization in order to exploit emerging revenue streams. Longer term international initiatives could even incorporate new workforce modeling, expanding or consolidating similar operations and create real impact on both the top and bottom line performance.

These types of workforce changes are possible again and again, using easy-to-use business software 'trees' and 'relations' found throughout Agresso VITA that are familiar from standard Office applications.

**d) VITA reorganization advantage #4: History repeats itself!**

The need for businesses to be able to operate using information based on accurate data from multiple sources is critical, and clearly recognized by business managers. However accurate it is, though, business data without context (relationships, rules etc) can translate into a nightmare for CFOs, an unpleasant surprise at quarter-end for CEOs, and a struggle to perform within legal guidelines.

The Agresso architecture easily allows changes to financial data and procedures, by those with appropriate permissions. This ensures that historical data and audit trails of prior organizational structures are retained for future reference, reporting and re-use as required. The maintenance routines of data trees and relations can allow proactive, fast growing companies to compare newly adopted structures with new values against three dimensions:

- the current structure
- the proposed structure
- anticipated business trends.

Past data, regardless of structural changes implemented, remains completely intact.

This ability to test hypothetical business models against previous structures provides extensive opportunities for Agresso customers: successful prior models can be retained and repeated; less profitable business models can be reviewed and altered by business executives against new parameters and cost structures.

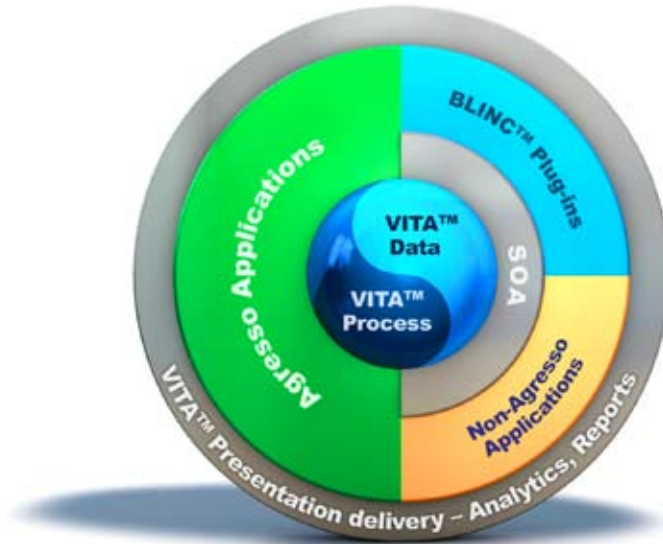
**e) VITA Reorganization advantage #5: Avoiding parallel change paralysis**

Reorganization and restructuring changes are most likely to follow business mergers and acquisitions. However, Agresso users find that the business planning and tactical execution associated with the technology requirements for merging and consolidating parallel or redundant operations, is greatly streamlined through VITA.

This can be achieved by simply adding new data elements into the existing trees, relations and workflow processes and roles. For example, an existing tree with three divisions and 50 departments can simply 'absorb' a newly acquired organization with two divisions and 20 departments. The same is true for any data set. If there is a need to retain some interim autonomy of the merged/acquired company, new parallel trees and process models can be adopted, and the operations merged at the point when business activities are aligned and the new, merged structures, processes and roles have been agreed. Again, all of this can be achieved by business managers, without the need for IT resources.

#### IV. Conclusion

Never before has the accelerated pace of business change - global outsourcing, merger & acquisition activities - generated so much need for business reorganization and restructuring. As this whitepaper has shown, Agresso's VITA architecture supports such change, whether your organization is undergoing continuous, incremental change or a single structural reorganization. And significantly, such change can be implemented by business managers without the need for IT resources or external consultants. Never before has it been so financially imperative for organizational leaders to understand the real business advantages of a technology platform like Agresso's VITA architecture.



*VITA - give all your applications the best platform for agility.*

**If your organization is affected by reorganization or restructuring,  
you need the VITA advantage.**

Discover how organizations like yours are already benefiting from Agresso's  
unrivalled post-implementation agility at:

**[www.agresso.com](http://www.agresso.com)**.

Or contact us to discuss your specific requirements

### **About Agresso**

Agresso is a supplier of enterprise resource planning (ERP) software and a subsidiary of Netherlands-based Unit 4 Agresso, a leading global provider of business software. Positioned as 'the ERP market's definition of agility', Agresso offers a fully-integrated suite of ERP solutions for organizations that are characterized by frequent and dynamic business change.

More than 2,750 service-based public and commercial sector organizations in over 100 countries use Agresso Business World for both operational support and strategic management.

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