

## **CASE STUDY**



**“The important thing was the intangible. WoodPro was very good at meeting their commitments. They were very good – there was no fluff in their approach.” Jim Joundry, IT Manager**

### **Client Profile**

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Throughout its 83-year history, Timber Products Company has been dedicated to providing its customers with a broad range of wood products that provide superior performance in a cost-effective manner. To accomplish this, Timber Products Company has become one of the most diversified wood products companies in America.

#### **Resource Management**

Timber Products Company is the proud steward of 130,000 acres of timberlands in Northern California. Wood fiber from this resource is directed to their manufacturing facilities in Northern California and Southern Oregon.

#### **Manufacturing**

Timber Products Company owns and manages nine (9) manufacturing facilities. These facilities have been continually upgraded over the years and represent the state-of-the-art in manufacturing equipment and processes for the products that each mill is dedicated to.

#### **International Trading**

For over ten (10) years, Timber Products Company has been an importer of commodity and specialty wood products. With agents on every populated continent and the systems to support them, the Timber Products Company International Division offers their customers a wide range of products, delivered on time, and fully backed by Timber Products Company.

#### **Transportation**

TP Trucking operates over 150 company owned or owner-operator trucks in the 48 contiguous states.

#### **Sales & Marketing**

Timber Products Company has sales and marketing representatives located across the nation. Their main sales offices are located in Springfield, Oregon and Memphis, Tennessee.



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## Objectives

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Business success had brought it own pressures to Timber Products. By late 1990's, it became apparent that the company's legacy system was struggling to cope with the demands of their growing business. It simply was not doing a good job – they didn't have an accurate or complete picture of their operations

The key objective was to provide the best transactional support across the company's operations: from sales order processing, through interfacing with productions, to timely accurate and reliable deliveries to customers. The company was looking for strong inventory control from a distribution perspective.

## Scope

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In evaluating replacement systems, Timber Products and their consultant Jim Joudrey placed a high priority on better business information, and ease of use. At the same time, they were looking for a supplier who was really willing to work with them to satisfy the unique requirements of their business. The quality of the supplier's technical support was a key issue.

The system has the full suite of modules to cover the company's finance, wholesale operations and international business and supports 80+ users:

Lumber Management	Financial Management
Inventory Management	General Ledger
Order Entry & Invoicing	Accounts Receivable
Purchasing & Receiving	Accounts Payable
Re-manufacturing	
Transportation Center	System Management
Traders' Worksheets	

The company's computing infrastructure consists of WAN connections through AT&T Frame Relay and Citrix Servers; LANs consisting of Windows 2000 Servers, HP NetServer (SCO Unix Server); Database Servers consisting of MS SQL Servers and Progress RDMS.



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## Approach & Timelines

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One of the key success factors was the conservative approach that the company took towards the implementation.

1. Receiving full commitment and support from Timber Products management and staff, the wholesale operation was implemented in a time frame of just three months.
2. The mill operations took a better part of a year, as there was significant customization done.
3. The third phase was the International Operation, which had again some significant customization with respect to costing and pricing.

## Team

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The project team was headed by Jim Joudrey, at the time an independent consultant. Jim was responsible for the initial RFP and the ultimate Vendor and solution selection. Jim currently is the MIS Manager for Timber Products.

The Customer team consisted of individuals from both the Financial and Operation areas.

Lawrence Wong lead the WoodPro implementation team. He worked closely with Jim on all the implementation stages, as well as on the customization design and system analysis. The WoodPro team consisted of both programming and implementation personnel.

## Assumptions

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The following are the key assumptions or parameters that were relevant to the success of the project.

1. The WoodPro package was a good fit for their operations.
2. Timber Products took a conservative phased approach in the implementation.
3. WoodPro was very committed; they did not over promise and where good at meeting their deadlines.

## Return on Investment

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Effectiveness, efficiency and business risk mitigation gains realized through implementation:

There wasn't a lot of confidence in the information and numbers coming out of the old system. With WoodPro, the numbers and costs are very accurate, and Timber Products has firm control of inventory. In addition, the company found that better access to information enhanced its profitability and overall effectiveness. Confidence in the system went way up.



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