

## **'Helped close the gaps'**

*A case study: Making seamless changes in the way Burt's Bees does business*

### **Introduction/Business situation**

When Burt's Bees purchased new software that would change the way more than a hundred people did their work, company executives knew they needed help.

"The new MEI software was a tool a lot of people were going to use directly," said Scott Saul, Burt's Bees' Customer Demand Spending Manager. "They were currently using whatever they wanted to track their trade spending and manage sales forecasts. This was going to force them to use a new tool—and a different tool from what our parent company uses."

Burt's Bees reached out to ArchPoint at the software designer's suggestion. "They were challenged to get all the process flow and alignment work done in addition to the IT work that needed to be done," said Renee Camplese, the ArchPoint partner who took the lead role in working with Burt's Bees on the project.

"This project was over and above many people's typical job responsibilities," Saul said. "There was a time crunch to implement this system, but we didn't have people that could commit 100 percent of their time to it. We needed some help."

### **Focusing on integration**

Bringing in ArchPoint allowed Burt's Bees to focus on the integration of MEI into their technology systems and reduce the time spent determining how the functional processes worked. Having an expert on hand, someone who had worked with another company to implement the same software system, allowed Burt's Bees leadership team to spend less time on the day to day parts of the implementation, and be involved on bigger decisions around alignment.

"To get someone to do something out of their comfort zone is a challenge," said Saul. "Renee used the tool with another client in the past. She explained to our sales force how it would work and save them time. She picked up our business very quickly. In fact, a lot of the employees who hadn't met her thought she was one of our employees. She was super helpful."

Saul says six months later the program is going very well.

"I've experienced many similar system implementations," he said. "They never seem to go the way you think they will. But on this one, I feel like we're rolling pretty well. We've gotten a handful of unsolicited feedback from the field—and they love it. It saves time. We're super pleased with it. I use the tool most internally. If people didn't want to use it, that would make my job a nightmare."

### **Easing implementation with experience**

For a variety of reasons, Burt's Bees wanted to maintain their current processes and ways of managing the business, some of which was inconsistent with the software design. This required a number of special system adaptations and IT work around solutions. Camplese said her experience with the MEI tool combined with her immersion in Burt's Bees gave her an understanding of the impact certain decisions would have on the functionality of the tool and on the business.

"ArchPoint exceeded my expectations by far," said Saul. "We're at a state where we're in somewhat of a catch-up mode on process implementation because of quick growth. We don't have a lot of processes in place today that we'll have in the very near future. Renee understood our situation and helped close the gaps."

Saul said on occasion when Camplese referred to her experience in implementing the MEI software previously, "she was able to pull back the reigns in some meetings. She garnered everyone's respect because she had that experience."

Camplese believes that she helped the folks at Burt's Bees get the right people aligned on activities. "Burt's was great about including me in meetings, and allowing me full access to their people. I was able to meet with business leaders and bring end users together as needed to gain consensus on decisions that needed to be made," she said.

In addition, ArchPoint created the training materials for each of the organizational functions that would use the tool and also facilitated the training sessions. Having a complete understanding of how Burt's Bee's processes worked, as well as the technical understanding of the tool enabled the trainings to be very targeted and specific to the end user.

"Renee was wholly available. She was here in person more often than a lot of our local people were," said Saul. "It was important that people saw her face. All around, it was a terrific job. We could not have done this without ArchPoint. I don't think we would have launched this in a successful manner without her. No one disagrees with me on that!"