



VIŠE OD IGRE MORE THAN A GAME



Kada smo pre nekoliko godina, zajedno sa ljudima iz kancelarije Microsoft Srbija, koncipirali NAV EXPRESS (www.navexpress.rs), osnovna vizija i ideja vodilja je bila približiti globalno ERP rešenje Microsoft Dynamics NAV (ex Navision) malim i srednjim preduzećima u Srbiji, prevashodno onima u čijoj su osnovi distribucija, veleprodaja i maloprodaja, i maksimalno ga, i u svemu, prilagoditi njihovim poslovnim potrebama i mogućnostima. Zato smo standardni ERP unapred podesili i pripremili set standardnih izveštaja, ne bismo li skratili vreme implementacije, bogate funkcionalnosti dodatno nadgradili potpuno integrisanim NPS modulima koji pokrivaju specifične lokalne potrebe (obračun zarada, elektronski platni promet, putni nalozi, maloprodaja...), ne bismo li njegove mogućnosti što više usaglasili sa realnim potrebama naručilaca, oformili i sertifikovali mrežu NAV Express partnera, kako bi NAV Express postao dostupan na što više adresa širom Srbije...

When we designed NAV EXPRESS (www.navexpress.rs) with people from Microsoft Serbia Office few years ago, the basic version and idea was to get global ERP solution Microsoft Dynamics NAV (ex Navision) closer to small and medium enterprises in Serbia, primarily those engaged in distribution, wholesale and retail, and maximally and entirely adjust it to their business needs and possibilities. Therefore, we have set the standard ERP in advance and prepared a range of standard reports in order to reduce implementation time; we further upgraded rich functionalities with completely integrated NPS modules that meet specific local needs (wage calculating, electronic payment, travel accounts, retail ...) in order to reconcile its possibilities with real customers' needs, create and certify network of NAV Express partners, so that NAV Express would become available in as many addresses throughout Serbia as possible.

Potvrda i dokaza da smo ovaj zadatak dobro obavili je mnogo. O tome svedoče brojne dosad objavljene studije, više desetina zadovoljnih korisnika, motivisana i izuzetno profesionalna partnerska mreža, činjenica da je ovaj koncept prepoznat i nagrađen od strane Microsoft korporacije (WPC 09 - Microsoft Worldwide Partner Conference 2009, New Orleans), da je već preslikan u nekoliko zemalja u okruženju i da se trenutno izučava i kopira na mnogo drugih adresa... O istom svedoči i priča u nastavku.

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Na primeru njegovog uvođenja želimo da ilustrujemo ne samo njegovu praktičnu primenu već i da vam približimo kako se uvođenje odvijalo, kakva su bila iskušenja, gde se šta dešavalo, kako je taj posao započeo, kako se odvijao, koliko je trajao, kakvi su se problemi javljali,

There is plenty of confirmation and proofs that we have done this task well. Numerous so far published studies speak in its favor, as well as dozens of satisfied customers, motivated and highly professional partner network, the fact that this concept is recognized and rewarded by Microsoft Corporation (WPC 09 - Microsoft Worldwide Partner Conference 2009, New Orleans), that it is already mirrored in several countries in the region, and is currently studied and copied in many other addresses ... The story below confirms the same.

Belgrade Company Extreme recently introduced Microsoft Dynamics NAV Express, ERP software that it uses itself, into the sister company Extreme CC Ltd, specialized in sale and distribution of entertainment software (mainly offering computer and console games).

With its implementation, we want to illustrate not only its practical application, but to introduce you with its course, temptations, what happened where, how the job started and

kako se sistem pokazao kad je pušten u rad, da li se u međuvremenu još nešto podešava, kako ga ljudi ocenjuju, da li je unapredio poslovanje, poboljšava li poslovne procese u kompaniji i koliko su oni sada očišćeni zahvaljujući korišćenju tog softvera, da li je maksimalno iskorišćen, hoće li se dograđivati i ako hoće, šta bi se dodalo i ima li smisla, da li je uvođenje bilo finansijski opravdano... Drugim rečima, standardnu priču o uvođenju modernog ERP rešenja pokazujemo vam na konkretnom primeru.

Naši sagovornici su bili Branko Dangubić, tehnički direktor kompanije Extreme CC d.o.o. i Petar Stamenović, konsultant za Microsoft Dynamics, iz firme Extreme d.o.o.

Kako i zašto ste se odlučili da uvedete NAV Express?

Dangubić: Imali smo poslovno rešenje koje nismo sami pravili već je nabavljeno na domaćem tržištu. Tokom vremena smo ga dograđivali ali uz stalni osećaj skučenosti, iako je firma s kojom smo radili bila veoma korektna i u pogledu intervencija i u pogledu njihove

naplate. Nismo imali problema, ali smo svedjedno želeli nešto više. Igrom slučaja naša sestrinska kompanija je počela da se bavi ERP softverom Microsoft Dynamics NAV (prethodno poznat kao Navision) tako da smo se lako i jednoglasno odlučili da će to biti i naš izbor.

Kada ste uveli novi sistem i kako se taj postupak odvijao?

Povoljan trenutak se pojavio neposredno pošto je Extreme uveo isti ovaj sistem kod sebe. Prvobitni plan je bio da se sistem uvede u avgustu prošle godine, ali su nas u tome sprečile izvesne okolnosti, tako da se tada zapravo počelo sa snimanjem situacije, pregledanjem naših baza i sličnim aktivnostima, a samo uvođenje je obavljeno u novembru.

Međutim, čak i kad smo ga uveli nismo ga koristili kao glavnu aplikaciju već smo ga do kraja godine upotrebljavali paralelno sa starom aplikacijom. Razlog je bila naša želja da se ljudi priviknu na novi softver. Bilo je doduše i otpora, ali pre svega zato što se sve dešavalo u špicu sezone koja u našem poslovanju pada upravo u poslednja dva meseca u godini. Ljudi su negodovali što sve moraju da unose duplo. Na

was running, how long it lasted, which problems occurred, what the system was like when put into operation, whether something else was adjusted at the same, how people evaluate it, whether it advanced business and improved business processes in a company, how refined they are now due to the usage of this software, whether it is maximally used and will be upgraded, whether its introduction is financially justified ... In other words, we present you a standard story about the introduction of modern ERP solutions on concrete example.

Our interlocutors were Branko Dangubic, Technical Director at company Extreme CC Ltd, and Petar Stamenovic, Consultant at Microsoft Dynamics, from the company Extreme Ltd.

How and why did you decide to introduce NAV Express?

Dangubic: We had a business solution that we did not create ourselves, but was acquired in the domestic market. During the time, we have upgraded it but with a constant feeling of uneasiness, although the company we worked with was very correct in terms of intervention and charge. We did not have any problems, but we still wanted more. Coincidentally, our sister company started dealing with ERP software Microsoft Dynamics NAV (formerly known as Navision), so that we easily and unanimously chose it.

When did you introduce new system and how did the procedure flow?

Vantage point appeared shortly after Extreme itself introduced the same system. The original plan was to introduce the system in August last year, but certain circumstances prevent this happen, so then actually estimating situation started, as well as checking our bases and similar activities, while introduction itself was done in November.

However, even after we introduced it, we did not use it as a main application, but we were using it together with the old application until the end of the year. The reason was our wish that people adjust to the new software. There was some resistance indeed, but primarily because everything happened in the height of the season, which in our business is in the last two months of the year. People have complained about entering everything double.



njihove prigovore (šta nam to treba) odlučili smo da neki od njih, na primer komercijalisti, ne moraju sve da unose u oba programa, već smo angažovali ekstra ljude na tom zadatku.

Iako je svaki prelazak na bilo šta novo uvek težak, otpor naših ljudi je bio minimalan jer su se vrlo brzo privikli na novo okruženje i shvatili njegovu logiku. Tome je naročito doprinela činjenica da je sve kompatibilno sa Windowsom i aplikacijama koje su navikli da koriste. Ovim rešenjem se to dobija pride.

I pored ovih teškoća sve je prošlo dosta dobro i od januara ove godine NAV je postao glavna aplikacija, a staru smo za svaki slučaj vodili u paraleli još neko vreme, zapravo čitavih šest meseci. Ispostavilo se da to nije bilo potrebno, jer nismo doživeli nikakva neprijatna iskušenja koristeći NAV. Prema tome, prošlogodišnji novembar i decembar bili su faza upoznavanja s NAV-om koja se potom pretvorila u fazu produženog probnog rada. Da smo NAV uveli u avgustu, do januara smo mogli sve da završimo i ove godine ništa ne bismo vodili duplo.

Imate li osećaj o tome u kojoj meri koristite svoj sistem?

Moj početni osećaj je bio da koristimo samo 5% njegovih mogućnosti, pogotovo kad sam shvatio njegovu dubinu i širinu kao i lakoću s kojom omogućava da se reše svi zahtevi koje mu postavimo. Stekao sam utisak da neće biti ničega što ćemo mi poželeći a da nije predviđeno u tom programu. Šta god da poželim, već je tu. To je ono što me najviše dobija. Procenat iskorišćenosti je, naravno, veći i stalno raste, a mi uz to nemamo straha da nešto neće moći da se izvede. Samo je pitanje koliko je radnih sati potrebno da se to uradi. Ispostavilo se da se većina naših zahteva rešava vrlo jednostavno i brzo. Neki izveštaji i druge stvari koje su u staroj aplikaciji bile veoma komplikovane u novoj se rešavaju doslovno jednim klikom miša.

Možete li nam to ilustrovati nekim primerom?

Meni kao čoveku iz nabavke veoma znači da u nekoj ulaznoj fakturi vidim šta se prodalo i koliko se prodalo, bez obzira što su ti isti proizvodi u međuvremenu i pre toga pribavljani od drugih dobavljača. U ovoj aplikaciji to mogu da vidim. To zapravo nije izveštaj već se jednostavno dobija filtriranjem, zapravo kriterijuma za klasifikaciju podataka, koji mi se veoma sviđa.

Based on their complaints, we decided that some of them, for example sales, do not have to enter everything in both programs, but we hired extra people for this task.

Although every transition to something new is always difficult, our people's resistance was minimal because they quickly got used to new surrounding and understood its logic. The fact that it is all compatible with Windows and applications they are accustomed to using contributed to this particularly.

Despite these difficulties all went quite well, and since January this year, NAV has become a main application and just in case, we run the old one for a while, actually for six months. It turned unnecessary, as we no unpleasantness while using NAV. Thus, last November and December were the introduction phase with NAV, which is then turned into a phase of extended probation. Had we introduced NAV in August, we could have finished everything by January and would not have done anything double this year.

Do you have knowledge how largely this system is used?

At the beginning, I thought we only use 5% of its capabilities, especially when I realized its depth, width and the ease it solves requests given with. I gained the impression that there will be nothing we want that is not foreseen in the program. Whatever we want, it is already there. This is what I like most. The percentage of utilization is, of course, bigger and constantly growing, and we do not fear that something could not be done. The only question is how many hours it takes. It turned out that most of our requests are solved very easily and quickly. Some reports and other things that were very complicated in the old application are solved literally by one mouse-click in the new one.



Could you illustrate it with an example?

As a person dealing with supply, I find it very important to see in some invoice what and how much was sold, regardless those products were in the meantime and prior procured from other suppliers. I can see that in this application. It is actually not a report, but it is simply

Može li se već sada govoriti o tome da se ulaganje u NAV isplatilo?

Ne bih odmah mogao da ocenim da li nam se ovaj alat isplatio s obzirom na to koliko je plaćen, ali na to da će se isplatiti ukazuje već sama činjenica da ga lako koristimo i da nam omogućava sve što poželimo, a uz to nam pruža osećaj da radimo s nečim modernim. Ne možemo više da se pravdamo izgovorima da je nešto sporo ili da nemamo dovoljno podataka da donesemo neku odluku. To je skinuto s dnevnog reda. Sada sve imamo, a koliko ćemo to iskoristiti i koliko ćemo biti uspešni više zavisi od nekih drugih faktora.

Nameravate li da se upustite i u obimniju nadogradnju?

Što se tiče nadogradnje nismo još ništa odlučili. Zadovoljni smo ovim što imamo. Možda će nas za početak zadovoljiti par izveštaja koje ćemo napraviti sami. Najbolje je kad su ljudi koji koriste rešenje proaktivni. Oni će, ukoliko shvate njegove mogućnosti, tražiti nove stvari. Mi već imamo takve slučajeve. Da bismo dobili ideje, gledaćemo i šta su drugi uradili. U sestrinskoj kompaniji su, na primer, na svakom pultu u aplikaciju uvedena tri korisna dugmeta. Prvo služi da se vidi ko je klijent, drugo da se vide svi njegovi bankovni računi, a treće da li je bio u blokadi ili nije. Verovatno ćemo ih uvesti i mi. Pretpostavljam da nije bilo jako teško napraviti ovu dopunu, a siguran sam da bi u staroj aplikaciji to bilo daleko teže.

S druge strane, nakon NAV Expressa uveli smo upravljanje odnosima s klijentima. Napravili smo centralizovanu bazu svih kontakata i sve smo uvezali s njim i to radi odlično. Sinhronizacija je dvosmerna. Zahtevi nam trenutno nisu preveliki da ne bismo zbunjivali ljude, ali nema sumnje da će nam apetiti s vremenom rasti.

Jeste li očekivali neki problem?

Najveći problem kad se pređe na novu aplikaciju je želja da ona izgleda kao stara. Mi smo zato odmah rekli da to nećemo da radimo.

Kakve su promene pretrpeli vaši poslovni procesi?

Kad su analizirane naše svakodnevne poslovne rutine, predložene promene nisu drastično promenile naše osnovno poslovanje, ali smo



gotten by filtering, in fact the criteria for data classification, which I like very much.

Can we say now that investing in NAV has paid off?

I could not immediately estimate whether this tool has paid off considering its price, but the fact we used it easily and that it provides us anything we want giving us sense of working with something modern says enough.

We can no longer make excuses by saying that something is slow or that we do not have enough data to make a decision. It is off the agenda. We now have it all. How much we will use it and how successful we are going to be depends on many other factors.

Do you intend to engage in more extensive upgrade?

As for the upgrade, we have not yet decided anything. We are pleased with what we have. Maybe for a start, few reports we make ourselves will be enough. The best thing is when people who use the solution are proactive. If people understand its abilities, they will look for something new. We already have such cases. In order to get ideas, we will look what others have done. In sister company, for example, there are three useful buttons introduced in every desk in the application. The first one is to see who the client is, the second is to see all their bank accounts, and the third gives information on whether they were blocked or not. We will probably introduce them, too. I guess it was not very hard to make this update, and I am sure that it would be far more difficult in the old application.

On the other hand, after NAV Express, we have introduced client relations management. We have created a centralized database of all contacts and linked it all, which works great. It is a two-way synchronization. Our requirements are currently not too high so that

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we would not confuse people, but there is no doubt our appetites will grow in time.

Did you expect any problem?

The biggest problem when using new application is wishing it to look the same as the old one. We therefore immediately said that we would not do that.

What changes have your business processes undergone?

After analyzing our daily business routines, proposed changes have not drastically changed our basic business, but we still preferred to learn any good business practice that would be good to install. It may sound trivial, but it matters whether a document is issued in one place and signed on the other, and whether some administrative detail is done by one person or two. Although we have only changed a few small things, in any case it was for the best. The new order tracking system now provides us something once impossible. There is no more need to note reminiscences on papers that later we cannot find, or cannot recall writing them when needed. Trifles that literally imply were not easily available in the old handmade application. Three brilliant local computer programmers may have developed it, but their result cannot be measured with thousands of computer programmers who created NAV and thousands of companies whose remarks and suggestions are incorporated into Microsoft's solution.

Did NAV cost a lot?

Taking the local programmers' solution easily leads to the price we have paid, but it cannot compare to any other. For what NAV Express provides us, the paid price is not high, and it is worth mentioning that the introduction takes 120 hours, which is impossible to do with other solutions in a company of our size. However, NAV Express is a package that includes license and hours, and pre-defined implementation methodology, which neutralizes the differences in size of the company. In our case it was about 12 licenses.

What could impede its implementation?

Owners and top management are often the only ones interested in introducing the modern business solution; everybody else is not,

mi svejedno želeli da nam ukažu na neku dobru poslovnu praksu koju bi bilo zgodno uvesti. Možda zvuči trivijalno, ali nije svejedno da li se neki dokument izdaje na jednom mestu a potpisuje na drugom i da li neki administrativni detalj radi jedna ista osoba ili dve. Iako smo promenili samo par sitnica, u svakom slučaju je to bilo na bolje. Novi sistem praćenja porudžbina sada nam omogućava ono što nam je ranije bilo nemoguće. Više nema potrebe da se po papirićima beleže podsećanja koja kasnije ne možemo da nađemo, ili se, kad nam zatrebaju, ne setimo da smo ih napisali. Niz sitnica koje se doslovno podrazumevaju nisu bile tako lako dostupne u staroj ručno pravljenoj aplikaciji. Nju možda jesu razvila tri genijalna domaća programera, ali njihov učinak ne može da se meri s hiljadama programera koji su pravili NAV i s hiljadama firmi čije su primedbe i predlozi ugrađeni u Microsoftovo rešenje.

Da li vas je NAV puno koštao?

Do cene koju smo mi platili vrlo se lako stiže i ukoliko se uzme rešenje domaćih programera, ali se ono ne može porediti s ovim. Za ono što nam NAV Express pruža cena koju smo platili nije visoka, a valja istaći i da je za uvođenje predviđeno svega 120 sati, što je s drugim rešenjima nemoguće izvesti u firmi naše veličine. Međutim, NAV Express je paket koji uključuje i licence i sate i unapred definisanu metodologiju uvođenja koja neutrališe razlike u veličini firme. U našem slučaju radilo se o 12 licenci.

Šta je moglo da oteža njegovo uviđenje?

Za uvođenje modernog poslovnog rešenja najčešće su stvarno zainteresovani samo vlasnici i najviše rukovodstvo, svi drugi nisu, jer im loš poslovni sistem dozvoljava mnogo veće slobode i proizvoljnosti. Jedan ozbiljan poslovni sistem to onemogućava jer sve utegne i dotegne. Zbog toga uvođenje u velikim fir-

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mama ume da traje dugo – blokiraju ga rukovodioci srednjeg ranga, stari IT sektor i sami izvršioi. U našoj firmi to nije bio slučaj.

Da li se uvođenje isplatilo u smislu povraćaja investicije?

Nismo to računali, ali se pozitivni efekti svejedno osećaju, iako sadašnji privredni trenutak nije povoljan.

Kojom novinom ste posebno zadovoljni?

Meni je izuzetno zgodan rad preko terminal servera. Na nivou pretraživanja, gledanja stanja magacina, štampanja i drugih stvari koje mi trebaju, ne primećujem razliku u tome da li radim od kuće ili sam u kancelariji. Naravno, funkcionalnost terminal servera ne koriste svi zaposleni, već isključivo oni koji imaju odgovarajuće znanje i kojima je takva mogućnost definisana na nivou uloge.

Jeste li u definisanju uloga izlazili van standardnih rešenja?

Uloge su skoro identične onima koje su već definisane u paketu. Pri njihovom definisanju više smo išli na to da ne zbunjujemo ljude stvarima koje im nisu neophodne, nego što je na to uticalo nekakvo nepoverenje i potreba da im se tim povodom nametnu ograničenja. Na nivou podešavanja inače postoji bezbroj mogućnosti, ali ih mi još nismo ni izbliza iskoristili.

because their bad business system allows much more freedom and arbitrariness.

Therefore, introduction in large companies can last long - mid-level managers, the old IT sector and executives themselves block it. It was not the case in our company.

Did the implementation pay off in terms of return on investment?

We did not calculate it, but positive effects are felt nevertheless, although the ongoing economic moment is not favourable.

What novelty are you particularly pleased with?

I personally like working over thermal server. At the level of trawling, viewing state of warehouses, printing and other things I need, I do not notice a difference in whether working at home or I am in the office. Of course, the terminal server functionality is not used by all employees, but only those who have adequate knowledge and whose role defines such possibility.

Did you leave standard solutions while defining the roles?

The roles are almost identical to those already defined in the package. While defining them, we paid more attention not to confuse people with unnecessary things, than influence of any distrust or need to impose restrictions on that

**Kako je teklo uvođenje iz ugla izvođača?
Kako ste rasporedili onih 120 sati?**

Stamenović: NAV Expressom je predviđeno da se preskoči analiza i uradi samo dijagnoza. Održali smo najpre nekoliko sastanaka sa ljudima koji su odgovorni za pojedine sektore poslovanja – prodaju, nabavku, magacin i knjigovodstvo – i identifikovali sve probleme koji mogu da nastanu u svakom od njih. Definisanjem ključnih korisnika odredili smo ljude koji će biti zaduženi za pojedine oblasti. Imali smo otvoren pristup i stalno smo sve ljude obaveštavali šta se radi. Ta transparentnost je bila veoma važna u početnom periodu. Naravno, sproveli smo i zajedničku obuku za sve kao i za svaki sektor pojedinačno, što je takođe važno.

Prebacivanje (migraciju) podataka radili smo u nekoliko navrata jer je ExtremeCC hteo da iskoristi priliku da o istom trošku očisti svoje baze, što je malo komplikovalo proces. Dimenzije kao kriterijume za klasifikaciju podataka pomoću kojih se kasnije izvode finansijske analize i analize prodaje, i koje postoje kao funkcionalnost NAV Expressa, odlično smo iskoristili. Postavili smo ih na artiklima, kupcima, troškovima, izvodima... tako da su omogućeni višedimenzioni prikazi. Na njima se kasnije može graditi i sofisticiraniji sistem poslovnog obaveštavanja (BI). Analize po dimenzijama omogućavaju finansijske analize prodaje i nabavke i veoma su korisne. Ovo ključno oružje NAV Expressa smo jako lepo primenili.

(M.V.)

occasion. Speaking of settings there are myriad of possibilities, but we still have not taken them enough.

How did the implementation go from the aspect of performer? How did you deploy those 120 hours?

Stamenovic: By NAV Express is planned to skip the analysis and do a diagnosis. We first had several meetings with people responsible for particular business sectors - sales, purchasing, warehouse, and accounting - and identified all problems that may arise in each of them. By defining key customer, we determine the people who will be in charge of certain fields. We had open access and we kept all the people constantly informed what to do. Such transparency was very important in the initial period. Of course, we have conducted joint training for everybody and for each sector separately, which is also important.

We have transferred (migrated) data on several occasions, as ExtremeCC wanted to use the opportunity to clean its database at one whack, which complicated process a bit. Dimensions as the criteria for data classification by which are later financial and sales analyses performed, and which are functionality of NAV Express we have used well. We set them on items, customers, costs, accounts, etc so that multidimensional descriptions are enabled. More sophisticated system of business information (BI) can be built on them later. We have applied this key weapon of NAV Express very well.



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