



Success Story:

A NEW WAY OF WORKING

Reducing Customization
& Enabling Business Needs

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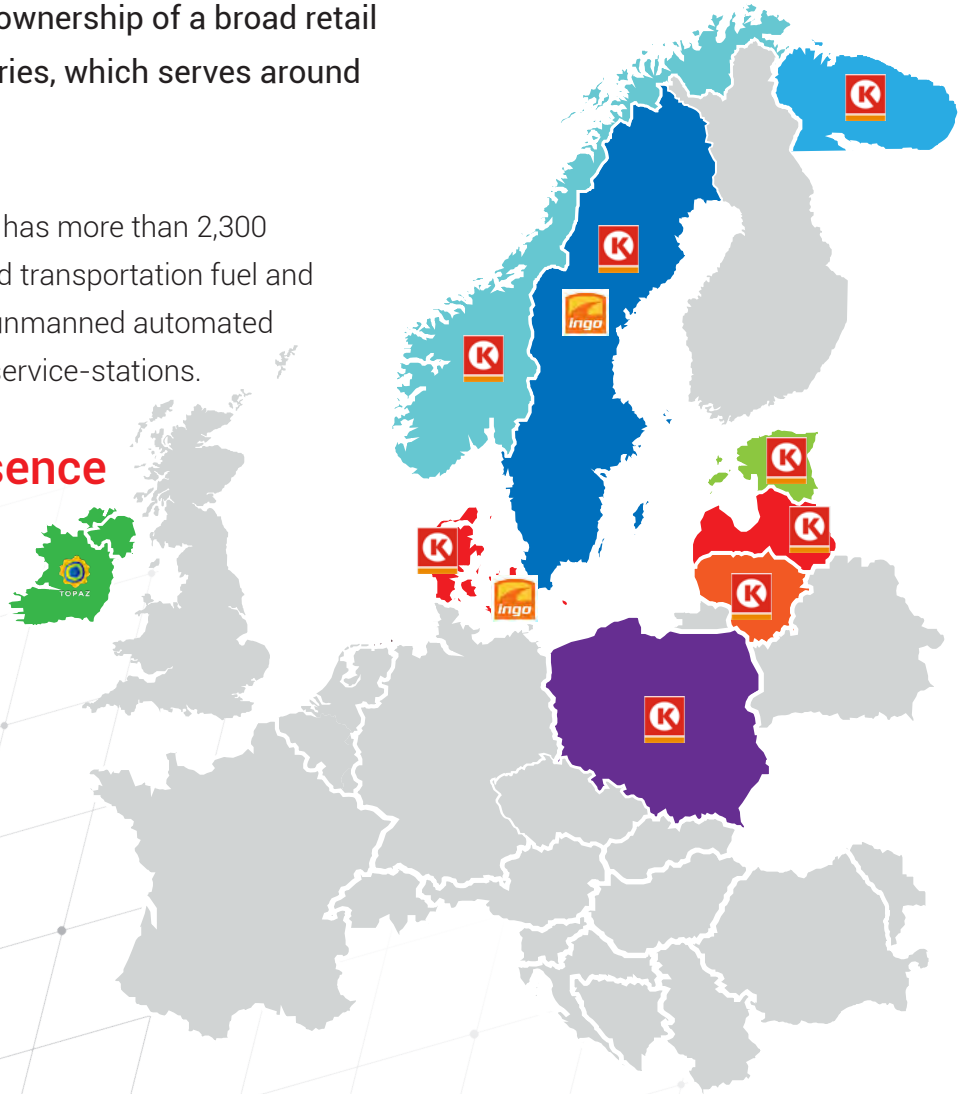


CIRCLE K COMPANY PROFILE

In 2012, Circle K bought leading Scandinavian fuel retailer Statoil Fuel & Retail (SFR), taking ownership of a broad retail network across 9 European countries, which serves around 1 million customers every day.

In total, Circle K's European operation has more than 2,300 stores, the majority of which offer road transportation fuel and convenience products, in addition to unmanned automated commercial road transportation fuel service-stations.

Circle K European Presence



12 key terminals



38+ depots in **9** countries



400 road tankers



17,500 staff on sites



8 regional headquarters



+/- 1 million customers every day



We chose JD Edwards because we deemed it to be the best solution to automate procure-to-pay, sourcing, order-to-cash, and other essential facets of our operation.

Vegar Bøthun, previous CIO at SFR

CIRCLE K & JD EDWARDS

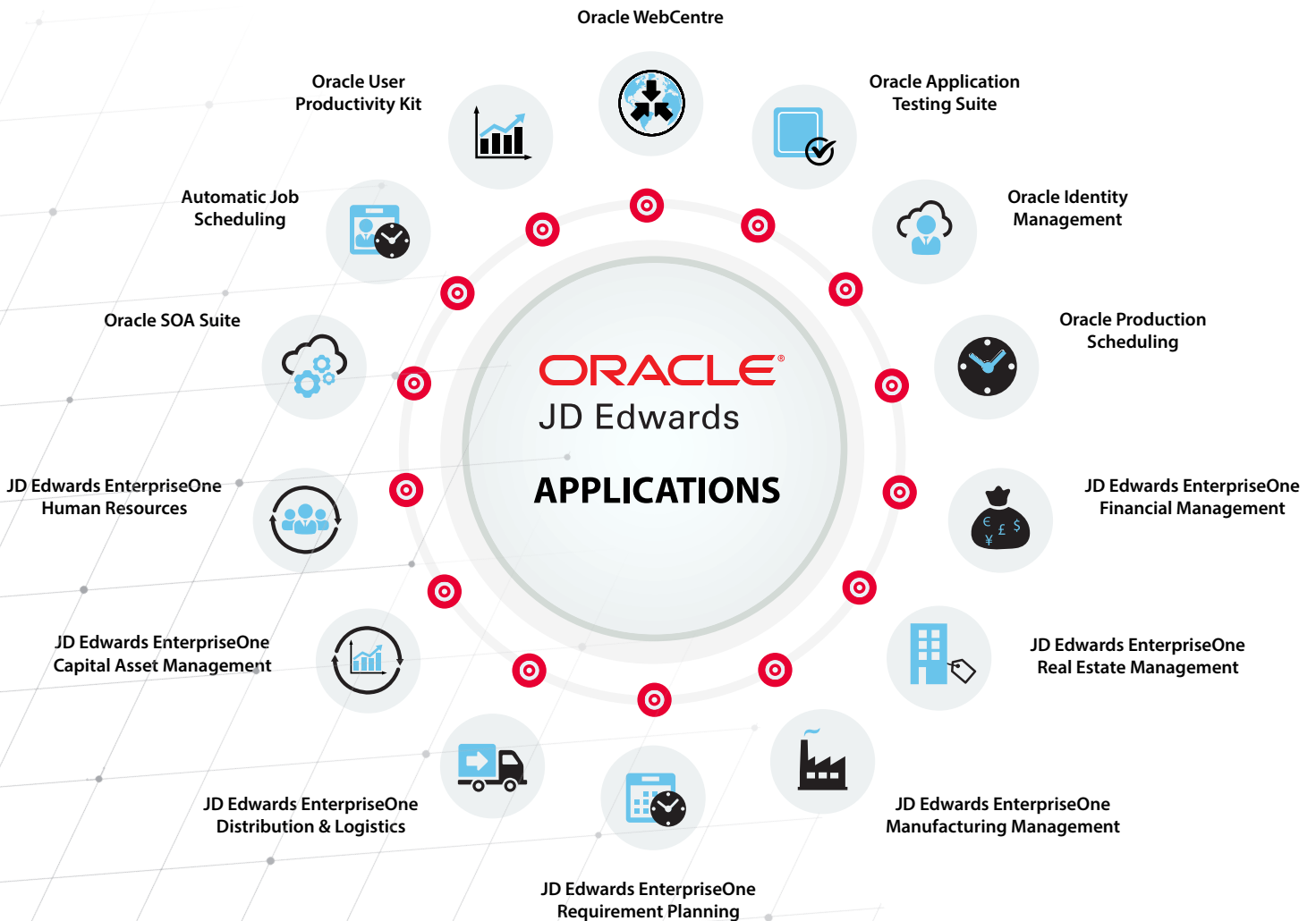
DOWN TO BUSINESS

When Circle K (formerly known as Statoil Fuel and Retail) chose to change their legacy ERP in 2011 from SAP to Oracle's JD Edwards, the commercial world sat up and took notice.

It was a headline-making migration encompassing multiple countries, sites and thousands of employees, and highlighted the trust senior management put in the JD Edwards platform.

The business comprised of more than 2,300 service stations selling retail fuel and groceries, as well as commercial distribution of chemicals, lubricants,

and marine fuel from regional terminals and depots. With over 17,500 employees spread across Europe, a flexible, reliable and powerful ERP solution was an absolute necessity to successfully perform business operations to high standards.





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Having standardized IT solutions will improve benchmarking between countries and terminals.

**Magnus Tägtström, Senior Director
Supply Chain Optimization, Circle K**

CIRCLING BACK TO STANDARD

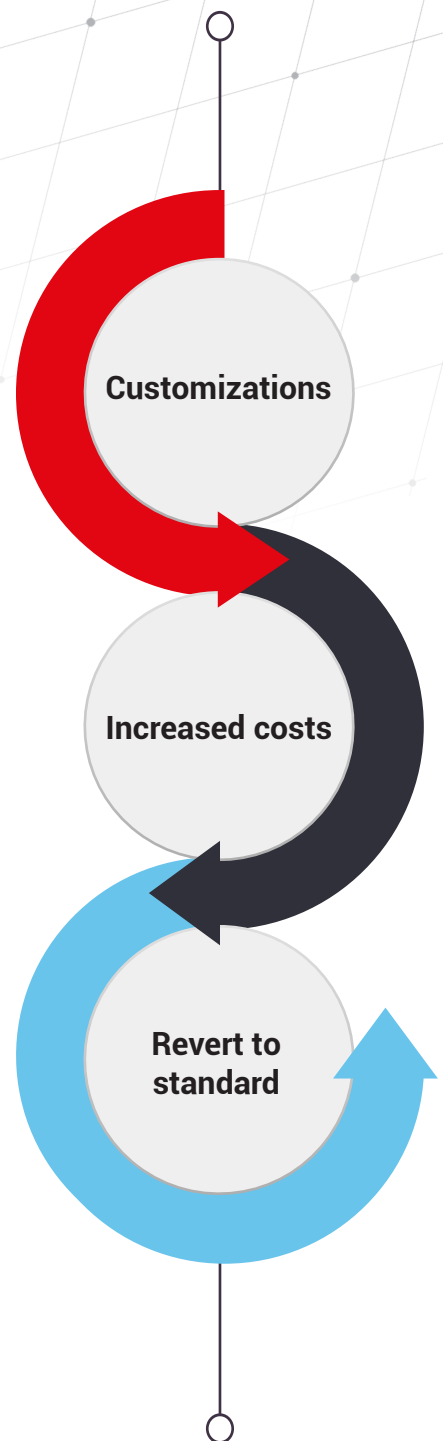
IMPROVE STABILITY & REDUCE COST OF OWNERSHIP

During the original implementation, the system had been heavily customized and since go-live, further customizations were added to resolve incidents or respond to evolving business requirements. At times customizations had been made without a wholly integrated approach, or by analyzing the root cause of open incidents.

The high number of customizations, and high volume of recurring incidents, rendered the system unstable. In addition, the system Total Cost of Ownership (TCO) rose to unacceptable levels due to additional maintenance costs and the added expense of keeping the install and its many customizations code current.

Management knew that to reduce ongoing costs and revert to standard, they would need a new way of working to avoid ad hoc updates and involve a more strategic and holistic approach to fixing issues.

In 2015, Circle K management invited a selection of international specialist JD Edwards vendors and system integrators to tender for the support, maintenance and standardization of their ERP instance.





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Our business operations are heavily reliant on a smooth and constant flow of data, so any downtime or drop in performance, is not an option.

Kari Øien, Director IT ERP & HR at Circle K Europe

REQUIREMENTS

MINIMIZE DISRUPTION. COMMITMENT TO STANDARD.

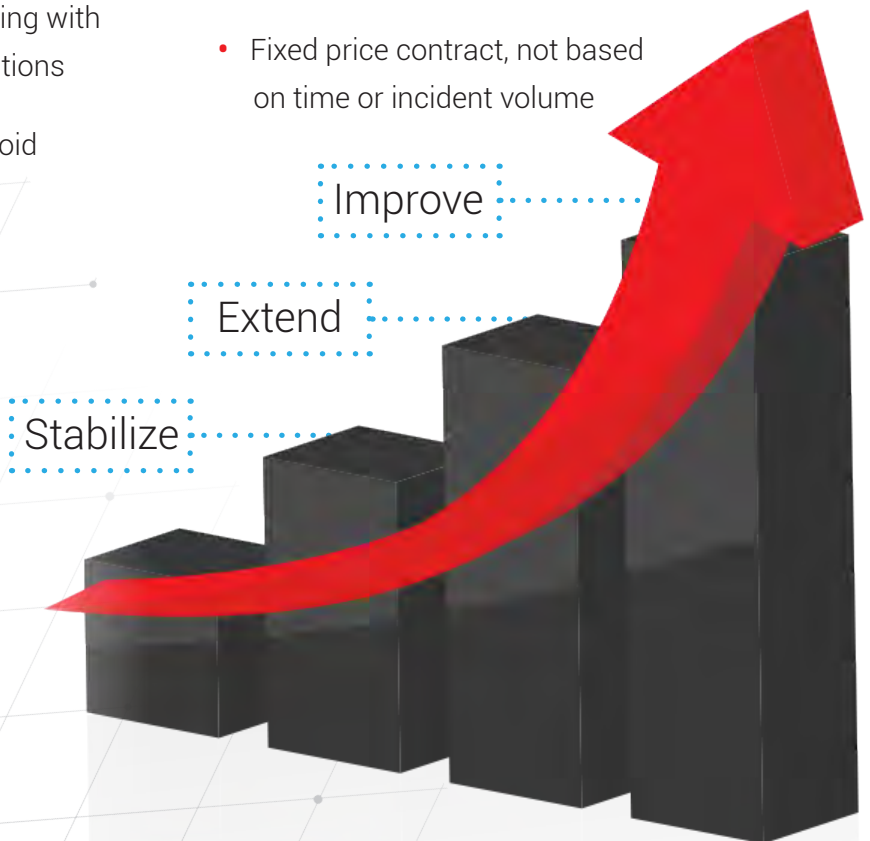
Considering the vital role JD Edwards held in Circle K's business operations, management wanted a partner with the technical capabilities and capacity, to minimize disruption and enable business process needs to become operational from day one.

Committing to a more standardized version of JD Edwards was key. Any potential partner would need to prove excellent JD Edwards competence and demonstrate sufficient available resources to not only stabilize, extend and improve the JD Edwards install on an ongoing basis, but concurrently untangle the web of existing customizations.

Management wanted lower support costs, better system knowledge internally and increased efficiencies in incident resolution. To help reduce TCO, it was important that a new partner could solve any issues which may arise, communicate the root causes back to Circle K Change Managers, I.T. and Super Users, and train them to fix and avoid repeat incidents.

PARTNER REQUIREMENTS

- Wide range of Oracle technical & application skills
- Capable of removing as much customization as possible
- A good cultural fit with Circle K, aligning with existing way of working and expectations
- Train Circle K Super Users to help avoid recurring incidents
- Proven process and governance for support and projects
- Transparency of head count, cost and margin
- Experienced, professional support consultants
- Single Point of Contact
- Fixed price contract, not based on time or incident volume



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Our unique approach to JD Edwards & Oracle Cloud managed services gives our customers access to a team of experienced support consultants with local and international expertise within a flexible and agile commercial model.

Brian McInerney, Founding Partner, Redfaire International



SOLUTION

ROBUST PROCESS, METHODOLOGY AND GOVERNANCE





Redfaire International proposed an innovative Managed Services and Operations solution which would provide a dedicated 24x7x365 Support Team based in Europe, to work in tandem with Circle K Super Users. The program would provide a mixture of proactive and reactive support activities and gradually wind Circle K's installation back to a standardized version of JD Edwards.

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The proposed solution was designed to "do more with less" by splitting the support team into First and Second lines of response, only calling on the more experienced professional support consultants when necessary.

By delivering against a 'Credit Guaranteed' SLA, the team would be incentivized to solve issues as quickly as possible and being fixed price, put solutions in place which would avoid recurrences, leading to more stable long-term fixes.

PROPOSED SOLUTION

-  **Audit of existing system with recommendations for improvement**
-  **First Line support resources to react and resolve issues with support from Second Line senior experts**
-  **A mix of Proactive (preventative) and Reactive (incident) support activities**
-  **'Explain & Train' model so Super Users understand how to fix and avoid reoccurring incidents**
-  **A tried and tested methodology**
-  **Deliver against a 'Credit Guaranteed', detailed Service Level Agreement (SLA)**
-  **Manage to audited ISO27001 / ITIL standards**
-  **24x7x365 Support and Operations**



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To guarantee a successful handover, it was important that both sides communicated clearly and worked collaboratively.

Patricia Clarke, Client Service Director, Redfaire International

PROJECT DELIVERY



A SMOOTH TRANSITION

After a rigorous tender process, Redfaire International was selected by Circle K to manage their JD Edwards instance support, maintenance and existing and future projects.

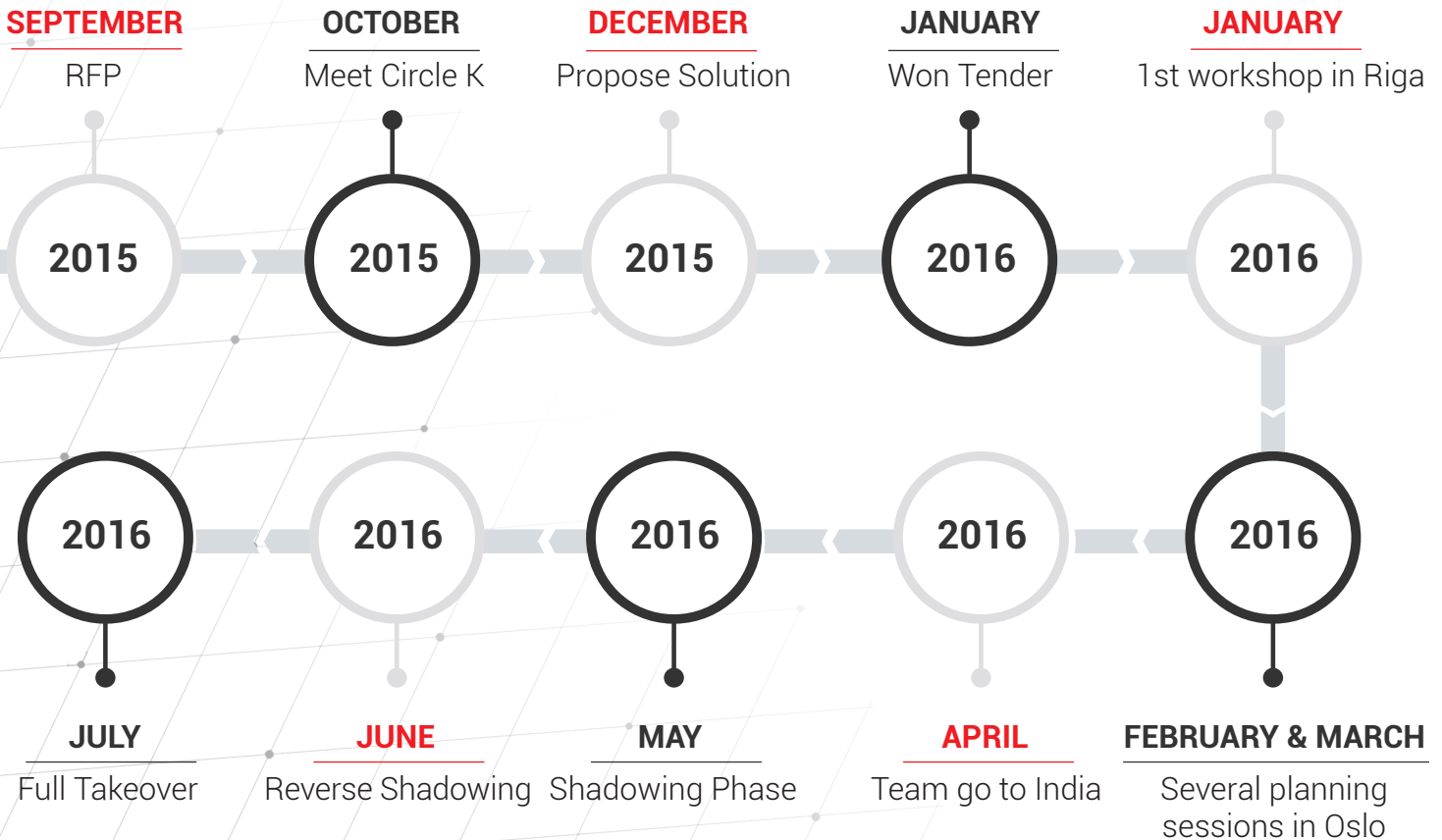
The first steps were for key staff to meet the wider Circle K team to discuss how the transition project should run. It was agreed that the Redfaire International team would go to India in early 2016 to shadow the incumbent support agents for a set period, monitoring existing processes and ways of working before handover.

The full handover then took place in July of the same year, without any business disruption.

Redfaire International's team initially focused on maintaining the existing system to a stable level, then gradually started making improvements to holistically improve the whole system and roll back pre-existing customizations.

Progress was reported to Circle K management at regular intervals and any risks or deviations which emanated were managed proactively and reported immediately to Circle K project owners.

Project Timeline





After a formal RFP process and evaluation, we decided to move our support from India to Europe. Redfaire International offered a support model that is competitive in terms of quality, service level and cost.

Kari Øien, Manager, Director IT ERP & HR at Circle K Europe



OUTCOMES

PROGRESSIVE STABILITY



When surveyed, Circle K's JD Edwards Super Users reported that they *"appreciate the knowledge and experience of the Redfaire support team members"*

They also believe that the *"Redfaire team seek to provide permanent solutions to recurring incidents"*.

More **stable** long-term fixes

14% decrease in total open incidents YoY and growing

48%

of super users can now solve most or all incidents

"Redfaire International is providing good support. Together we are on the way to our common goal - reducing the total number of incidents and making our JD Edwards more stable."

Maija Laksa, Principal Quality Responsible, Oracle JD Edwards and RPA at Circle K Europe



LOCAL EXPERTISE, GLOBAL REACH

Redfaire International provides Oracle ERP consultancy services & solutions to global organizations.

Founded as a global alliance by leading local Oracle ERP consultants, we are joined together by shared values, expertise and ambitions, working in unison to deliver best-in-class projects.

Whether your organization runs JD Edwards, Oracle ERP Cloud, NetSuite, or hybrid solutions, Redfaire International has the expertise to manage and support your integrated and localized systems.

Get in Touch

Find out how we can help your organization meet its business objectives.

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