

## SAP Customer Success Story



**Morrison Homes**, a leading U.S. homebuilder, recognized that to effectively compete in today's homebuilding market, it needed to improve communications and make critical information readily accessible companywide. By implementing mySAP™ Enterprise Portal, the company enhanced communications and empowered salespeople with better information to sell homes more effectively. Moreover, builders and trade partners now have access to accurate and timely information that helps them better manage projects, materials, and costs.

## MORRISON HOMES

### mySAP™ ENTERPRISE PORTAL IMPROVES COMMUNICATIONS FOR BUILDERS, SALESPEOPLE, AND TRADE PARTNERS

Morrison Homes, with more than \$800 million in revenues for 2002 and a growing staff of 700 employees in the United States, is a leading homebuilder of single family homes in both stand-alone subdivisions and master-planned communities.

In order to sustain its success in a very challenging marketplace, Morrison Homes knew it had to ensure effective communications between its internal team members as well as with its trade partners. This meant having accurate and up-to-date information available to a variety of people throughout the enterprise – whether they be employees in sales, construction, or after-closing service. “In response, Morrison Homes decided to implement mySAP™ Enterprise Portal which is powered by the portal infrastructure, the knowledge management and the collaboration capabilities of SAP NetWeaver™.” SAP NetWeaver provides all the capabilities that an integration and applications platform requires to develop, integrate, and run solutions. SAP portal technology enhances a company's ability to access and work with centralized information across its extended enterprise, including outside trade partners, so that users can identify and address business issues faster and more effectively. By deploying mySAP Enterprise Portal, Morrison significantly enhanced communications and empowered salespeople with better information to sell homes more effectively. Moreover, builders gained access to more accurate and timely information to better manage trade partners, materials, and costs.

*Morrison Homes*



## A FOUNDATION FOR CHANGE

“The SAP implementation was driven by our frontline employees,” says Gregg Goldenberg, vice president and project manager of the SAP implementation at Morrison Homes. “These are our builders who are job-site superintendents, our salespeople, and the administrative teams that support field operations.” Morrison Homes wanted to know how its people could be more effective in their daily jobs. “Our team members were coming back with all the things you hear about: problems with legacy systems, no access to real-time information, and the inability to communicate very well,” says Goldenberg.

Market issues were also driving Morrison. “Our goal was to be on one system, to have it completely integrated, and to solve problems such as wasted administrative time, redundancy in data entering, and lack of real-time information,” says Goldenberg. “By implementing mySAP Enterprise Portal and homebuilding solutions from [the] SAP® for Engineering, Construction & Operations [portfolio of software and services], we felt that we were going to reap all the benefits that most companies gain when they successfully implement an ERP solution. This included reduced cycle time, cost reductions, better communications, and efficiency improvements. Morrison is definitely going to be a lot more responsive to its customers and trade partners as a result of better communication supported by the portal.”

**“What SAP offers is unique in the marketplace. It is a fully integrated solution from the sales office to the back office to the field. Complete integration and effective communication like this are very desirable things to have. It’s helping us to achieve our goals, which is to be unquestionably successful in this industry.”**

*Gregg Goldenberg, Vice President and Project Manager of Morrison’s SAP Implementation*

## IMMEDIATE BENEFITS OF mySAP ENTERPRISE PORTAL

“There are a lot of ‘wows’ with mySAP Enterprise Portal,” says Goldenberg, referring to the three portals that Morrison deployed. “We have a portal for our salespeople, another for our builders, and one for our trade partners. The trade partner portal is the

most robust in that we use numerous iViews, which are specific views of information, to give trade partners a cockpit from which they can get all the information they need to have a business relationship with us. This eliminates a tremendous amount of redundancies, inaccurate information, and supply chain costs.”

## THE POWER OF iVIEWS

Morrison Homes knew from experience that building a house requires hundreds of tasks that have to be scheduled, coordinated, and tracked. Most tasks are dependent on having a related task completed before a new one is started. “Communication and coordination have always been challenges for homebuilders,” says Goldenberg. “This is especially true for Morrison builders who supervise the entire building project and all of their trade partners.” mySAP Enterprise Portal delivers appropriate content by providing Morrison Homes and its trade partners with immediate, secure, and role-based access to key information relevant to their jobs and needs. “This helps our communication with builders and their trades because they are all connected,” says Goldenberg.

The Morrison Homes vice president and project manager sees iViews delivering critical information to trade partners throughout the construction process as well as after a home is built.

iViews specific to homebuilding were developed during Morrison's implementation and a number of them are now available as a business package. This package, which can be downloaded free of charge, enables builders and trade partners to have a task-related collection of iViews with associated information that supports their building processes. The subcontracting business package can lower total cost of ownership since it is ready to use. Plus, it can shorten the time to implement the portal, speeding up return on investment.

"The first view that our trade partners see when they log in is the service iView," explains Goldenberg. "This shows them what service items are required on a particular home. It's where all their warranty service information exists. Every trade partner needs to quickly address after-closing service. Through the portal, they can print the service order, bring it to the homeowner, get the work done, have the owner sign it, accepting the work, and then send it to us as proof that the work is completed. After that, the item is removed from the portal. It's really useful for ensuring high-quality customer service.

"The next iView they see is just-in-time purchase orders for work that they need to do for a new home. In that view, they can print a purchase order, which lists everything they need to know as to when and where to go, and what to bring to that home. So if you're a carpet vendor, the purchase order shows what type of carpet to bring, what color, what grade, what style, and in what rooms you should install it. Plus, it gives the price we're going to pay them.

"They've got another iView that lets them drill into any particular home they're building. They can actually see the real-time status of where that house is and the activities that have not yet been completed – anything that might have to be done before

they get in there. You may have a critical path item, like interior trim, that needs to be installed before painting. This iView tells the painter the status of the interior trim activity.

"Another iView gives them pending-starts information, which are homes that are in the prestart pipeline. The last iView is the one trade partners probably love the most. We call it the 'Where's My Money iView.' It's really payment status – a list of all purchase orders over the last month and a half that have been paid, their status, and the check number paid.

Trade partners can reconcile their own receivable accounts with this iView. In the past, the trade partners would call our accounting department to reconcile their own accounts, which took time away from our staff. This iView – along with the others – keeps our trade partners very happy.

"The good thing about the portal is that it's really easy to learn with an easy-to-use front end. It's content-rich information. And it's definitely an efficiency tool. Our relationships with our trade partners are improved now that they have one central place where they can view all job statuses for Morrison Homes. This can help reduce some of their costs and, hopefully, those savings will be passed on to us."

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### **iVIEWS FOR BUILDERS**

Morrison Homes builders have their own requirements. They need a commanding view of everything that takes place within a building project. "Each builder has their own portal with all of their homes and associated activities displayed in a two-week at-a-glance view," says Goldenberg. "They also have pending-starts information, like their trade partners. We've also created a weather map iView, so they know whether to call off a concrete pour or an exterior paint activity, if it looks like it's going to rain. Weather information is linked to the National Weather Service."

### **EMPOWERED SALES TEAM**

"We have a portal for our salespeople as well," says Goldenberg. "iViews for salespeople include a comprehensive to-do list for their follow-up activities with prospects, such as writing a letter or making a follow-up call. These items are automatically sent to them. As they complete certain tasks, the system knows the next thing to do. Salespeople can also use the portal's drag and relate capabilities to get all the customer information they need that is stored within the SAP system."

### **BUILDING ON SUCCESS**

"We've implemented mySAP Enterprise Portal – along with software from the SAP for Engineering, Construction & Operations portfolio – in Atlanta, and we're rolling the system out to Florida now," says Goldenberg. "After Florida's finished, we're going to Denver, Sacramento, and Phoenix and then finish up with Houston, Dallas, and Austin."

Morrison's innovative leadership in implementing SAP home-building solutions and its use of portal technology has not gone unnoticed.

"Other merchant builders are interested in what we're doing," says Goldenberg. "We've hosted numerous events for other builders who are interested in this software. This is the future for any serious merchant homebuilder. What SAP offers is unique in the marketplace. It is a fully integrated solution from the sales office to the back office to the field. Complete integration and effective communication like this are very desirable things to have. It's helping us to achieve our goals, which is to be unquestionably successful in this industry."