

CASE STUDY



MODOOLAR

How Modoolar Managed to Replace
8 Various Systems of 26 CinemaNext Companies
in Only 16 Months During the Worldwide Pandemic
by Using Odoo ERP

”Modoolar Team is dedicated and committed to success. They are adaptable to complex situations, result-oriented, trustworthy and reliable. With Modoolar, we have been able to adapt the system to our needs and simplify our business processes.”



Georges Garic
CEO, CinemaNext

SUCCESS IN NUMBERS

- 8 software systems replaced in 16 months
- 25K+ products migrated
- 98K+ contacts migrated
- 100K+ equipment managed
- 10K+ sales orders
- 6K+ purchase orders
- 23K+ helpdesk tickets
- 1.6K+ field service tasks
- 2.3K+ repair orders

* The information is based on a period of one year of the system usage

KEY SUCCESS FACTORS

- Agile approach & proper implementation strategy
- Team spirit that crushed countless challenges
- CinemaNext and Modoolar working together on the Gap analysis
- Turning PROBLEM into BENEFIT – short deadline meant making key decision quickly



CLIENT

CinemaNext is one of the largest cinema exhibition services companies in Europe, the Middle East and Africa, operating through 26 companies in more than 20 countries around the globe.

CHALLENGE

Completely transforming the entire business process of the cinema giant in the middle of the global pandemic with a limited budget and tight deadlines while working with a complex multinational team remotely.

BRILLIANT START WITH A DRASTIC TWIST

At the beginning of 2020, CinemaNext decided to enter the digital era with a new tool that will completely transform the way they do business.

The company was looking for experts to implement new CRM and ERP solution. As an international company they were searching for an implementing partner in various European countries such as Belgium and France.

After a series of successful meetings and presentations, the final choice came down to – the Modoolar team.



We knew the project would be challenging but Modoolar seemed to have the right skills and experience, the whole team was quite result-oriented and seemed as a good fit to answer to our needs in the best way, right from the beginning, said Mr. Georges Garic, CEO, CinemaNext

It's early spring 2020 and the ERP21 project is about to kick off.

At that point, the CinemaNext group consists of 26 companies, which differ in size and business processes with no consolidated way of functioning, reporting and collaboration, each operating in a different ERP solution and tools (SAP, Sage, Navision, Excel files, etc.).

The main goal was to consolidate all that into one efficient system - Odoo.

Initial great start and strong enthusiasm got shattered by an unexpected guest – soon after the project started, a global Covid-19 pandemic broke out.

And not only that – due to previous unstable implementations and limited budget, a drastic decision had been made by CinemaNext management – to launch Odoo within only a year.

Plan A was a 3 times longer deadline – exactly 3 years. Due to this fact, many stakeholders did not believe this project would ever succeed.

However, Igor Jovanovic, Modoolar CEO and his teams, together with Mr. Gerard and Mr. d'Arhambeau from CinemaNext proved them wrong.

ERP21 project was divided into three lanes - ERP21 core, ERP21 finance and ERP21 eCommerce. It took more than 500 completed tasks to manage decentralized business processes and organization within countries.

To put in perspective how a tremendous change in management the whole team was working on, just imagine - you have a company whose stakeholders are geographically scattered in 20+ countries speaking various languages. Many people are in charge of several things and perform multifunctional tasks, while each process depends on the other. All this – followed by different legislation and work habits.

All or Nothing Moment – June 2020

Success comes with a price tag.

At one point – it was intense psychological pressure on both sides.

After several months of working on the project, more than 30 experts from both companies are realizing they're falling behind. Everything turned out to be far more complex than expected. But - an extension of the deadline was not considered at all.

The last two stakeholder presentations did not run smoothly and there was a lot to catch up with. More work was coming up and the team was completely overwhelmed. On top of that - lockdown hit Europe. This put CinemaNext management at an even greater disadvantage and tensions continued to rise.

After a sincere meeting led by Modoolar and CinemaNext implementation teams, all challenges had been carefully analyzed and it became clear there was no room for a single gaffe anymore.

Hard constraints led to difficult decisions and the teams got even stronger by discussing the problems and finding solutions. This kind of team spirit is what eventually contributed to the final success of the project.

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It was when we realized how massive the mission in front of us was and that there was no going back. Failing was not an option, said Petar Milić, Delivery lead, Modoolar.

SOLUTION

Expertise matters. But attitude wins the game.

The project involved serious preparation and provided a solution to the very complex business processes. This included the consolidation of the sales process across all CinemaNext companies and various sales channels (B2B, B2C, eCommerce) with full integration with the inventory management. Further to that, the system provided managing the complex Return material authorization (RMA), managing the Install base with the hierarchical structure of all installed equipment and its individual components, tracking intercompany flows despite various comprehensive legislation of countries, etc.

It's important to stress out that the outstanding cooperation between the Modoolar and Odoo SA team was crucial for the success of this major international project. Odoo SA experts were there to help out and share valuable advice whenever it was needed - their unconditional support in challenging moments was priceless.

Another key success factor was the specific approach Modoolar team has developed. A mix of agile and traditional methodology consisted of analyzing the overall scope of the project and then, strategically dividing the tasks into milestones, which will be completed step by step by follow-ups and a lot of hard work of both

Keeping the focus - At times, Modoolar had more than 30 people on the call, from different countries and time zones and organizing and leading these meetings was only one of many challenges. Often, they'd have Executives from all across Europe on the same call. Working like this was the only option available because of the Covid-19 situation. On average, more than 10 people from each team attended every meeting which posed a challenge - maintaining their constructiveness and focus.

Modoolar solved this by dividing the project into meaningful units, then continuously putting a focus on meetings with the process owners of these units.

Dealing with skepticism- Having in mind the CinemaNext team had years of experience working with SAP, it was no surprise they showed certain skepticism regarding the Odoo system, especially the Accounting module. Modoolar faced 3 key problems here: different legislation and work habits, as well as language barrier. Igor and his team solved this by asking for help from the Odoo Account manager. This was 100% Bingo! In no time, Odoo financial experts jumped in to help and together they completed the stage of Accounting module implementation successfully.

Overcoming the pressure- During the project, too many key people, responsible for important stages of the project – were unavailable due to pandemic. Among them there were VPs, people from support teams, key process users, etc. All of this kept putting additional pressure on Modoolar and CinemaNext, leaving them to deal with the critical stages of the project without much-needed support. Modoolar overcame this by having several brutally honest and open conversations with the CinemaNext team, closing ranks and showing incredible unity on a human level.

It was all worth it- It's March 2021. All the key decision-makers and Board members of the CinemaNext team managed by the CEO Georges Garic are looking at the screen. They are listening CinemaNext and Modoolar Delivery team talking about the challenges, tactics and achievements that had been unfolding since March 2020.

They had less than 60 minutes to present the enormous 16-month-work of a team counting over 30 experts from various countries. You could cut the atmosphere with a knife.

Luckily – the reactions of all the participants in the meeting were great!

After months of tension, it was a huge weight off our shoulders, said Igor, Modoolar CEO.

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We like the approach we used with Modoolar, it is very similar to ours. Gap analysis we worked on together to roughly estimate the efforts and the complexity of the project was especially important due to uncertainty and the Covid-19 pandemic. Finally, we appreciate their frankness and fairness, Program Director, CinemaNext

RESULTS

As a result of 16 months of exquisite teamwork, persistence and ingenuity, Modoolar completely transformed the business process of one of the world's largest cinema exhibition services companies – CinemaNext. Today, the CinemaNext group manages the operations of all 26 companies within one unified solution - Odoo.

The most impressive accomplishment is the fact Modoolar replaced more than eight software systems including legacy-developed ERP, Microsoft Dynamics NAV, Sage, SAP and Magento. All this – in 16 months.

What's more, some of the ideas from the project were actually used as a basis for Odoo product improvement and were implemented in the future Odoo versions.

CinemaNext now works in Odoo, the premium open-source software that covers all the business processes. Its fluidity and full integration cover the needs of even the most complex companies and has enabled CinemaNext to have standardized reporting, real-time synchronization and common data, a much better security system, lower costs and highly upgraded collaboration, tracking and upsell opportunities. And these are just some of the key benefits.

As for the teams of CinemaNext and Modoolar, they proved it's not always expertise that saves the day. It's human compassion too and unbreakable team spirit that helped them finalize a massive international project in the middle of the global pandemic with an almost impossible deadline.



MODOOLAR

Leaders in designing and implementing open-source
business solutions in Southeast Europe

WE HELP COMPANIES GROW SMARTER
FIND OUT HOW

LET'S TALK