



iForce Labels Project Success

iForce are a leading company in the provision of managed logistics services, such as e-fulfilment, returns processing, refurbishment and re-marketing, to high profile clients in the UK retail sector, including John Lewis, Waitrose, Tesco Sainsbury's and Screwfix.

IRS (Intelligent Routing System) is a sophisticated carrier service selection system which routes each customer delivery according to the retail client's business rules. It evaluates a complex set of order and carrier characteristics and optimises many factors such as cost of delivery and carrier loading, printing a delivery label for each parcel according to the carriers' varied layouts and content. IRS gives the client access to the UK carrier market to reduce delivery costs while securing the best service.

iForce is a logistics service provider, not a software development company. Although they possessed the business knowledge and development expertise they had not run a major software development for some time and the technology platform would be unfamiliar. If the commercial deadlines were to be achieved, it became clear that they would need a development partner to assist with the software delivery.

- Sophisticated rule based product
- Challenging delivery dates
- Unfamiliar technology platform
- Offshore development partner

iForce were aware of the risks of engaging with an offshore development company. They wanted to use a process that would ensure that the software assets would be sustainable and owned by their own team. They did not want to be left with a high reliance on the development partner once the build was finished.

The delivery schedule was challenging too. The system had to be ready within a year. Missing the deadline would mean losing the opportunity to trial the new software across the Christmas peak period, which would effectively delay launch by a further year.

iForce needed to update a strategic product line to make it suitable for today's service based market. IRS was operationally successful, handling high throughput at sub-second response times but needed an architectural refresh to give access to a wider market, in particular to deliver its functionality via web services to be easily integrated into any systems environment.

iForce also wanted the new product to deliver a more adaptable and customer-friendly solution for Carrier Management and Carrier Service Selection, making it easier for end-users to adjust and configure the rules for themselves.

This was a complex software product development project, with tight deadlines, little scope for budget overrun, an unfamiliar technology platform and outsourced development. They knew that the project would need to be run carefully if it was to survive.

iForce were introduced to Karonas through our extensive work at The John Lewis Partnership.

How Karonas Helped

- Karonas provided analysis resources for the requirements analysis and solution specification
- Our mature process meant that we controlled the requirements analysis work with robust plans and solid estimates
- Our analysts conducted the workshops with key stakeholders
- We helped the iForce analysts with informal on-the-job training and mentoring in important techniques
- We advised and assisted on the evaluation and selection of the development partner
- We assisted with project planning and estimating
- We reduced risk through quality assurance of analysis & design and test deliverables

Project Outcomes

The transparency of the Karona project process ensured that the iForce management team had good visibility of progress and maintained tight control of the project throughout. Any adjustments to scope were made confidently, as the business impact was readily assessed. There were no nasty surprises.

Ownership of the system remained with iForce and the role of their internal development team was steadily ramped up as the project progressed. As a result, iForce's development team are confident that they will be able to support the new system without dependence on the off-shore team.

The first release of the system was delivered on time for its first live customer trial and within the planned development budget. In trials across the peak Christmas period the system met all the functional and performance criteria. Its carrier routing proved to be more accurate than the system it replaced.

Why Karona?

- Our extensive experience of real enterprise IT projects means that our advice on the development approach, tools and methods is reliable and practical.
- Our lightweight approach, trained and led by us, supports rapid development and is robust enough to maintain control of a project.
- Our use of industry standard deliverables means that everyone on the project, including off shore development partners, can work with the system specifications and adhere to them.
- We will establish a working approach which builds confidence in your team.
- We know how to produce specifications to the right level for contractual negotiations.
- Our experienced analysts engage with the business experts and maximise the value of their limited time.
- Our practical approach to quality assurance ensures that progress is meaningful and secure, without slowing you down.
- Our team has delivered many projects together so our ways of working are effective and efficient.
- Our flexible resources will fit in with the peaks and troughs of project demand.



iForce™

iForce is the logistics powerhouse behind a number of famous retail brands and since 1998 has enabled the innovative Multi-channel and Returns processing ambitions of some of the UK's top retailers.

**iForce is Retail Week's Logistics Provider of the Year 2013
and The Grocer Gold Awards' Logistics Supplier of the Year 2013.**

www.iforcegroup.com

"As the analysis progressed, confidence in the system cost increased, both for us and our development partner. The process which Karona took us through led to a robust but fair commercial negotiation."

Duncan Licence, iForce IT Director