



BUILDING VALUE SINCE 1906

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An Open Letter to our Distributors

**Re:** Bobrick's Enterprise Resource Planning Software Platform

On March 4, Bobrick launched its new Enterprise Resource Planning (ERP) software platform and new e-commerce portal (iBob2.0). Regrettably, we launched without features and processes that were critical to your business. Based on your feedback, features are returning to the system. More will be added over time.

**I am truly sorry this occurred, and I know this negatively impacts your customer relationships and your business.**

We made the change because iBob 1.0 was supported by our custom Bobrick Enterprise System (BES), written in a 30 year-old programming language that could not sustain the future needs of our business – and yours. By moving to a third-party, upgradeable platform, we expect to deliver a vastly superior e-commerce platform that will offer features such as accurate delivery dates and freight estimates, customizable toilet partitions that don't require support from Customer Service, and the ability to quote and invoice across all the Bobrick brands. Unfortunately, you have yet to see these benefits as we continue to correct the errors and restore the features you told us were important.

Our development and implementation followed industry best practices, including engaging implementation consultants, and extensive pre-testing (including four pilots) to ensure a smooth transition. While an implementation involving the integration of many custom features on a standard software platform uncovers unforeseeable issues, we were still surprised. For example, we know many of the automatic order acknowledgement lead times are not correct (which have also created downstream process issues), and that you are temporarily experiencing unacceptable customer service wait times. We regret this, and are frankly embarrassed by it.

This past month has clearly not been to Bobrick's standards. To remedy this and minimize the impact as quickly as possible, we adopted an "all hands on deck" approach – hiring temporary workers, working weekends, and reallocating resources, all with one goal: to return to the service level you have come to expect and rely upon. We are making progress every day, which you should start to see and feel.

In closing I, and everyone at Bobrick, value your loyalty and our history together. We fell short in serving you, and we are sparing no expense in getting this fixed, and quickly. In the meantime, if you would like to reach out to me directly, my e-mail address is [mlouchheim@bobrick.com](mailto:mlouchheim@bobrick.com).