

Ready Mix Concrete Manufacturer & Distributor – ERP Case Study

Key Takeaways:

- A \$1.5 billion ready-mix concrete company engaged RubinBrown to conduct an assessment to find opportunities for optimizing their operations and selecting a new enterprise resource planning (ERP) system.
- RubinBrown conducted stakeholder interviews, assessed technology infrastructure, and mapped current and future-state processes to identify pain points and opportunities.
- RubinBrown performed due-diligence and contract negotiations to help the client make more informed technology decisions that led them to select a new ERP software, IFS.

Client:

A \$1.5 billion ready mix concrete company operating in 321 locations throughout the United States engaged RubinBrown to initiate an integrated business optimization and technology modernization initiative aimed at achieving a 5-year strategic growth plan to expand to \$2.5 billion through both organic growth and acquisitions.

Challenge:

Following unsuccessful acquisition attempts within the ready-mix concrete industry, management decided to focus on improving internal processes and streamlining technology to align with their emphasis on employee well-being and development. They observed that their target companies for acquisition were all experiencing operational efficiency, so their goal became improving integration of acquired companies. The company needed to boost efficiency among incoming and existing employees alike and reduce redundancies in processes and manual tasks.

Actions:

- Defined strategic objectives and operational model design premises and recommendations
- Designed high level process maps for core and enabling processes (current state and future state)
- Defined system functional requirements for business needs
- Defined criteria and methods for selecting technology vendor

Solution:

RubinBrown guided the client through several vendor discoveries and demonstrations to select the best-fit ERP solution, IFS, for both their materials and construction businesses.

Results:

The client selected a technology vendor to implement IFS. They also implemented process redesigns and redefined business policies for consistency, accuracy, and repeatability across all legal entities and business lines which resulted in:

- Improved on-site efficiency and delivery tracking
- Improved visibility across all lines of business
- Real time inventory management
- Real time finance analytics

"Our team spent a lot of time debating whether or not to hire an outside consultant for this project but partnering with RubinBrown was one of the best strategic decisions we could have made. The level of service and their commitment to meeting our specific needs blew us away. We know we chose the right ERP system, but that's because we chose the right consultant to help us get there." - Executive Sponsor