

Building Materials Manufacturer – ERP Case Study

Key Takeaways:

- A \$480 million window and door manufacturer engaged with RubinBrown to conduct an assessment to find the best ERP solution.
- As business conditions changed the scope of the project, the RubinBrown team was able to shift and respond to new conditions.
- RubinBrown's analysis allowed the client company to make informed decisions about enterprise resource planning (ERP), enterprise performance management (EPM), business intelligence (BI), and other software tools.

Client:

A leading building materials manufacturing company with a significant market presence and 5,000 employees partnered with RubinBrown for comprehensive business process mapping, current state assessment, and the selection of a new ERP system. RubinBrown's engagement evolved into evaluating the feasibility of implementing an ERP solution, Oracle EBS, from one of their acquired companies across their entire enterprise. Specializing in manufacturing and distributing doors, windows, and other building materials, the client sought to streamline their make-to-order operations and enhance efficiency through strategic ERP integration.

Challenge:

This client recently underwent significant growth with the acquisition of two companies, expanding their operations and revenue to approximately \$1.3 billion. This expansion brought in a variety of ERP and ancillary systems, including a modern cloud-based ERP system that was partially implemented. The RubinBrown team was tasked with assessing the integration challenges posed by these additions, ensuring seamless incorporation and optimization of their digital infrastructure. By identifying and addressing these complexities, RubinBrown helped the client enhance operational efficiency, adopt best practices, and prepare for continued growth in their industry.

As the business transformed due to its acquisitions, the company needed RubinBrown to assess their need for an Enterprise Performance Management (EPM) software solution. The primary objectives included:

- Reducing the duration of close activities from the current 10 days to 5 days
- Rolling up data from multiple sources into one system
- Eliminating islands of independent information
- Gaining quick and easy access to critical information requiring drill-down capabilities from summary data to detailed transactions
- Expanding reporting capabilities with ad hoc reports and inquiry tools
- Establishing common, company-wide financial definitions and reporting structures

Actions:

- Collected key data and interviewed stakeholders
- Detailed Current State Process Mapping
- Defined Technology Infrastructure and ERP Current State
- Issues and Opportunities Matrix
- Created Business Case and Recommendations
- Created Request for Information (RFI) for Enterprise Performance Management (EPM) System
- Conducted evaluation of multiple EPM tools

Solution:

- Assessed the program regarding the in-progress implementation of the acquired company's comprehensive ERP
- Assess any gaps in the implementation process to bring that project to a successful conclusion
- Identified options for keeping or replacing the acquired ERP systems
- Developed a Global Footprint for the ERP environment across the facilities
- Recommended selection and deployment strategies
- Developed and finalized software specifications and short list of vendors
- Executed and facilitated vendor workshops
- Assisted the client in determining requirements for vendor of choice

Results:

RubinBrown assessed a complicated manufacturer as they acquired multiple entities and transformed their business, over the course of multiple years. The results of RubinBrown's assessment allowed the client to make informed technology decisions across their enterprise, including choosing to implement Oracle EPM to consolidate the financial information from their multiple ERP systems.