

Manufacturing Firm – ERP Case Study

Key Takeaways:

- A \$200 million manufacturing firm engaged RubinBrown to assess its current operating procedures and develop a road map for improvement focused on S&OP and Customer Service
- Priorities included inventory control and production planning with management of vendors and on time delivery of the supply chain as well as allocation of inventory to sales and production orders to maximize customer satisfaction and operational efficiencies
- The client's business overhaul and alignment employed leading industry standards and workflow optimization.
- The effective deployment of IFS established essential performance metrics and promoted a philosophy of ongoing process enhancement grounded in a single source of truth, allowing for effortless access to detailed transactional data.

Client:

A \$200 million manufacturing firm in the Southeast, made up of 500 employees, engaged RubinBrown to assess its current operating procedures and develop a road map, which would promote an environment of change and transform the business into an efficient, structured, and disciplined organization capable of partnering with multibillion dollar original equipment manufacturer (OEM) customers in the delivery of best in class solutions in the area of emissions control.

Challenge:

The company is a successful and entrepreneurial company that develops and manufactures solutions to environmental problems mandated by the Environment Protection Agency (EPA). Their supply chain was truly global from the electronic components manufacturing in Taiwan and China to delivery to factories owned by fortune 500 companies around the world. Inventory is key to on-time delivery, production planning and ensuring the lowest cost of manufacture. With such a complex supply chain vendor, management was also a key strategy.

The ability to react to disruptions in the supply chain with the least impact on the customer base and their manufacturing plants was key to the client's success. Adoption of best-in-class solutions for generic processes such as purchasing, human resource management, customer relationship management (CRM), finance and accounting, etc. also allowed the company to install the discipline and structure needed to interact with global and national enterprises.

Actions:

The company had its eyes set on the growth opportunities in this highly regulated environment. RubinBrown worked with the client to understand its strategic objectives and additional technology solutions that may be needed as this growth was realized.

Through a series of detailed questionnaires and interviews, the critical success factors for any enterprise resource planning (ERP) software were gathered as well as mapping of the existing processes, which identified the amount of double entry of data and the inefficiencies across functional boundaries. It also served to educate the company's associates on where the key areas of improvement should be and develop a blueprint for the future of operations.

Solution:

Using the process maps and comprehensive list of current pain points and opportunities for improvement, five ERP solutions were evaluated using the interactive demonstrations of the vendors' software capabilities.

RubinBrown presented to interpret for both parties the capabilities required as well as the capabilities presented by the software. Finally specific proof of capabilities around two key requirements allowed the client to select an ERP solution.

Results:

RubinBrown started the project in Q1 of 2019. The client chose to implement IFS and go-live occurred in Q4 of 2021. The business continues to grow successfully with a recent sale to a large private equity company. The customer base has enlarged due to its ability to improve its supply chain performance utilizing vendor management and the S&OP functionalities as well as the ability to allocate material to production and sales orders.