

Aerospace & Defense Contractor – ERP Case Study

Key Takeaways:

- An Aerospace & Defense Contractor engaged RubinBrown to conduct an assessment to find the best ERP solution.
- RubinBrown conducted stakeholder interviews, assessed technology infrastructure and took additional steps to find the best ERP technology & process.
- The client was so pleased with the results that they brought in RubinBrown to do similar work for one of their subsidiaries.

Client:

A \$600 million Aerospace & Defense Contractor, located on the East Coast with 700+ employees, engaged RubinBrown to conduct a needs assessment around process areas relevant to their digital transformation goals including detailed process mapping and business capabilities analysis.

Challenge:

The firm needed an ERP solution that could support global scaling with less dependence on tribal knowledge as it experienced significant growth through multiple acquisitions. However, while the firm focused on meeting its existing and new customers' needs, it neglected to refine or reengineer its processes to scale the business to meet its new trajectory.

They understood that a new ERP system would provide visibility into all of their locations and departments allowing for real time management reporting, supply chain and inventory control, information accessibility, reduced manual intervention, and improved costing.

Furthermore, the firm needed to ensure multiple facets of compliance, which included:

- Project costing reporting to Department of Defense (DoD) and governmental agencies:
 - Actual to budget rate tracking
 - Detailed accounting of time and materials to approved government programs
- Purchasing compliance to DOD standards including flow down of Federal Acquisition Regulation Systems (FARS) and Defense Federal Acquisition Regulation Systems (DFARS) and integration of Defense Priorities and Allocations Systems (DPAS) ratings through the supply chain.
- High levels of quality control through manufacturing including traceability and configuration management.
- Integrity of engineering release and the synchronization of physical manufacture and software release.

Actions:

- Interviewed stakeholders and documented high-level areas of need with respect to:
 - Business Processes
 - Required System Functionality
 - Manual workarounds and other process bottlenecks and inefficiencies
 - Potential process changes and improvements
- Detailed process maps to document core current state end-to-end business processes by major functional area and category, including, but not limited to:
 - Concept to Launch
 - Request to Service
 - Hire to Retire
 - Record to Report
- Assessed technology infrastructure, ERP environment current state, OCM readiness, and leadership alignment

Solution:

- 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 the best vendor to select
- Provided project management for the ERP implementation

Results:

RubinBrown started the project in Q2 of 2021, guiding the firm to and through a successful go-live and ERP implementation in Q2 of 2024. The firm was so pleased with the success they experienced, they then employed RubinBrown to repeat services for one of their subsidiaries.