

Industrial Supply Company – ERP Case Study

Key Takeaways:

- A \$1 billion Industrial Supply company engaged RubinBrown to conduct an assessment to find opportunities for optimizing their operations and selecting a new enterprise resource planning (ERP) software.
- RubinBrown conducted stakeholder interviews, assessed technology infrastructure, and mapped current processes to identify pain points and opportunities.
- Based on RubinBrown's assessment, the client was able to make more informed technology decisions that led them to selecting a new ERP software, IFS.

Client:

A \$1 billion, 1000-employee, family-owned integrated supplier, fabricator, and manufacturer of pipe, valve, and fitting products and services to the natural gas, waterworks, energy, and industrial sectors engaged RubinBrown to assist with evaluation, selection, implementation, and training of a new ERP system.

Challenge:

The company used an AS400-based system originally implemented in 1984. The system had become a much modified and supplemented core set of solutions that was no longer supported by its original supplier. The company realized its existing technology applications were not going to support anticipated market growth. The current system had supported its forty-year growth, but new functionality was required. Potential areas for improvement with the right ERP system were supply chain and inventory control, information accessibility, reduced manual intervention, proactive executive reporting, and more accurate financial reporting.

Actions:

- Reviewed and mapped the company's current state of operations targeting Order to Cash, Plan to Produce, and Requisition to Pay.
- Identified the critical functional requirements of the ERP solution for evaluation.
- Identified a list of qualified candidates among the ERP solution providers.
- Facilitated demonstrations of the short-listed candidates and assisted the company in making their vendor of choice selection.
- Planned and oversaw the training of over 100 power users spanning 60+ sites as well as all 1000+ end-users.

Solution:

RubinBrown was engaged in the beginning of 2019. RubinBrown guided the client through several vendor discoveries and demonstrations based on the functional requirements identified within the evaluation to select the best-fit ERP, IFS, before the end of the year. RubinBrown then oversaw master data management, business process redesign (scope included supply chain management, inventory management, and manufacturing operations), training, and change management leading up to ERP implementation. The client experienced a successful go-live in Q1 of 2024.

Results:

The company selected a technology vendor to integrate an adaptable technology solution that eliminated the unnecessary flow of information and established a single source of truth to ensure accurate data and enhanced decision making. After experiencing a successful ERP implementation, the company realized enhanced operational efficiency, increased productivity, and access to real-time data allowing leadership to make informed, data-driven decisions.