

VENETIA PARTNERS SUCCESSFULLY MANAGES A GLOBAL METALS MANUFACTURING COMPANY'S SAP TRANSFORMATION

OVERVIEW

A global metals manufacturing company had embarked on an ERP program to provide the base platform to standardize the corporate operating model. The program's objectives were to:

- Standardize global manufacturing processes
- Drive continuous improvement across operations by initiating lean principles and developing new ways to maximize use of the manufacturing
- Increase both productivity and customer service
- Operate as a globally integrated company with consistent business practices and information systems

CHALLENGE

While a number of program milestones were missed and testing was not progressing as expected, the company's leadership believed that delaying the go-live of the SAP system was not a viable option. The first set of deployments were planned for the U.S. operations, which included the company's largest manufacturing facility. In order to mitigate potential go-live issues, they brought in Venetia Partners to prepare operations and support the stabilization of the solution.

OUTCOME

VP embedded themselves into the operations supporting the commercial, planning, production, maintenance and financial organizations. As expected, there were significant issues after go-live, and production at one of the largest operations almost shut down. VP solved each problem to get production running and material flowing. VP also worked shoulder-to-shoulder with employees in each department training them to perform their job in the new environment.

After a quick triage of the program and organization, VP identified 3 primary issues that derailed the program:

1. Lack of appropriate executive alignment around project goals and expectations
2. Date driven timelines that did not take into account actual program status
3. Project teams that were tasked with designing a world-class solution for each organization without clearly understanding the up-stream and down-stream impacts of each decision

Once stabilization was complete, the company's leadership transitioned the initial systems integration team from a "Big-4" organization completely to VP.

To get the roadmap back on track, VP Introduced:

- Program alignment initiatives building sustainable governance models
- Restructured end-to-end business processes to eliminate cross-organizational issues
- Rebuilt project team aligned with end-to-end processes
- Playbooks for key processes

RESULTS

The company estimated that without VP's support, their major manufacturing facility could have easily been off-line for 30-60 days. That would have crippled the North American business unit.

VP helped the company construct a program approach and systems platform that enabled them to effectively scale their automotive production in conjunction with the launch of a major truck line.

"We chose Venetia Partners because of their previous experience in similar program turnaround situations. We were specifically impressed by their capability to manage line operations, while at the same time triaging and correcting our newly deployed SAP system."

VP of Transformation

ABOUT VENETIA PARTNERS

Venetia Partners, an international boutique firm of operational solutions experts, drives rapid performance improvement, real outcomes and an immediate impact on the bottom line. Its no nonsense approach to fix, build or transform operational challenges often associated with the supply chain makes it sought after by large manufacturing and distribution companies and private equity firm owners. Venetia Partners operates out of nine major markets including Atlanta, Chicago, Pittsburgh, Shanghai and Milan.

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