Case Study: Leading Manufacturing Company

IT LEADERSHIP TRANSFORMS BUSINESS PROCESSES WITH ENTERPRISE ARCHITECTURE ASSESSMENT

SERVICE

Strategy
Infrastructure
Implementation
Upgrade & Migration
Managed Services
Training

SOLUTION

Planning & Forecasting
Financial Close & Consolidation
Master Data Management
Business Intelligence
Big Data

INDUSTRY

Consumer Products
Energy & Utilities
Financials
Healthcare
Industrials
Information Technology
Materials

Business Challenge

After a long history of acquisition and growth, a multibillion-dollar manufacturing conglomerate based in Dallas faced integration challenges across its international geographies and business units.

The company's business units were silos, each leveraging different applications or multiple versions of the same product. As a result, redundant information was stored in multiple systems without proper data quality, standards, or governance. There were simply too many interfaces to manage and maintain. Most importantly, manual and redundant processes threatened the accuracy and timeliness of critical, decision-supporting reports.

In a company with 18 major business units, modifying the business and technology processes would only be half the battle. Properly preparing the teams for organizational change was equally important. The overall success of a new program depended on communication as well as visible leadership buy-in for widespread user adoption.

Solution

To understand the enterprise's current state, future state, and steps required to move forward, the company partnered with US-Analytics to conduct a detailed assessment focused on 18 core applications. These applications spanned the functional areas of finance, HR, manufacturing, leasing, logistics, sales & marketing, and IT. The objective was to evaluate the organization's ability to deliver reporting and analytics using business intelligence (BI) methods and tools.

US-Analytics set out to achieve the company's definition of success:
1. Review the current enterprise architecture from a systems and design perspective
2. Understand the system usage and user community from a functional perspective
3. Understand how the company can leverage business intelligence methods to improve reporting and analytics capabilities
4. Identify and understand where IT can improve internal processes and governance
5. Provide IT leadership with insight for improving the system architecture to get the most out of their current technology investment

US-Analytics worked closely with the company's various stakeholders to understand the current disparate base applications and data, the integration and non-integration between the systems, the duplicate applications of similar functions, the reporting processes, and the unfulfilled requirements for each business. The US-Analytics team would use this information to align the old processes to a future enterprise architecture providing the necessary reporting and analytic solutions.

Working directly with the CFO, CIO, and each business unit's president, controller, and end users, US-Analytics developed a customized top-down strategy for the company. A total of 115 interviews with 220 participants uncovered all aspects of the various core applications and usage, general reporting needs, and pain points.

After reviewing 18 applications and over 800 interfaces, US-Analytics delivered...
- Executive Summary
- Reference Architecture
- Business Intelligence Reference Architecture
- Master Data Management Reference
- Current State Data Architecture
- System of Record & Narrations
- Master Interface Inventory Data Flow Visio Document

Each of these critical documents were designed to help the company's business units take ownership of their data — to access the right data at the right time, create their own reports, and focus time on valuable analysis.

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ORACLE Gold Partner

Results

The comprehensive assessment resulted in a blueprint for a highly scalable enterprise architecture that will transform business processes within the company. The proposed recommendations are cost-effective, sustainable, and flexible enough to adapt to changing business needs and industry regulations. The company is now on the path to process refinement and unified applications, reporting, and analytics.

After implementing the plan as detailed, the company will be able to…

- **Utilize a single vendor solution** for better integration between the systems and significant cost savings on maintenance and development
- **Eliminate duplicate applications** that address the same function for various business units
- **Standardize data across all functions** for a "single version of the truth," resulting in better decisions for management and operational users
- **Eliminate manual and batch processes** to leverage seamless real-time synchronization between systems
- **Eliminate duplicate inventory systems** across all business units
- **Quantify supplier performance** to develop more predictable and sustainable relationships
- **Increase cash flow and working capital** through more effective receivables, payables, and inventory management
- **Drive budget accountability** down to departmental managers and provide them with daily visibility into budgeted versus actual performance
- **Gain visibility into employee performance and mobility** to better engage and develop talent
- **Correlate workforce information with operational measures** to better understand the effect of workforce investment on operational results

The enterprise architecture assessment provided them with a complete and thorough picture of both their current and future states. After reviewing the detailed plans for each of their business units, the company decided to begin executing on the recommendations immediately — selecting US-Analytics to implement the business intelligence project.

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US-Analytics

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