MANTRAX
MANAGEMENT CONSULTING

MANUFACTURING DIGITAL TRANSFORMATION: REDUCING OPERATING EXPENSES BY SHIFTING TO STANDARD ERP FUNCTONALITY

ENTERPRISE RESOURCE PLANNING (ERP) RE-IMPLEMENTATION

2680 Matheson Blvd. E. Suite 102, Mississauga, ON L4W 0A5

905 267 8593 | www.mantrax.io | info@mantrax.io

CLIENT PROFILE

Markets: Aerospace, Automotive, Defense, Energy
Geography: Canada, USA, Netherlands
Revenue: $100M+
ERP System: IFS, a global ERP system with solutions in manufacturing, and field services sector.

PROJECT CONTEXT

Client implemented ERP system IFS in 2016. In 2020, four years post implementation, the Client's pain points included:

- Utilizing 50% of the purchased IFS functionality.
- ˜50% of the core code customizations facilitated by IFS during the initial implemented in 2016 were functioning.
- Experiencing downtime associated with 'core code customizations'
- Unable to leverage new developments released by IFS due to heavy customizations. Operating on IFS version installed in 2016.
- IT Team's capacity focused on supporting customizations and day to day operations. Zero capacity to support new projects or complete IFS implementation or expand IT capability for the organization.
- High resistance and nervousness from the business to start any new initiative on IFS.

PROJECT OBJECTIVES

1   Eliminate 50+ Core Code Customizations and help the business transition to standard IFS functionality

2   1 year timeline to transfer IFS functionality currently utilized by the business in IFS APPS 8 to latest version IFS APPS 10

3   Manage budget

4   Deliver Client Objectives without the project taxing Client's day-to-day operations

5   Deliver a positive and seamless project experience for the Client Project Team and the impacted Client stakeholders.

6   Client's business team (NOT the Project Team) to lead decisions on processes. Project Team to present options on how to leverage Standard IFS Functionality.

MANTRAX
MANAGEMENT CONSULTING

PROJECT SUCCESS FACTORS

SET CLEAR PROJECT OBJECTIVES

Project objectives and decision hierarchy defined and communicated by the Leadership at the start of project and reinforced as required.

PROJECT GOVERNANCE

Tactical tools such as workstream specific timelines, budget, issues log and decision cadence established to help navigate timeline and unexpected hurdles.

ESTABLISHED CAPABLE TEAMS

Project resourced with technical, functional, and key decision makers.
- Business Team (by Department)
- Project Team (IT + Department)
- Steering Committee

COMMUNICATION DISCIPLINE

Relentless focus placed on visualizing project status and challenges through:
- Weekly Status Report
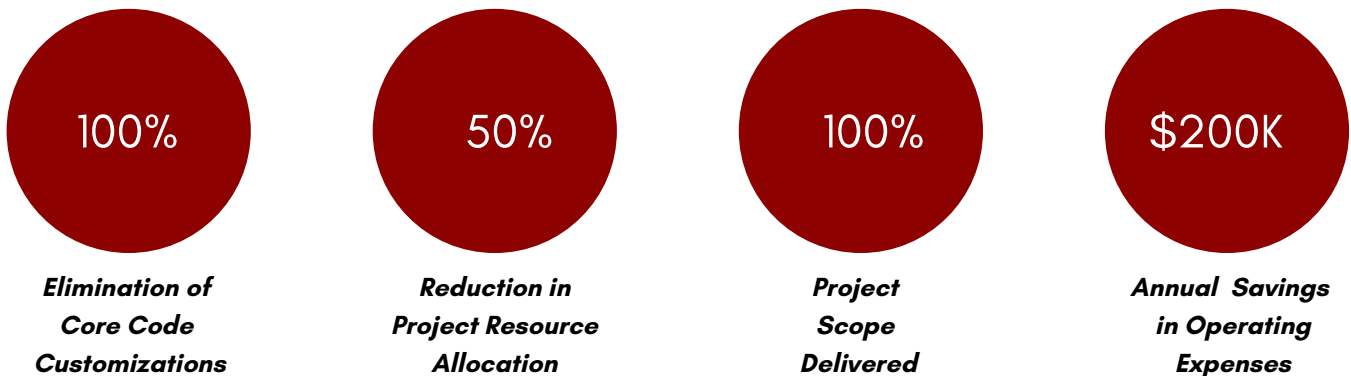- Monthly Steering Committee
- Workstream Meetings

SET & MONITOR PACE

High level and detailed tracking by workstream utilized to keep project on track. Tools included cloud-based project management tool and simple critical path visuals.

Performance Creativity Teamwork Success

RESULTS

100%	50%	100%	$200K
Elimination of Core Code Customizations	**Reduction in Project Resource Allocation**	**Project Scope Delivered**	**Annual Savings in Operating Expenses**

	Implementation in 2016	Re-Implementation in 2021
Project Duration	2 years	1 year
Number of Core Code Customizations	50+	0
CAPEX: Core Code Customizations	$1M+	0
Annual OPEX: Core Code Customizations	$200k/yr.	0
Client Team Size	15-20	8
Project Budget	~50% Over Plan*	20% Over Plan
Project Scope Delivered	50%	100%
Project On Time Delivery	6 to 9 Months Delay*	1 Month Delay
Business Team Engagement	Full Day Working Sessions for 2 Years	2-3 hr. working sessions, as required
Overtime During Go-Live	7 days/wk. for 2 months, by ~15 individuals	~20% OT, for 1 month by 6 people

* based on client feedback

CLIENTE TESTIMONIAL RECEIVED MID-PROJECT

BEATA LABOCHA

CONTROLLER, BARRDAY, INC

"Mantrax is managing the re-implementation of IFS Apps 10 from our current heavily customized IFS Apps 8 ERP. During my employment with Barrday as a Controller, I've worked through two ERP system implementations (AS400 to Jomar in 2006 and Jomar and CMS to IFS Apps 8 in 2016), with this being the third. As part of the Steering Committee and Finance Design Confirmation Lead through all three implementations, I find the project management of this implementation outstanding. Mantrax's ability to drive planning, execution and tracking of all project deliverables with minimal disturbance to the business is exceptional. Mantrax's leadership in providing direction and coordination and the management of the implementation team are excellent, including examples of highly effective mentoring to the less experienced members of the team. I also appreciate clarity in communication with all levels of stakeholders throughout the project resulting in well-defined updates of the progress and clear understanding of timelines and next steps."

"I have been through multiple ERP implementations, both at Barrday and a previous employer, and the recent implementation of IFS APPS 10 was by far the most successful. This was mainly due to the project organization and attention to detail of the implementation team. The attention to detail, not only focused on getting the system up and running but wanting to understand the challenges that would be faced by operations. Once these challenges were identified, the implementation team created a detailed training and go live process that was supported prior to go-live and through the first months of operations. This made a tremendous difference at all levels of the plant, from mid-managers, to front line supervisor, to the operators running the equipment. Without this detailed approach and support, the transition to IFS APPS 10 would have been extremely chaotic and would have left individuals at all levels frustrated with the new system."

CLIENTE TESTIMONIAL

JIM GAST

OPERATIONS MANGER, BARRDAY, INC