

ABOUT EMTEC®

Emtec is the right size provider of technology-empowered business solutions for world-class organizations. Our local offices, highly-skilled associates, and global delivery capabilities ensure the accessibility and scale to align your technology solutions with your business needs. Our collective focus is to continue to build clients for life: long-term enterprise relationships that deliver rapid, meaningful, and lasting business value.

CONSULTING SERVICES

From big picture strategy, to business process improvements, to business intelligence, to sweating the details for IT performance and governance, Emtec Consulting Services deliver the expertise and experience you need, when you need it.

- Business Transformation
- IT Strategy & Planning
- Process Improvement & Governance
- Technology Selection & Architecture
- Project / Program Management (PMO)
- Business Intelligence Consulting

FIRM PROFILE

A global manufacturing company with 6 distinct domestic & international business units with a variety of sales channels. The organization is an industry leader in its segment with revenues of approx. \$1.1B, more than 20 manufacturing plants and over 3,000 employees.

THE BUSINESS CHALLENGE

The company has undertaken a Total Quality Management improvement process and some aspects of TQM have had collateral impacts on their ERP applications.

The IT landscape consisted of legacy operational systems that supported a number of independently operating business units. Their internal systems had been developed autonomously with minimal thought given to cross-business unit functionality and standards.

Although processes supported the core operational functions of the business units, there was no common understanding of the business rules adopted and the data elements used to support these core processes. Their current state of transactional and master data had created numerous inefficiencies in current processes, and challenges for any future initiatives that require quality data.

THE SOLUTION

Emtec's Business Intelligence team provided management consulting services to achieve three goals:

1. Gain a complete understanding of (quantify, qualify & prioritize) the challenges.

2. Develop a resource plan & communications plan for the Information Management Center of Excellence (CoE)- aligned with IT strategy and sustainable over time.

3. Develop, present & gain adoption from client executives for a CoE Charter, CoE strategy aligned with corporate strategy, and define tactical checkpoints for monitoring.

APPROACH & METHODOLOGY

Emtec adopted a dual approach to management consulting beginning with a top-down analysis to ensure we understood the challenges and impacts from multiple perspectives. Multiple business units were interviewed including international units which added an additional layer of challenges. Though this process, the engineering team gained the perspective of the challenges faced by the client's IT staff.

Second, we took a collaborative approach where our consultants led meetings to expose the challenges, and agreed on solutions as a team (consultant, IT & business members). Moving through the process, Emtec took the tactical viewpoint while keeping in mind the strategic vision of the CoE.

“ An IM CoE helps business & IT divisions work together as a team to establish common business term definitions and alignment of their priorities and goals- providing many opportunities for business process and cost improvements. ”

IM CoE as a Component of Strong IT Governance

A CoE should be considered in the context of overall IT Governance. The goals of the IT Governance initiative are to:

- Support business processes improvement
- Remove / eliminate information inconsistencies across the enterprise
- Model the common underlying data elements to support the business processes

A mature IT organization will have other groups utilizing App. Dev. Best Practices, IT Service Management, Information Management policies & procedures, and probably have, or are developing common definitions, or Master Data for Customer, Product, Vendor / Supplier, etc.



RESULTS

Both IT and business users benefited from the establishment of the CoE, and there is also now a general appreciation that the challenges expressed by business units are the same challenges that IT was facing.

Business benefits: Emtec recommended standardization of business rules across the enterprise. For example, standard units of measure, standard product descriptions, standard BOM's, are some early benefits found.

IT benefits: There was approximately 50% reduction in the time for analysis & data integration tasks as a result of standards being defined. Improved quality resulted in new applications being delivered- leading to a reduction in the time, costs & resources to deploy & support.

Most importantly, the CoE was seen to be aligned with corporate goals for TQM. The IT team was now seen as a true partner to the business units, helping them to achieve the goals they were measured by.