



Integrated Solutions for Digital Transformation in Metal Manufacturing

The client has been in the market for a century and is positioned today as a key provider of various metal products; its revenue is US\$ 130 million a year. As a major player in this enviable conglomerate, the client's core business is the minting of premium copper alloy coin blanks, their well-equipped factories together with the experience that has been passed down through generations have enabled them to become the official supplier of coin blanks to various entities. In addition to coinage, the array of products that the client engages in producing include medals, strips, foils, small

arms ammunition components and a range of copper products. Operating through five verticals of operations along with two manufacturing facilities situated in India, the group has considerable control over the metal products business.

Regarding work management and the organizational problems that a client could encounter in their operations, this case study discusses how work management weaknesses could be eliminated to strengthen organizational competitiveness.

The Challenge: A Need for Digital Transformation

The client had a strong market position by the time it set up shop, but this was marred by a number of operational challenges that inhibited growth and efficiency in its operations. Some of these challenges included:



Limited Legacy Systems: The older system was only equipped to perform the most basic financial transactions, and it did not have satisfactory process management capabilities.



Manual Profitability Analysis: Management of critical transactions influencing profitability was done manually thus resulting in inaccurate and time-consuming outcomes.



High Transaction Processing Times: While using other modes the business was unable to minimize manual and offline methods used in its transactions leading to slower and longer time taken for the transactions.



Inaccurate Costing: Lack of strong costing functions prevented cost modelling challenges and guidance.



Inefficient Inventory Management: Through the inability of the legacy application in terms of inventory management, working capital expenditure was too high.



Poor Master Data Governance: Poor data management thus evolved as a major constraint to most decisions made in organisations all over the world.

In response, the client requires a single digital solution that can combine the ERP, CRM, and HR processes in one digital environment.

The Approach: A Comprehensive Transformation Strategy

As these challenges arose, Protiviti was engaged with respect to implementing the unified framework based on the advanced technologies of SAP. This incorporated the following:



Hosting their SAP S/4HANA on the Public Cloud. An ERP system aimed at automating key business processes was introduced.



SAP Sales Cloud Provisioning a robust sales-focused Customer Relationship management CRM system.



SAP SuccessFactors A modern Human Experience management HXM system was adopted for HR operations.



IoT Integration Networking of the shop floor IoT devices to the SAP Public Cloud where production processes were carried out.

The implementation strategy focused on multiple areas:

01 Overhauling the Entire Process:

A significant overhaul was necessary for various business processes particularly in the Order to Cash and Procure to Pay areas. On the other hand, business processes Order to Cash (O2C) and Procure to Pay (P2P) required major changes. This revolution was supposed to be aimed at the improvement of cash cycle which begins as soon as the client places their order and ends when the payment for the goods or services is already made; so shorter processing time and higher customer satisfaction are ensured.

02 Internal Controls Combined with Financial Best Practices:

Defined financial transaction procedures that required the implementation of revenue protection measures and supplied sales as well as purchasing approval processes. This was achieved due to better revenue management through improved restraint and flexibility.

03 Production and Quality Management:

Sensors were integrated with the SAP public cloud to check the production and the quality control to maintain optimal resource utilization and improving the functioning. .

04 Costing and grossing up tests:

Adopted measures towards real-time evaluation of profitability hence production which helps in decisions regarding product pricing and resources to offer in the market.

05 Sales Process Optimization:

The Sales Quote system has reinvented and optimized the management of offers and has reshaped the main areas of the overall process from lead generation up to quote. This leads to a better, coordinated and effective means of approaching commercial activities.

06 Human Resource Management:

Implemented SAP SuccessFactors as a complete Human Resource Management System (HRMS) that improved all areas of HR, leading to a more productive and satisfied workforce.

Results and Benefits:

The wide-ranging digital shift brought about key advantages for the client:



Complete Data View: There is a single platform as an interface for all processes providing unique visibility to the operations and enabling decisions to be made based on facts and figures.



Smoothened Sales: It was now much easier to handle leads, quotes and customers with the help of CRM tools.



Instant Info Access: This enables leaders to obtain current data that assist them make instant sound decisions.



Improved Production: There is a direct synchronization between the implementation of IoT and ERP systems, thus the business was able to monitor and manage both the quality and the pace of production in real-time, increasing the production capacity and minimizing waste.



Better Control of Operations: New strong checks on transactions and workflows make sure important business tasks need system approvals.



Improved Staff Management: Using SuccessFactors brought HR methods up to date boosting worker involvement and talent handling.



More Productive Work: Going digital cut down on paperwork and improved how resources are used.



Smarter Spending: Better stock control and instant cost tracking led to smarter use of working funds and more precise profit studies.

Conclusion

This case study shows how digital solutions that work together have changed manufacturing in a big way. Using products such as S4HANA, SuccessFactors Sales Cloud, and other IoTs the client solved the old inefficiencies in the manner of work and positioned themselves for further organizational growth. The project's success proves it's important to look at digital change from all angles. This means not just focusing on the main ERP jobs, but also on CRM HXM, and what happens on the shop floor. Because of this, the client didn't just meet its goal to use less paper and work better. It also got ahead of others by making better choices and making all parts of the business run smoother.

Contact:

Ankit Gupta

Managing Director

Phone: +91.120.697.2700 / +91.124.661.8600

Email: ankit.g@protivitiglobal.in, sapinfo@protivitiglobal.in

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