

Case Study:

Medium Sized Food Processing Factory MRP System implementation



Project Management

Introduction

This case study describes an MRP System implementation, undertaken at a medium sized food processing factory, by migrating from paper based and disparate, stand-alone electronic systems.

History

Whilst the client had managed, on a smaller scale, to satisfy theirs and their customers needs they had since outgrown the core capabilities of the business namely, SOP, Production, Supply Management and Accounting.

The client had reached a point where their customer and supplier dissatisfaction had reached a critical level and needed to be stemmed and reversed. Customers were not getting what they ordered, suppliers were not being paid and actions were needed.

At the directions of the Board, a feasibility study was undertaken on the implementation of an integrated MRP System and the findings were accepted by the board.

Scope

The scope included a complete overhaul of all existing systems and the specification, development and implementation of a totally new IT infrastructure.

At the same time, over one hundred employees, of which the vast majority had no experience with IT, needed to be convinced that the changes were beneficial to theirs and the company's future. Aside from hearts and minds, a thorough training programme needed to be devised and undertaken.

Delivering

As the processes affected were mission critical, it was essential to structure the project in an efficient manner to identify and minimise any risks and ensure all critical processes were functional from the inception.

To this end, the practical deliverance of products, required, amongst others, the following actions:

- Motivating the work team to aim for common objectives within an agreed time scale.
- Identification and management of risks to the project and liaising with the team to resolve these issues.
- Planning the deployment of the new IT infrastructure, applications, databases and devising and implementing a suitable training programme.
- Managing disruptions to the business by working with the team and managers.

Conclusion

The company has significantly improved efficiency, traceability and the ability for future expansion.

Key areas of improvement for the company were:

- A new IT Infrastructure comprising the most up to date technology.
- An integrated system that brought all the standalone systems together providing a rapid overview of the financial aspects of the company as well as much improved supply management and works in progress management.
- Customer Relationship Management allowed the managers to contact their customers and access all their contact history to enable informed sales and service levels.
- Automation of many document functions including invoicing, despatch and delivery note generation, driver instructions and works orders.

For further information, please don't hesitate to contact us.

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