

CASE STUDY

It's Never Too Late To Improve Your ERP Implementation

THE CUSTOMER

RCS Innovations is a single source, full-service display fixture, and furniture provider for the retail and commercial interior markets. They are experts in design, manufacturing, furnishings, logistics, and installation. Located in Milwaukee, WI, RCS has manufacturing, warehouse, and office facilities on a single campus. RCS takes pride in providing customers with customized, highly personalized service.

THE CHALLENGE

In 2019, Rod Winter, current President, and CEO acquired RCS Innovations. Understanding the current processes and systems being used in the business was critical to advancing the business. RCS was utilizing Infor Cloudsuite Industrial (Synteline) for their ERP system and at the time the company was 2-3 years into their conversion with a different partner of the Infor Software. The shortcomings of HOW the software was implemented were evident; here are a few examples.

- **Ineffective Employee Training:** Resulted in new and old, manual processes running parallel in the background, never fully letting the new conversion take over.
- **Inefficient Data Management:** Employees didn't have a clear understanding of data management techniques which created waste.
- **Connectivity and Network Performance Issues:** The RCS server was hosted about 1,232 miles away in Texas, resulting in insufficient operating performance.
- **Low to No Customer Implementation Support:** The solution provider at the time made no effort to solve the problems and failed to effectively communicate to the company, resulting in customer dissatisfaction.

AT A GLANCE

Challenges

- Ineffective Employee Training
- Inefficient Data Management
- Connectivity and Network Performance Issues
- Low to No Customer Implementation Support



"There are three things that make the Guardian team very effective – they know manufacturing and materials management, they know what works well and what doesn't work well, and they take the time to understand our business and our specific needs. They were able to set up the software to best help our business."

Rod Winter
PRESIDENT & CEO

The challenge at hand then was how to reimplement Infor Cloudsuite Industrial (Syteline) to regain the trust of the employees who had been frustrated with the conversion.

THE SOLUTIONS

Engage the Team. Guardian Business Solutions began meeting with the team at RCS to understand each of the department's needs and reimplement Infor CloudSuite Industrial in a timely manner while staying on budget. Guardian implemented a project management tool to help guide discussions and tasks with key stakeholders within each department. Weekly meetings were held to help understand the problems they were facing with their ERP system, solve those issues, and discuss upcoming tasks.

Transition to the Cloud. Guardian was able to help RCS realize the advantages of moving their ERP system to the Cloud which they did not think was even possible. They even were able to eliminate their third-party host!

Taking Advantage of System Integration. Because of the powerful integration available with Infor CloudSuite 10, and the years of conversion knowledge from GBS, RCS was able to take full advantage of fully connecting critical processes throughout the organization to eliminate parallel processes and the need for spreadsheets. It also helped RCS evolve from batch manufacturing to flow manufacturing eliminating waste in their operations.

THE RESULTS

At the completion of the implementation, employee confidence at RCS was restored in using the ERP platform, and fear of change was eased. Employees could successfully access the information easier and pull critical sales and profit reports thanks to proper training. In addition, RCS Innovations felt a sense of insurance and efficiency with all their data existing in the cloud which improved network performance. The project was completed on time and within budget.

AT A GLANCE

Benefits

- An Increase in Employee Engagement
- An Increase in Productivity
- An Increase in Data Visibility and Accuracy
- Reduced Financial and Time Costs