



THE CLIENT:

A family-owned wholesale and distribution business servicing Qld health industries, such as doctor surgeries, hospitals both public and private, and aged care facilities from a Brisbane head office.

AT A GLANCE

CHALLENGES

- Ageing ERP system
- Business constraints
- Negatively impacting profit

BENEFITS

- Deployment < 4 months
- Revenue doubled over 3 years with no additional staff
- Owner stepped back while company grew

CHALLENGE

The company believed their ageing AS 400 based ERP system was constraining the business. They wanted assistance to identify a suitable replacement ERP.

INTERVENTION

After some initial discussions, it was established a new ERP system was not needed. While the system could have been classified as a legacy "Green Screen" system rather than being GUI based, its functionality was not being leveraged very well and could handle the existing business requirements.

Instead of undertaking an ERP replacement project, a supply chain audit was recommended entailing an in-depth examination of the business and how it uses technology to both support the business and leverage competitive advantages. Output was a 93-page report containing 40 different recommendations ranging from **strategic** - the sale of one division of the business was recommended - to **tactical** - involving deploying new technology for electronic document delivery through to implementing radio frequency devices in the warehouse to help automate manual tasks, reconfiguring existing ERP settings, implementing improved business processes, such as inventory management, and measuring supplier performance.

RESULT

The report made a significant impact on the owner. They realised they had an independent advisor providing full and frank advice and assessments, with no hidden agendas, who would tell them what they **needed** rather than provide what they **wanted**. They had not experienced having that kind of advice before and felt it was extremely valuable to have that independent view and input.

I was re-engaged to help them implement those recommendations. By working with their team, specifically the operational team, we deployed many of the operational recommendations in under four months. This provided the business with the foundations to allow operations to meet promises being made to the market by their salespeople.

With the implementation of those recommendations, the business revenue doubled over the next three years, without adding to its staff numbers, leading to significant profit improvements. The owner was also in a position to step back from his day-to-day role and take a more passive role in the business while it grew.



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