

**services provided:**

- ERP evaluation
- software reimplementation
- business process reengineering

**In with the old, out with the inefficiency.**

System assessment, process reengineering and reimplementation produces ROI of 15.1%.

**the scenario**

A.J. Antunes & Co., a leading, family-owned manufacturer of foodservice equipment, water filtration technologies and controls, asked LTA to come in and perform a systems assessment. AJA employees were reporting that the ERP system, QAD, was old, outdated and didn't perform necessary tasks. Our job was to determine if QAD was meeting their needs—and how AJA could adapt to better meet the needs of their customers.

During our initial assessment, we noticed several symptoms of misaligned business systems and processes. For example, AJA had 15-20 IT initiatives running at the same time, each initiative separate from the next. They were also using ancillary systems, such as Microsoft Access and Excel, for tasks that could have been completed using QAD. We analyzed these symptoms until we found the root cause. AJA didn't have a system problem—they had a process problem. QAD could perform all the tasks the AJA team was looking for; they simply weren't taking advantage of the system's full capabilities.

LTA's recommendation: keep QAD, but re-implement the solution with complementary business processes the organization could take advantage of the full benefits of the system. We looked beyond QAD and analyzed every aspect of the company to develop a strategic plan for the ERP solution as well as the business processes entangled with and influencing the system's use. LTA overhauled AJA's more than 590 business processes, eliminating 150 and reengineering more than 340. We reworked the company's structure so that processes, not individual departments, determined workflow. We also trained all users, creating onboarding processes, developing systemic training processes and forming a continuous improvement team from the existing implementation team. No process or person was left unturned so that the entire organization would be able to use the ERP solution to the fullest extent possible.

**the results**

With QAD now properly fitted to the needs of the organization, AJA realized improvements in efficiency, cost savings and customer satisfaction. By keeping QAD, AJA got the ERP performance that it was looking for without having to invest in a new system or losing institutional knowledge. AJA was also able to streamline its operations: customers now enjoyed an on-time shipping level of 98%. On the whole, the ERP reimplementation gave AJA an ROI of 15.1%.