

Carlton Taylor Industries



About the company.

Carlton Taylor Industries Limited (CTI) is the market leader in metalwork solutions for the electronics, electrical and a wide variety of other industries in New Zealand and Australia. Its leading design, manufacturing, finishing and assembly services combine with world class technology in metal fabrication, aluminium diecasting and precision CNC machining to provide total metalwork solutions—the majority made to customer specification—for large OEM customers in the region.

From its base in Christchurch, New Zealand, CTI operates two factories and employs 70 people. CTI employees keep a sharp focus on serving customer needs and building long-term customer relationships.

A lack of integration between CTI's financial and manufacturing systems and between the systems of three recently-amalgamated companies made it difficult to implement customer service improvements.

The implementation of the fully-integrated Infor ERP SyteLine suite has resulted in more accurate information, improved productivity (30% saving in financial administration), a better understanding of production, and better customer service (100% Kanban fill rate and shorter lead times).

“ We selected Infor ERP SyteLine with future growth in mind. It will enable us to increase the volume and complexity of our operations and also to incorporate acquired companies, with ease. ”

DAVID HAWES, GENERAL MANAGER,
CARLTON TAYLOR INDUSTRIES

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Setting the strategy.

CTI and the metal fabrication industry have experienced a period of significant change over the past few years. An environment of long lead times and large volumes has been replaced by demand for short lead times, quick turnaround and low volume orders.

“Our customers require flexibility and responsiveness,” explains David Hawes, General Manager, CTI. “We have plenty of competition from local companies and from Asian companies who also have a cost advantage, so it is vital that we have systems in place that are cost efficient and flexible.”

Another challenge was the recent amalgamation of three companies into one. Aluminium DieCasting Ltd, Hamer Precision Ltd and CTI were all running different systems and none was capable of accommodating the new, expanded organisation.

“The immediate task was to find a solution that would enable us to integrate all three businesses (each running a mix of manufacturing processes) under one set of systems and processes”, says Hawes, “providing a view of the business as a whole and a detailed view of each specific area of our operations. Until this was achieved, it was impossible to make any real changes to the business.”

CTI went looking for a new solution with three critical qualities: it should be fully integrated, easy to install and come with strong local support. The combined capabilities of Infor ERP SyteLine and New Zealand-based Infor partner EMDA fulfilled CTI’s requirements both for the short and long term.

Getting business specific.

Three solutions were assessed before CTI selected Infor ERP SyteLine. Ultimately, the combination of functionality, integration and the quality of local support partner, EMDA secured the deal.

facts at a glance:

> company	Carlton Taylor Industries
> solution	Infor ERP
> product	Infor ERP SyteLine
> platform	Microsoft® Windows
> database	Microsoft SQL Server
> industry	Metal Fabrication
> employees	70
> country	New Zealand

Engineer to Order, Make to Order and Make to Stock functionality is all built in to the Infor solution along with distribution capability; the solution naturally suits a business that runs a range of manufacturing scenarios.

Hawes is particularly impressed with the system’s financial management functionality. “Infor ERP SyteLine’s manufacturing functions are tightly integrated into the financials, bringing a level of discipline into the business we never had before.”

While the new version of Infor ERP SyteLine suits the idiosyncrasies of the metal fabrication industry, it is also designed for a range of manufacturing and distribution scenarios. Hawes wanted to draw on the knowledge the EMDA consultants had from industries other than metal fabrication to bring a fresh approach and new ideas into the business.

Seeing results.

Infor ERP SyteLine (MRP, Quoting/Engineering, Production Management, Stock Management and Financials) was implemented in two sites in Christchurch in just four months, once the hardware was installed. The project team was led by the CTI project manager in close collaboration with EMDA.

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Understanding that learning is acquired over time, particularly once employees are using the system, Hawes explains that the training was staged, beginning with introductory courses, then on to post-cutover sessions for answers to any 'real-life' questions.

CTI's was the first SyteLine 8 site to go live in the APJ region. Naturally, there were a few teething problems.

"But they were minor issues," says Hawes. "What we have now is a vastly different solution, which gives us an accurate view of the whole business and access to information that helps us serve our customers better."

While many of the targeted outcomes of the Infor ERP SyteLine implementation are yet to be realized, Hawes expects CTI will achieve significant cost savings through integration, efficiency and productivity improvements. Some of the benefits already achieved include:

Greater Productivity

- 30% time saving in financial administration
- Better time and cost management of contractors
- Integration and therefore reduction of manual data entry and checking, freeing up resources

Accurate Information

- Faster and more accurate reporting
- More precise stock control
- Information is more accurate in every area of the organization

Empowered Decision Making

- Better presentation of information in all areas of the business
- The management team has a better understanding of production
- It is possible to view the current status in any area of production, to identify any potential or looming problems and to take appropriate action

Improved Customer Service

- CTI is achieving a 100% fill rate, up from 80% prior to the SyteLine implementation, for customers running on a Kanban system.

“ The speed of implementation was impressive and the cutover was painless—everything functioned the day after. ”

DAVID HAWES, GENERAL MANAGER, CARLTON TAYLOR INDUSTRIES

Hawes highlights one of the unexpected, secondary benefits of the SyteLine implementation: "We noticed that several months after Infor SyteLine went live, many users began to look at better ways of doing their job. It seems the implementation presented an opportunity for positive organizational change."

Doing business better.

Just as it has in the recent past, CTI intends to grow its business both through acquisition and organic growth.

"We selected Infor ERP SyteLine with future growth in mind," says Hawes. "It will enable us to increase the volume and complexity of our operations and also to incorporate acquired companies, with ease."

"While I will not pretend that we didn't have some challenges in the early stages of the project," Hawes says, "the speed of implementation was impressive and the cutover was painless—everything functioned the day after. The implementation was a credit to both CTI and EMDA."

About Infor.

Infor acquires and develops functionally rich software backed by thousands of domain experts and then makes it better through continuous innovation, faster implementation options, global enablement, and flexible buying options. In a few short years, Infor has become one of the largest providers of business software in the world. For additional information, visit www.infor.com.

Customer Profile

Infor Corporate Headquarters
13560 Morris Road
Suite 4100
Alpharetta, Georgia 30004
USA
Direct: +1 (800) 260 2640

Contact your local
Infor office regarding
availability of products
in your region.

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