



AT A GLANCE

TATUM BUSINESS STRATEGY & IT ALIGNMENT

Harvey's outdated IT systems impeded growth of business specifically related to customer support and manufacturing. Tatum's holistic assessment produced a comprehensive view of IT systems and the context in which they operate setting the stage for transformation.

TATUM PROGRAM MANAGEMENT SERVICES

Harvey's 24-year old IT systems needed upgrading to improve business processes and enable improvement and innovation. Tatum selected and implemented new ERP that allows for integrated and improved customer support and manufacturing processes.

Harvey Building Products transforms its information architecture to deliver higher value.

Brief Overview

Harvey Building Products, the leading New England manufacturer of windows and a major building products distributor, makes some of the most energy efficient replacement windows in the industry. Each window is custom manufactured locally at one of their two manufacturing facilities located in Londonderry, N.H. and Dartmouth, Mass. Harvey is a wholesaler that markets primarily to contractors and builders.

Manufacturing deadlines are tight because contractors need to shorten the total installation time from order to installation. Harvey partners with those contractors to ensure they have the ability to provide superior customer service at an excellent value. Their customer service efforts include experts available in person and by telephone, training sessions, trade shows and working closely with contractors to provide them extensive support.

In addition to their manufacturing facilities, Harvey has more than 30 warehouse distribution centers throughout the northeast. Doors, siding, roofing, decking and other ancillary products for home exteriors are stocked at distribution locations, many of which include beautiful showrooms with mock-ups highlighting the products.

Situation

Harvey prides itself on having the highest customer service levels in their industry which means access to order information, quality, flexibility in manufacturing schedule and speed of delivery are all key factors in their success.

The issue for Harvey Building Products' Board of Directors was not whether they needed to assess the state of their technology but how quickly they could complete an assessment. They wanted to ultimately complete the project in time to catch the next industry upswing. So timing was critical. "We are focused on being the best manufacturer of windows with the best customer service," said Tom Bigony, Harvey co-CEO, "and we knew the state of our systems was an impediment to our growth."

"We wanted someone who understood our situation not only from a consulting standpoint but from an operational standpoint."

- Tom Bigony, Co-CEO, Harvey Building Products

Why Tatum

Bigony knew Harvey's 24-year-old systems needed updating but also information technology was key to competing in the 21st century. He sought a firm who could objectively assess their information technology situation and help them craft a strategy for the future.

"We wanted someone who understood our situation not only from a consulting standpoint but from an operational standpoint" said Bigony.

After interviewing numerous consulting and strategy companies, Bigony, co-CEO Erik Jarnryd and the management team selected Tatum as their partner in the process.

"We liked the fact that their [Tatum] partners were former operating officers and knew what it was like to sit in our chair."

- Jeff Ribeiro, Vice President of Information Technology, Harvey Building Products


Results

Focusing on Harvey's high level customer focus and highly flexible manufacturing process, Tatum immediately began deconstructing the processes and business goals of the organization. Working with the senior management, they crafted a plan to not only improve the level of customer service but to integrate a number of processes that had been disconnected from each other.

Tatum wanted to position the growing company for additional expansion and innovation as contractors and builders recognized them for their quality, value and customer service. The systems needed to support these goals while helping to improve the processes and provide a measurable ROI.

After reviewing Tatum's assessment, the first phase involved a change in some of Harvey's core systems to a more monolithic ERP on SAP. In September 2009, the project team completely changed the core information architecture across the entire company.

The first phase of the system and finance went completely live on SAP in May 2010 with 34 wholesale locations and showrooms also going live, taking orders, delivering products and ordering replenishment items. An industry-specific window and door configuration system was completely integrated into the SAP core system as were connections to banks, customers and suppliers. Hundreds of employees were trained, tested and certified on the new system. When the system went live after only seven months, there was minimal disruption.

A second phase of the system went live in January 2011 at the two giant manufacturing plants that produce custom windows and doors at more than one piece per minute. Harvey now has completely transformed their organization using industry best practices and updated processes based on re-engineering done as part of the implementation. Harvey is better positioned to create even more value for their customers. 

About Tatum

Companies turn to Tatum when critical business challenges arise because we immediately deliver C-level financial and technology operational expertise via solutions tailored to the Office of the CFO. We understand the urgency of NOW and our VELOCI-T solutions were designed to help business leaders accelerate results to *create more value™*.