

"Solutions Plus Partnership provides expert guidance in all facets of REDARC's processes and systems. For our company being able to lean on independent advice who also fully understands our advanced manufacturing business is fantastic."

Mr Chris Johnson
Chief Financial Officer, REDARC Electronics

SOLUTIONS+ HELPS REDARC TO OPTIMISE BUSINESS PROCESSES TO ASSIST WITH GLOBAL GROWTH.

REDARC is an iconic Australian leader for Advanced Manufacturing, experienced in the research, design, development and manufacture of a range of electronic voltage converters and associated products. In 2015, Solutions+ was enlisted to help REDARC with ICT strategy planning for global growth and the move into Industry 4.0.

REDARC has grown from starting in a tin shed with eight employees to becoming a world-class, advanced electronics manufacturer, servicing both domestic and international markets, now employing over 200 people.

Challenge:

- REDARC had grown relatively quickly over the years utilising a number of different programs throughout the business, including CRM and software.
- These systems had exceeded their full capacity and were at breaking point, which was being compounded by lack of integration.
- A new ERP system was required to bring all the programs together and lay the foundation for the next phase of growth as part of REDARC's \$22 million investment strategy.
- REDARC lacked the internal experience to manage the strategically important ERP and technology transformation project.

Initially when REDARC went to market, the consultants approached were looking to sell a product rather than provide a holistic solution. Chris felt Solutions+ and Allan Morichaud, provided REDARC with an independent person who they could partner with in guiding the organisation through the whole process. Further explaining, **'as a client, we valued the integrity and ensuring REDARC was always placed first in the decisions.'**

Solutions+ discussed with REDARC an IT and business systems 2024 strategy to underpin the company strategy. The benefit of having a growth consultant, assisted in the scoping process; determining which systems to select and finitely determine the implementation.



SUMMARY:

REDARC Electronics (REDARC) is an advanced manufacturing business based in Lonsdale, South Australia. In operation for 40 years, the company has experienced fast growth, expanding internationally and moving into Industry 4.0.

INDUSTRY:

Advanced Manufacturing

WEBSITE:

www.redarc.com.au

PROJECT OBJECTIVE:

- Develop a clear ICT strategy and ensure alignment between ICT and REDARC's long term growth plans
- Define and implement business process and technology transformation initiatives
- In particular a new ERP system to enable continued business growth and meet developing industry objectives
- To work and consult closely with the internal team to develop their skills to manage the new ERP system and operate more strategically

Solutions+ approach begins with respectfully challenging the current state, with consideration of a possible future state. For REDARC this focussed on requirements, markets and Industry 4.0. Discussions included 'what will happen if you have salespeople in the US who want access to the sales system in the middle of the night?' That lens was placed over the whole process strategy; to think about the future and make sure the system being built would provide a robust foundation.

Due to the advanced manufacturing, engineering, IP and other components of the business, it was recommended to internally host the solution - an important decision within the consulting phase.

Strategy included:

- Strong vendor management, inclusive of Executive and Advisory Board communication throughout the consultancy work.
- Step change management process.
- Implementing multiple systems initiatives to move REDARC toward digitalisation.
- Identifying ERP to be the fundamental enabler, using:
 - Requirement definition
 - System selection process
 - Project management of ERP implementation
 - Post go live support management.
- Super user structure built to upskill the internal REDARC team to manage the new ERP system.

Allan became a mentor for REDARC's IT team, selecting a team member out of the business on each fundamental element of the system and working with each one of these staff members to lead and deliver for their area. Chris said, **'the benefit of having Allan onsite, was his approach in impacting the work streams.'** Upskilling the team, coaching and mentoring and becoming totally ingrained into the business was key to the successful business transformation.

Impact:

- Solutions+ facilitated in bridging the skillset and deficiency within the business.
- Utilising a more end-to-end focussed approach, the software allowed for better reporting capabilities.
- Digitalisation of the timesheet, leave, HR and payroll processes enabled consolidation of all employee records in the system.
- Real time information for decision making, for capacity planning, machine up time and machine output etc.
- Timely and accurate information across all the business assisted with the financials. All of these advanced manufacturing metrics allows investment back through the business.

KEY CHALLENGES:

- Insufficient internal experience to manage the strategically important ERP and technology transformation project. Requiring an understanding of business requirements and knowledge to implement a solution specific to REDARC
- Very operational focussed internal staff
- Ensuring staff are skilled in managing the new ERP system

WHY SOLUTIONS+ WAS SELECTED:

Solutions+ vast business and ERP experience and their focussed business consulting approach working closely with internal teams.

IMPLEMENTATION HIGHLIGHTS:

- Developed a 2024 ICT Strategy and Road Map
- Great project approach and structure
- Project team was highly engaged and worked well across business streams
- Implemented new ERP which is the cornerstone to enable REDARC's future growth
- Alignment between technology, processes and people

Allan continues to work as an internal consultant onsite each week at REDARC to implement the next roadmap of improvements.

CFO Chris Johnson stated '**...having an external technology consultant working within an SME such as REDARC is extremely beneficial - it enabled full understanding of our business and lifted and advanced the skillset of our team.'**

With an expanded facility REDARC is looking at increasing its workforce from 200 to 300 by 2024. Having a robust system and processes in place, with upskilled internal staff across all the business units, will allow for all facets of growth domestically and internationally.

The company is roadmapped to continue to succeed well into the future.

"Allan is exceptional at working with all levels of our staff, including key departmental members within change management facilitation. Further to this, he looks to upskill our staff to enhance the knowledge within the team."

Mr Chris Johnson
Chief Financial Officer, REDARC Electronics



KEY BENEFITS:

- Clear ICT strategic direction
- End to end focussed business process
- Implemented new ERP system which enables business growth
- Management of IT and Systems
- Implemented new HR and Payroll System
- Upskilled internal staff to manage ERP system

IMPLEMENTATION PARTNER:

Solutions Plus Partnership
(Solutions+)

SOLUTION & SERVICES:

Business Optimisation & Growth
Consultancy

Solutions+

We focus on supporting business growth. You will not only have a business that is more profitable and is growing, but you will also learn continuous improvement strategies and techniques to further develop your business.

