

TRANSFORMATION

We worked with a Nordic construction company, to transform its ERP and PoS systems and its contract-to-invoice processes across more than 300 sites, cutting costs by over 30%

Costs cut by

30%

Margin per transaction

The Client

- **Stone materials and asphalt division of,** a Nordic construction company.
- **12 000** employees.
- **SEK 57 bn** turnover.
- **SEK 1bn** EBIT.

The Challenge

- Standardise the contract-to-invoice process for Nordic countries.
- Implement a new, modern ERP system.
- Improve ways of working.

What did we do

- Centralised administrative services by introducing self-service checkout technology.
- Aligned the Contract-to-invoice process, organisation, and IT systems to create a standardised workflow across 300+ sites.
- Implemented new systems and increased digitalisation to improve overall efficiency.
- Centralised customer support into national service centre organisations to streamline communication and support.
- Established a more efficient self-service process for managing weighing.
- Digitised the business model to enable shorter lead times, improved service levels and performance transparency.
- Reduced working capital by cutting lead times from order to cash).
- Enabled substantial cost reductions of more than 30%.

How we did it right

- We led the work from start to finish across all sites. More than 50 internal and external resources worked together to make the project a success.
- We planned for a phased rollout, starting with the highest value potential areas, to mitigate risks and ensure a smooth transition.
- A strong emphasis was placed on standardization, digitalization, and customer experience to align with the overall business strategy.
- The program was managed by a combination of business and IT teams, supported by IT and management consultants, ensuring a collaborative and well-supported implementation.
- Our ways of working became a benchmark for other functions in the organisation to undertake their own exercises to cut costs while adding sustainable business value.