

Case Study: ELSTER GROUP CHOOSE G3G Landscape Transformation



Elster, An Integrated & Highly Coordinated Organisation

Elster Group is global manufacturer of electricity, water and gas meters. It is a world leader in Advanced Metering Infrastructure (AMI) and integrated metering and utilization solutions. Founded over 170 years ago, Elster provides solutions and advanced technologies to help utilities more easily, efficiently and reliably obtain and use data to improve customer service, enhance operational efficiency, and increase revenues. The group has over 7000 staff and operations in 38 countries, focused in North and South America, Europe, and Asia.

There was no reliance on change requests or other unwelcome surprises. I have no hesitation in recommending G3G.

Darnell Smith, Elster

Following the implementation of SAP in two of its business units ('EE' and 'EIS') in North America, alignment with corporate strategy meant that the two units were merged. Having gone live with separate company codes just months before, a new legal entity was created – which meant that the underlying ERP platform had to be updated to allow the merged organization to operate and report under its new name, 'Elster Solutions'. The engagement also involved ensuring that a number of SOX controls were entirely stable and that a number of items left open from the previous implementation project were resolved.

Since 2006 G3G has worked with Elster on a number of SAP implementation projects, from the supply of interim management to strategic consulting on ERP.

Throughout the life of the engagement we knew exactly where we were with our investment, which gave us a high degree of comfort.

Darnell Smith, Elster

Head & Shoulders Above The Rest

G3G was chosen over the original implementation partner to bring the two entities together. The timescale set by the business sponsor, to meet a non-negotiable yearend deadline, was challenging but G3G's use of experienced consultants and a tried and tested methodology saw a realistic plan developed and work commenced in a timely manner. Because of the limited time available, it was important to set out clear responsibilities. The G3G team took lead roles on data analysis and designing the migration strategy, architecting the overall solution, and project management.

Challenges & Issues

The project was undertaken at a time of great change for the parent company, with significant work underway elsewhere looking at SAP/ERP strategy and also around achieving SOX compliance – something of critical importance to Elster.

The work done in North America had to be done in a way that would not preclude future options around a new global SAP instance strategy. In addition, the work had to be done in the run up to year end. G3G proposed a pragmatic, staggered go live 1 month prior to year-end and a final cutover at year end itself. As a result there needed to be strict adherence within both entities as to how open orders and transactions were to be handled.

Why Elster chose G3G:

1. Professionalism & pragmatism of G3G consultants
2. Strict adherence to timeline and budget
3. Establishing true business needs before action & implementation

What differentiates G3G from their competitors is their professional approach, which is one that involves no drama or overkill, instead a high degree of pragmatism with real focus.

Darnell Smith, Elster

Due to excellent engagement from the leadership and direction from G3G, the engagement was successfully completed on time and to budget. Both G3G and Elster noted how well their resources worked together with a minimum of disruption to normal 'business as usual' operations, even at year end. A number of additional tasks were included during the project in a seamless manner.

Because of their adherence to the agreed schedule and budget throughout the life of the engagement we knew exactly where we were with our investment, which gave us a high degree of comfort.

Darnell Smith, Elster

Transitioning To Growth

The merger of the two organizations' SAP platform has sent a powerful message to both internal and external stakeholders that Elster are now an integrated and highly-coordinated single organization. In addition, the single entity means that some processes in one or both of the original companies have become unnecessary and resources have been re-deployed more profitably.



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