

EXECUTIVE SUMMARY

Sierra Cables PLC is one of the prime cable manufacturer in Sri Lanka. The company manufactures cables and distributes to the domestic and export markets. The manufactured cables are in different nature, which are in standard lengths and are sold in cut lengths when the items are heavy in nature.

The project is to resolve the problem in the on time customer order delivery for the heavy cable orders generated through the cut lengths. The failure of on-time delivery has resulted with heavy losses and order cancellations which directly impact the bottom-line of the company performance. According to the findings on the losses made by the company in the six month period of last year alone was LKR 4Mn. due to order cancellation. The delivery delay of the sales orders for the same period is about 16 % of the orders received in cut length form.

The problem resolution is done in a methodical way of identifying a proper framework of implementing with main three components to process the customer orders on time. The emphasis was mainly focused to improvement in the processes involved in the total customer order process. All the bottlenecks were identified and the process gaps and inefficiencies were listed. The manual documentation system of order flowing from the Sales Order back to the Customer Invoice has been decided to be linked through the existing ERP system. The necessity of Cross Functional Team was fulfilled before implementing the project.

The implementations are according to the project components and at the desired time lines. The number of activities of each component was in the implementation plan and cost estimates were supported to maintain the proper resource allocation. Most of the bottlenecks related to the making links between departments were sorted through Cross Functional Team. The changes in the ERP system enabled improved links between the departments and the training on the system was completed on time. The time plan for the implementation was enabled by the commitment of each team member towards the objective.

Achievement of the outputs of the project and outcomes was challenging soon after implementation, while identification of the benefit and cost of the same. The use of the three main skills such as conceptual, interpersonal and technical involved lot of learning while the project was successfully completed in the given time frame.

