



Elkay Manufacturing, Co.
Oak Brook, IL
www.elkay.com

Industry:

Engineering & Construction

Employees:

3,400

Oracle Products & Services:

Oracle Hyperion Performance Scorecard
Oracle Business Intelligence Enterprise Edition
Oracle Hyperion Planning
Oracle Essbase
Oracle Hyperion Financial Management
Oracle Hyperion Strategic Finance
Oracle Hyperion Financial Data Quality Management
Oracle Essbase Visual Explorer

“The success of our financial transformation strategy and the value of our partnership with Oracle are evident as we continue to gain market share and improve profitability in areas where we compete, despite the fact that our industry was among the most severely impacted by this economic downturn.” – John Hrudicka, Chief Financial Officer, Elkay Manufacturing, Co.

Elkay Manufacturing, Co. Drives Enterprisewide Transformation to Improve Profitability

Started nearly a century ago as a father and son business focused on manufacturing stainless steel sinks, Elkay Manufacturing, Co. is now a leading provider of kitchen and bath solutions, including sinks, faucets, water coolers, cabinetry, countertops, food service equipment, and water filtration products. The company has manufacturing facilities in the United States, Mexico, and China.

Challenges

- Drive a strategic financial management transformation to mitigate the impact of the economic downturn on the construction and renovation industry, as well as the effects of rising commodity prices and increased global competition
- Improve profitability and performance by shifting from a product-centric to a channel-centric organizational structure
- Reduce business complexity and supply chain volatility for the kitchen and bath solution manufacturer and better plan for shifts in commodity prices, market conditions, and demand
- Improve accuracy of costing and business profitability analytics

Solution

- Implemented Oracle Hyperion Performance Scorecard and Oracle Business Intelligence Enterprise Edition to support a cultural change to a common strategic planning framework across product lines and channels
- Provided data for board of directors’ reports and quarterly strategy reviews and a framework for strategic alignment
- Supported a shift to a balanced scorecard framework focused on strategy execution, enabling the company to monitor and react quickly to changes in its basic assumptions, such as raw materials costs and changes in market demand
- Provided visibility into costs and profits at company, business unit and channel levels, with drilldown capability all the way to specific sellers and orders
- Enabled the sales organization to use profitability analytics to improve strategic relationships with their customers
- Developed plans to shift away from short-term, budget-focused financial plans toward dynamic business planning focused on tracking real-time progress toward long-term strategic goals
- Contributed to tangible profitability improvements, despite a significant decline in sales due to housing industry downturn