



**Moving to an integrated, flexible system opens a world of business insight driven by up-to-the-minute information, reporting and analysis.**

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**About MAJOR Equipment:**

MAJOR Equipment designs, manufactures and sells its own range of grass cutting and slurry handling equipment. They provide an extensive range of grass cutting, slurry handling and site maintenance equipment. Under the brand name MAJOR, the Mayo-based company manufactures, distributes and exports from its headquarters in Ballyhaunis with distribution depots in Heysham, UK and Dedemsvaart, Holland. It primarily serves clients in the agriculture, amenity and construction industries in Ireland, UK and mainland Europe. MAJOR is the market leader in the wide area mower market in Ireland and the UK with more than 60 per cent of UK local authorities running a MAJOR mower. The company’s manufacturing operation is highly complex, with more than 70 different types of machines built and a lot of customisation. Its spares division is a strong part of the business and it supports the complete MAJOR range of products. The company also provides a complete design and build service for its specialised range of tanker products.

Until recently, MAJOR Equipment had been very reliant on manual and paper-based processes in its business and the Irish Group financial operations had historically been recorded on an un-integrated system which was managed on four separate ledgers, whether that was for purchasing, sales or a standard ledger. According to MAJOR’s Finance Director Áine Lecky, the old system provided little to no manufacturing information, poor or non-existent reporting analysis, and little real time information. MAJOR’s UK operations had been recorded using a basic Sage package, with backup copies forwarded to Ireland for uploading sporadically onto the Irish system.

“I came into the job knowing we needed a computer system... It’s a very traditional engineering company. We cut the steel, weld it, assemble it and spray it. We didn’t have any up-to-date information. We had two sales ledgers with handwritten delivery docketts and sales invoices. We were three weeks trying to close off sales. All purchase orders and BOMs were on spreadsheets,” Lecky recalls.

**The Solution:**

ProStrategy relationship with MAJOR Equipment began a few years earlier when the company undertook a review of ERP Solutions available in the market to meet their need to invest in IT systems. Following a successful presentation and demo, ProStrategy won the contract to implement Microsoft Dynamics NAV as MAJOR’s preferred ERP option. Several modules went live over the period of a month once the project had been designed and specified. These covered sales – over the counter, spares and machinery, receipts/payments – then purchase orders and finally purchases, both goods in and purchase invoices and credit notes. Two months later the manufacturing system was delivered in NAV, followed by the warranty system. MAJOR’s UK operations were integrated in two main tranches a year later; firstly, covering sales, purchases receipts and payments, subsequently extended to the warranty system.

The company now uses standard Microsoft Dynamics NAV, with some additional functionality that was developed to handle full financial processing and reporting, full supply chain management including job shop manufacturing, inventory control and unit serialisation leading to post sales service management tracking. The company has also extended the use of NAV into its UK operation, tracking full sales and spares distribution in the system.

“The introduction of a whole new financial and manufacturing system gave the group the opportunity to re-examine how it did everything and how best to do things going forward. This resulted in the changes in a number of work practices and the introduction of key controls and checks across the board,” Lecky says. “It was a dramatic change compared to what had been there before, which was heavily manual and paper-based.” Providing a fully integrated financial and manufacturing system, Microsoft Dynamics NAV now drives bi-weekly management meetings where the agenda is based on up-to-date key business metrics. Performance has improved in key areas including a massive reduction in the number of debtor days, improved stock levels and increased accuracy of BOMs and costings. “Having a single instance of business data is hugely valuable – it drives much faster decisions based on accurate information,” comments Joe Kelly, ERP Director with ProStrategy.

**The Project Benefits:**

**Real-time, accurate financial information**

Since Microsoft Dynamics NAV was implemented, MAJOR can now close sales one working day after month end and purchases close after five days. Having once been available only through a spreadsheet, work in progress is never more than three days in arrears. Stock data is entirely integrated into the system and is up to date. Lecky is especially impressed with how NAV provides key data about time and material usage on production orders. “If I was buying the system it would be one of the key things I would look at,” she says. Information for the UK operation, which used to be on a separate system, is now included for additional visibility of group operations.



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### Extensive reporting assists business decisions

Thanks to the information stored in Dynamics NAV, MAJOR can perform sales analysis, creating detailed reports on a range of criteria by themselves or in combination: division, customer, sales area, sales person or item. This allows for analysing profitability, sales and purchase orders, aged debtors/creditors/stock, production orders and key overheads. “It frees up so much time,” says Lecky. “All of the information is in one place, it’s in real time and it’s accurate while the old system never was. Because the Irish and UK systems are linked, we can make business decisions so much quicker.

### Enhanced customer service

For a company that prides itself on high levels of customer service, managing its warranty system through Dynamics NAV means it can put strong controls in place for return of goods and processing these issues. “For the first time we have an accurate picture on both warranty costs and also reasons for warranty claims,” says Lecky.

### Flexible software to meet the business needs

MAJOR sells a wide range of tankers which are available with an extensive range of customisation options from wheels, pumps, PTO shafts, injector systems and other optional extras. Lecky says ProStrategy’s input was key to this, since its team was able to configure Dynamics NAV in a way that supports the ‘building’ of such a tanker at the sales order stage, rolling up all relevant costs and providing a detailed specification for production and subsequent shipping purposes.

### Time saving

A vital metric in any business is knowing how much time it takes to carry out work in the production process. Under the manual system, there was excessive use of spreadsheets and double/triple jobbing. Dynamics NAV has a facility for inputting timesheets and Lecky says these saved hours alone in logging information. “We know how much time each product took to go through each production area and the associated costs. That’s insight we didn’t have before, and we have it much quicker,” she says.

### Improved controls

At a time when every business is watching its costs, this is essential. NAV’s stock control features enable MAJOR to plan its purchasing more effectively and negotiate bulk rates with suppliers if needed. ProStrategy modified the service module in Dynamics NAV so that MAJOR can use it to manage its warranty system. End-user information is now registered on NAV and if a customer needs a spare part, not only is it despatched straight away, the joined-up system means MAJOR can quickly process the warranty claim “For the first time, we’re able to say what our warranty costs are with accuracy,” says Lecky.

### Summary:

Lecky says ProStrategy’s project consultant’s contribution was essential to getting the project phase through on time. “In fairness to ProStrategy, they threw everything into it to get it done by the live date, and we did get it over the finishing line.”

Joe Kelly, ERP Director with ProStrategy, adds: “Where we differentiate ourselves from the competition is that we spend time with the business upfront and the project then became a series of delivered tasks. The quality of our people is a key part of the project.”

Looking back, Lecky says that despite an understandable nervousness among staff for such a significant change to work practices, the clear benefits that accrued now mean everyone looks back and wonders how they coped without the reporting and information that the system provides. Dynamics NAV supports MAJOR’s operations and activities and can grow and develop with the group. There’s no doubt it’s made a difference,” she says.