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—SYLVANA STRATTON, CFO, HAYWARD

## ABOUT THE COMPANY.

Hayward has been providing a full line of products, services, and solutions to the construction market since 1919.

The company has grown to include seven locations in Monterey, San Luis Obispo, and Santa Barbara counties, as well as six Hayward design centers and a roof truss manufacturing facility in Santa Maria. With over 450 qualified experts, Hayward provides products and services for residential and light commercial projects year-round. From lumber, millwork, doors, and windows, to hardware, tools, and plumbing and electrical supplies, Hayward is a comprehensive source of quality products and services for building needs.

## HAYWARD

### SETTING THE STRATEGY.

As a leader in the building materials industry in central California since 1919, Hayward began looking to the future with a commitment to maintain its foremost position in the market and to increase profitability. The company also knew that to be a leader in the 21st century, it needed to embrace the tools and technology that enabled it not only to survive, but to thrive in different business conditions.

With a continued focus on relationships with existing customers, Hayward began to research innovative products and solutions to support its mission of being a seamless integrator of products and services from forest to consumer, and creating more value for the supply chain.

Says Sylvana Stratton, CFO, Hayward, "Our 25-yearold software was extremely limited in its system integrity, integration with other software applications, ability to export data, and ability to provide a platform for leveraging

technology for profitability. We needed to embrace cutting-edge technology combined with business process re-engineering to sustain a competitive advantage."

The company knew its goals of decreasing operating costs and increasing sales were aggressive, but it chose Infor for several reasons. Stratton adds, "Infor's culture and commitment from the beginning to be an involved business partner, its vision of continually providing creative solutions with multiple options, and its expertise and proven experience in providing efficient implementations with low net cost convinced us we could meet our objectives."

### GETTING BUSINESS SPECIFIC.

Hayward decided that Infor ERP SX.enterprise was the best solution to support both its short- and long-term goals.

With an integrated, balanced application of leading-edge tools and systems and the best business practices, the company believed it could create a sustainable competitive advantage by marrying its vendors, suppliers, and manufacturers in a partnership with Hayward and its customers.

"Technology tears down the traditional brick-and-mortar walls that separate us from our trading partners," says Stratton. "Infor's ERP solution is instrumental in enabling us to extend our influence up and down our supply chain and interact seamlessly with greater effectiveness and efficiency because of built-in functionality designed for our business. Infor's objective of generating bottomline value to the customer is directly in line with our philosophy."

## SEEING RESULTS.

After attempting ERP implementation on its own, Hayward began to see the need for experienced help. Stratton explains, "We made many mistakes in the beginning, such as not committing enough resources, having unrealistic expectations, and providing minimal and inconsistent executive involvement. We thought we were smarter and discounted Infor's advice and involvement."

When Hayward learned of industry research that indicated why ERP implementations fail and decided to follow a proven successful approach, the implementation process immediately began showing signs of progress. "We gained executive commitment and involvement, injected strong project leadership and planning, and respected Infor staff's input," notes Stratton. "The team was dedicated, professional, and experienced, and the Infor project manager continued to guide us and participate in our strategy development and blended with the internal team, creating a spirit of trust, respect, and mutual accountability. The Infor staff worked within our budget constraints and created realistic timelines."

The team was primarily built from operations staff rather than IT, and employee communications began early with explanations of the company vision and new sales process, escalating to daily lessons learned and course corrections. And a celebration and rewards program that emphasized fun and engaged end users contributed to enthusiasm for the new process and overall system success.

### Customer facts

- ▶ *Company*—Hayward
- ▶ *Solution*—Infor ERP
- ▶ *Product*—SX.enterprise
- ▶ *Industry*—Building Materials
- ▶ *Revenue*—US \$147 Million
- ▶ *Country*—USA

"Immediately after implementation, our sales margins improved dramatically, increasing in each location by three to five percent," Stratton emphasizes. "And we could adjust our inventory to optimal levels by decreasing inventory 'shrink' between a quarter and a half of a percent of sales." Company staff also was redistributed more evenly among the various locations to improve efficiency. "Infor ERP SX.enterprise provided visibility into all aspects of our business so we could make changes as needed."

Stratton identifies three types of efficiency and productivity gains, or ROI, resulting from implementation of Infor ERP SX.enterprise: structural, tangible, and intangible. "Hayward realized structural ROI through Infor's solid information integrity and security features, sound software integration, and significant ongoing enhancements to the software," Stratton adds. "We will see tangible ROI after our knowledge of the software grows, but already we've been able to implement stricter inventory tracking practices and develop better buying advantages for customers by consolidating buys to create discounts and rebates." The intangible ROI, Stratton asserts, comes from confidence in its ability as a company to change through more effective decision making based on more reliable and accessible data, improved customer service and vendor relations, and improved technology structure with reduced IT costs.



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## DOING BUSINESS BETTER.

Hayward has gained acclaim as a leader in "green" building and an international expert in sustainability. In other words, the company incorporates practices that not only help the environment, but also improve economic profitability and improve relationships with stakeholders.

Hayward also seeks to achieve the status of most dependable supplier. "We always strive to provide orders on time and complete, to be able to measure and monitor our performance, and to earn our customer loyalty," says Stratton. Because the company continues to search for more ways to re-engineer business processes to maximize margin potential and lower the total cost of doing business, Stratton believes Hayward is poised to grow aggressively as a company.

"Automation is our profitability multiplier, and Infor is our best partner because we share the same values of customer service, innovative approaches, and emphasis on profitability and flexibility," notes Stratton. "We have confidence that Infor will continue to provide us with the tools and support that we need to reach new heights."

## THERE IS A BETTER WAY.

At Infor, we work with a core belief. We believe in the customer. We believe that the customer is seeking a better, more collaborative relationship with its business software provider. And a new breed of business software: created for evolution, not revolution. Software that's simple to buy, easy to deploy and convenient to manage. Our 70,000 customers in more than 100 countries stand with us. We look forward to your sharing in the results of our belief. There is a better way. For additional information, visit [www.infor.com](http://www.infor.com).

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The Infor logo consists of the word "INFOR" in a bold, sans-serif font. The letters "I", "N", "F", and "O" are black, while the letter "R" is red. A small trademark symbol (TM) is located to the upper right of the "R".