



Business Intelligence



Collaboration Portals



Application Development



Business Strategy



Executive Dashboards



Project Management Offices

# Business Case – Imerys

## Solution Overview

### Microsoft Gold Certified Partner

Blackstone & Cullen, Inc.

### Scenario

Business Intelligence

### Industry

Manufacturing

### Organization Profile

Once a sculptor of steel, Imerys now fashions its work out of clay. Its focus is on the production of industrial minerals and pigments. A giant in natural clay production, Imerys is the world's #1 producer of kaolin, a white clay used in the production of paints, plastics, adhesives, porcelain, paper, rubber, and textiles.

### Situation

An acquisition of World Minerals required a rapid response to global scorecarding and data warehouse.

### Business Solution

Blackstone & Cullen was asked to work with multiple divisions of Imerys to develop an extremely fast and flexible approach to integrating new acquisitions by developing global scorecards via a consistent data warehouse approach.

### Technology Deployed

- Microsoft Office 2007 Server
- Microsoft Office SharePoint 2007 Server
- SQL Server 2005
- Visual Studio 2005

*Since 1989, Blackstone & Cullen, Inc. has leveraged information technology to provide business solutions. Principal services include enterprise application integration, data warehousing, program office implementation, and custom application development.*



Imerys, a world leader in value-added minerals, operates in 43 countries with over \$3 billion in annual revenue.

With the acquisition of World Minerals in mid 2005, Imerys decided to embark on a new performance management system. This new system would standardize the measurement of Imerys and its subsidiaries that are spread out over the globe.

Imerys, which pursues an acquisition strategy, needed a performance management system that would allow for recently acquired organizations to be integrated into Imerys's performance management system in months rather than years. This allows Imerys to quickly evaluate the new company on an industry standard set of metrics to make strategic decisions.

Typically, it takes companies between 2-3 years to integrate an acquired company. Imerys wanted to integrated a company within 2-3 months into their performance management system and came to Blackstone & Cullen for help, an 18-year veteran Business Intelligence consulting firm.

## Solution

Blackstone & Cullen proposed a Performance Management system that would quickly get Imerys up and running on a system that would be mutable, like the company itself, and would allow Imerys to add future capabilities as they grow.

BAC teamed with Imerys to identify the critical Key Performance Indicators and the critical data models to support a standard set of KPIs. These KPIs were then grouped by business function and broken down into the data elements that supported each of the KPIs. Data models were then created for each functional business area and the physical database was created and leveraged with Microsoft SQL Server.



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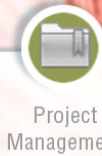
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This database was the main driver for ETL. Setting the database design early by establishing one measurement paradigm for Imerys, BAC was able to move to a meta-data drive ETL generation process. Using a simple web-based application, basic data mapping information was captured; and using a single click of a button, ETL packages were generated creating fully functional ETL sub-system. This sub-system was then used to integrate staged data from a newly acquired subsidiary. SQL Server Analysis Services was used to provide one standard set of KPIs creating a single version of the truth for Imerys and allows for a very flexible performance management layer.

## Benefits

The Initial goal was to integrate a new company in 90 days for management reporting. Historically it had taken 2-3 years to know if an acquisition was profitable. BAC and Imerys created a Plug and Play framework for new company merger and acquisition. In 2006, eight global companies were integrated into the management reporting system in seven months.

Imerys estimates a savings of \$1-3Million on each new acquisition using the Microsoft Business Intelligence Suite and the process jointly created with the Blackstone & Cullen team. To date, Imerys has used this solution on eight different mergers with Return on Investment being realized during the first acquisition.

