

Increased accountability helped GCC protect \$300M in revenue



GCC used Elementum to improve service levels and protect \$300 million in revenue using Elementum, we caught 74% of our incidents before they impacted the customer. Within that same time frame, we protected roughly \$300 million in revenue. As a customer-satisfaction driven business, having service-level expectations of up to 100%, [this] is huge for us.

- CHRIS PERI
Supply Chain Manager at GCC

RESULTS AT A GLANCE

\$300M

of revenue protected

74%

of potential issues resolved before impacting the customer

42%

decrease in incidents after three months of use

SUMMARY

Established in 1941, GCC provides North America's construction industry with leading-edge cement and concrete products. With eight plants spanning across the United States and Mexico and with distribution networks that expand into Canada and Latin America, GCC's supply chain process is complex. Their distribution runs on a seasonal schedule that requires a tightrope walker's balance between production capacity in season and storage capacity during the off months. Once deliveries begin, GCC relies on specialized third-party carriers that run strictly-defined routes.

GCC's production constraints leave little room for error in the supply chain. But in 2019, unpredictable weather patterns thwarted their best planning efforts and created complex challenges. Communication and incident tracking occurred through cumbersome Excel spreadsheets, emails and phone calls, resulting in lower service levels as supply chain incidents climbed. GCC is a company whose success depends largely on high customer satisfaction levels. Its supply chain processes presented an existential risk to GCC's customer satisfaction, and therefore, to its revenue and market share. In early 2020, GCC leadership made the bold decision to modernize its supply chain processes and onboard Elementum's supply chain service management platform.

In April 2020, GCC began training a 15-person team on how to use Elementum's cloud based platform. Within a week, these core users began utilizing Elementum's incident tracking and assignment features to log incidents as they occurred, assign owners, analyze and collaborate, then resolve and close. GCC supported their team members' progress through weekly team meetings, one-on-ones and a monthly executive review. The results of using Elementum were quick and significant. Within a few months, the number of outstanding incidents dropped from 120 to around 70. Meanwhile, increased transparency and communication helped resolve 74% of issues before they reached the customer. As a result, customer satisfaction was not impacted, and more than \$300M of revenue was protected. GCC expects further benefits as it plans to continue expanding the platform's use cases and users.

The GCC team—initially skeptical about the change—quickly adapted to the platform and recognized its benefits. An October survey found that at least 70% of users appreciated the cloud platform's ease of use, reliability, centralization of information, and positive impact on response times and customer satisfaction. Perhaps most notable, more than 90% of users appreciated the increased accountability.

BENEFITS WITH ELEMENTUM

- » Revenue: Real-time visibility to eliminate service issues before they impact the customer
- » Productivity: Eliminate firefighting and resolve service issues in days instead of weeks
- » Costs: Permanently eliminate recurring incidents with insights and analytics
- » Culture: Increased accountability leading to happier customers and employees

OVERVIEW

- Established in 1941; GCC employs almost 3,000 people
- Eight plants throughout the U.S. and Mexico with headquarters in Chihuahua, Mexico
- 5.86 million metric tons of cement produced each year

CHALLENGES

- Recurring service issues directly impacted customer satisfaction, placing revenue and market share at risk
- Manual firefighting of incidents created labor-intensive processes that sucked up time and resources
- Decentralized or unstructured workflow resulted in expensive, reactive actions to mitigate delays
- Emails and Excel files spread across different teams scattered data, obscured accountability, and prohibited long-term corrective actions

SOLUTION

- Centralize incident tracking to streamline communications and improve operational efficiency
- Standardize incident assignment process to ensure accountability and accelerate responsiveness
- Leverage real-time dashboards to triage highest-priority incidents based on aging and value-at-risk
- Utilize trend and root-cause analytics to implement long-term corrective actions

IMPROVED WORKFLOW FOR EVEN BETTER RESOLUTION TIMES

As a company that prioritizes customer satisfaction, GCC has always prided itself in resolving incidents as quickly as possible. During a continuous improvement review, GCC recognized that adding more structure to processes and centralizing information would make it possible to identify incidents earlier and to fix them even faster. In collaboration with Elementum's incident management platform, GCC designed a straightforward four-step playbook to (1) identify incidents, (2) assign accountability, (3) collaborate on the best solutions, and (4) implement corrective actions. As a result, GCC drastically reduced the amount of time it spent resolving incidents. For example, before using Elementum, GCC had difficulty pinpointing that the majority of non-plant related service disruptions were driven by forecast and logistics disruptions. After onboarding the platform, GCC had visibility into this dynamic and could take action accordingly. GCC's average resolution time has dropped from 30 days to about 14 days.

“Incident resolution time has to do with quality: some take a day, some a few weeks. Before Elementum, we had no way of tracking this. Now, these measurements give us the ability to focus our attention and resolve incidents faster.”

- Chris Peri, Supply Chain Manager

PROTECTED REVENUE THROUGH CLEAR ACCOUNTABILITY

When a customer's service level is at risk, the team at GCC knows it's an all-hands-on-deck effort to course correct. Unfortunately, traditional supply chain tools, like Excel or Sharepoint, make it difficult to triage critical issues. Simple questions, such as who's the owner, what's the next step, and what's the deadline take too long to answer. However, with Elementum's incident management platform, GCC knows exactly what is happening anytime there is a problem. GCC's team members can report an incident the moment it occurs, as well as assign the correct owner to address it. This capability gives GCC real-time visibility to its three main KPIs—exhausted inventory, having to change sources, and lagging resolution time. Not only does GCC have clear owners, next steps, and deadlines, but GCC also has a database of trends and root causes that power continuous learnings and process optimization. These advanced capabilities have helped GCC protect over \$300M of revenue.

“Accountability is the driver with this new tool. A lot of people felt that using it would increase accountability, and it has. This capability allows us to focus on each other.”

- Chris Peri, Supply Chain Manager

WORLD CLASS COLLABORATION FOR IDENTIFYING AND RESOLVING ROOT CAUSES

Running a global supply chain isn't easy. For GCC, it's a 24x7 operation. When a customer needs something, the GCC team responds. When a supplier has a problem, the GCC team responds. Chris Peri, GCC's Supply Chain Manager, proudly recalled responding to calls at 5 or 6 a.m. to help the business. For a job this demanding, efficiency and productivity are critical. Manually logging incidents into Excel and communicating with outdated technologies just aren't viable options for the GCC team. GCC is running a world-class operation, and it requires a world-class platform for collaboration. Elementum's cloud based platform was just the partner GCC's supply chain team was looking for. Its intuitive design is easy to configure and operate. There are multiple ways to input data with minimal effort required. As a SaaS platform, incident statuses are always accessible in real-time from desktop or mobile device. And, Elementum's powerful analytics make it easy to identify trends and address root causes. With weekly and monthly meetings in place to support that collaboration, GCC saw a 42% decrease in incidents after only three months of use.

“At GCC, we're all busy and have to wear multiple hats at any given time. But having monthly meetings established a cadence that made it easier going forward. That, plus the ability to see an issue occur over and over and over again, has made us realize we had a problem that we needed to solve.”

- Chris Peri, Supply Chain Manager

PROACTIVE INSIGHTS AND COMMUNICATION FOR EVEN HIGHER CUSTOMER SATISFACTION

Customer satisfaction is a critical priority for GCC. Any supply chain disruption has the potential to place millions of dollars at risk. However, there is no amount of planning that can foresee every type of disruption—such as those related to weather and network constraints—that GCC regularly encounters. With a supply chain network that has many inter-dependencies, GCC is constantly upgrading its processes and tools to maintain the highest possible services levels for its customers. Elementum's ability to relay real-time information on incidents enables GCC's team to get ahead of potential disruptions before they can have any potential negative downstream effects. Now, GCC can address incidents before they ever impact the customer, thus maintaining service levels and preserving customer satisfaction.

“Our business is driven by customer satisfaction. We needed accountability across the whole network, and to foster it further. We needed a centralized repository of key insights that eliminated 'he said, she said' and manual steps by providing one key truth. Elementum gave us all of that.”

- Chris Peri, Supply Chain Manager