

Customer success story

# A story of cloud ERP success

---

**How Crowe helped  
Nucor unify four  
stand-alone systems,  
increase revenue, and  
improve customer  
experience**

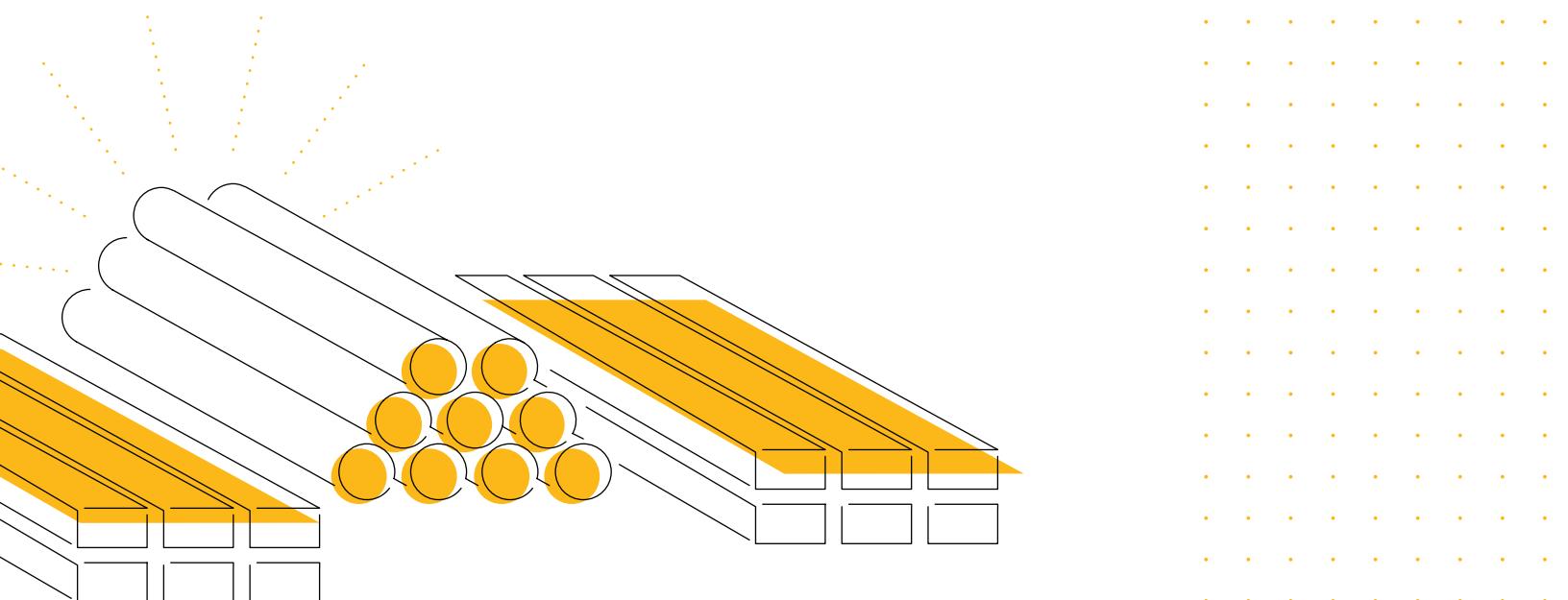


# **Nucor leverages its collective strengths through a revolutionary metals enterprise resource planning (ERP) system.**

---

From skyscrapers to commercial tankers and wind turbines, Nucor's metal products are distributed commercially worldwide. The Nucor Cold Finish Group operates in nine locations throughout Canada, the U.S., and Mexico. Each cold finish plant refines steel bars of various sizes, shapes, and chemistries and sells them internally within Nucor and to external customers.

Using four outdated legacy systems across nine cold finish locations, Nucor recognized a tailored ERP system could help recover lost revenue and transform customer experience. Nucor chose Crowe Metals Accelerator and Microsoft Dynamics 365™ because of their collective ability to streamline processes across all locations.



# The problem

---

Separate legacy systems can negatively affect customer experience.

With nine plants operating on four disparate legacy systems across three countries, Nucor faced a lack of collaboration, efficiency, and access to data.

Essential communication and processes between plants had become a challenge, and customers were subjected to frustrating timelines for simple order fulfillment. Productivity and morale were low because employees were losing valuable time with mundane manual processes.



“

**We were literally not speaking the same language.**

— Steven McNair, **Nucor Corporation**

## Nucor's segregated systems created four complex roadblocks:

---

01

### Inefficient customer experience

Because of four separate systems using different terminology, part numbers, and documentation, employees and customers had to work through multiple sets of information and paperwork just to make a single purchase.

02

### Unreliable reporting process

With multiple sets of product information and no unified way to report transactions across the business, inventory and production reporting became inefficient and challenging. In addition, access to real-time data was nearly impossible, and that lack of critical information was a source of constant tension.

03

### Lack of visibility into costs

Without access to consistent cost information across every location, it was difficult to assess which processes were more efficient and cost-effective and which products generated more revenue for the entire business.

04

### A tailored metals solution

Nucor's cold finish operation lacked confidence in finding a highly customizable, cost-effective ERP. Other ERP solutions they had researched did not live up to the industry-specific functionality, scalability, and ongoing requirements Nucor was looking for.

#### Nucor's need was clear.

Nucor required an ERP solution tailored to its operations in multiple cold finish locations to provide clear visibility and to deliver an improved customer experience.

# The plan

From segregated silos to a unified collaboration across nine locations in three countries.

Crowe understood that Nucor didn't just need a small change – it needed an end-to-end transformation of disjointed systems. The challenge was set, and Crowe was ready to take it head-on.

Tailored for a metals business like Nucor, Crowe Metals Accelerator, which sits on top of Microsoft Dynamics 365, could ease customer relations, unify processes, and make data readily accessible with streamlined workflows across all locations. Here's what Crowe provided to the Nucor Cold Finish Group:

## 01 Structure and analysis

Rather than spend months conducting detailed requirements gathering across nine plants, four different ERPs across three countries, and thousands of requirements, Crowe took a streamlined approach. By starting with a pilot plant and focusing on the key areas where Nucor needed the greatest alignment and standardization, Crowe identified core problems, required functionality, and ranking priorities. This, in turn, informed a foundational design that could be applied to Nucor's pilot plant.

## 02 Build

Beginning with the pilot plant, Crowe helped configure Crowe Metals Accelerator and Microsoft Dynamics 365 into a customized ERP solution by collaborating with Nucor to validate the following:

**System readiness** by developing the ERP software functionality to meet Nucor's business requirements

**Data readiness** through cleansing and testing data for accuracy after migrating from legacy systems to Microsoft Dynamics 365

**People readiness** by training representatives from various company departments to confirm system usability and accuracy and user-need requirements

## 03 Confirmation and deployment

Business-critical corporate digital tools had to cut over with no disruption, so Crowe empowered Nucor with a tactical methodology for change management that charted a smooth transition for cutover projects between its legacy ERPs and Crowe Metals Accelerator and Microsoft Dynamics 365.



## A collaborative team to break down silos.

---

“

**Crowe has a methodology and a team that is disciplined where necessary, but flexible and creative enough to accommodate differing client needs and implementation approaches.**

---

Steven McNair, **Nucor Corporation**



# The outcomes

---

The transformation  
from disjointed systems  
into a unified, powerful,  
customer-focused solution.



# After successfully implementing Crowe Metals Accelerator and Microsoft Dynamics 365 with a specialized team from Crowe guiding the process, Nucor experienced ongoing success and gained:

## Quick realized value

A successful go-live for Nucor's pilot plant was executed in five short months, which allowed Nucor to realize value quickly and implement an efficient ERP implementation across all locations.

## Unified systems

Following a successful pilot plant, Crowe helped Nucor overcome complexity by implementing a cohesive solution for all nine plant locations and the entire cold finish group.

## Tailored metals ERP

Leveraging a flexible architecture, Nucor successfully implemented a solution tailored to its unique requirements and based on input from subject-matter specialists across the company.

## Collaborative user experience

With one unified system and functionality, Nucor empowered employees to work and collaborate across locations without additional training.

## Improved customer experience

Nucor customers gained access to a seamless process as documents were condensed and consistent across every location – simplifying their buying experience and strengthening Nucor's customer experience.

## Efficient, real-time reporting

For the first time ever, users could pull reports quickly and efficiently with an all-new enterprise data warehouse and business intelligence solution across all nine divisions.

## Increased cost transparency

Pricing and financial data were no longer buried, elusive, or invisible. Nucor could now assess universal cost information for every location and department, providing valuable insight into business decisions and best practices companywide.

## On-time and on-budget delivery

Following the first pilot go-live, the COVID-19 pandemic required all project members to transition mid-project to a 100% remote workforce. Despite this challenge, Crowe delivered a successful project completion on time and on budget.

**By working with Crowe, Nucor implemented Crowe Metals Accelerator and Microsoft Dynamics 365 to unify numerous legacy systems, simplify the user experience, and transform its reporting process – delighting its customers and vastly improving efficiency across its cold finish division.**

If your organization wants to transform its metals business and build a sustainable future with an ERP tailored to the metals industry, we can help you get started today.

Contact Tad Baland at [tad.baland@crowe.com](mailto:tad.baland@crowe.com)

# The Crowe standard.

---

At Crowe, we offer exceptional, industry-specific solutions that create lasting value. Our dedicated professionals walk alongside our clients with a commitment to collaboration and provide deep industry knowledge with innovative technology.

By listening to our clients' needs, we can learn about their businesses and the unique challenges they face. We forge each relationship to deliver exceptional client service while upholding our core values and strong professional standards. We invest in tomorrow because we know smart decisions build lasting value for our clients, people, and profession.

## Smart decisions. Lasting value.<sup>TM</sup>



"Crowe" is the brand name under which the member firms of Crowe Global operate and provide professional services, and those firms together form the Crowe Global network of independent audit, tax, and consulting firms. "Crowe" may be used to refer to individual firms, to several such firms, or to all firms within the Crowe Global network. The Crowe Horwath Global Risk Consulting entities, Crowe Healthcare Risk Consulting LLC, and our affiliate in Grand Cayman are subsidiaries of Crowe LLP. Crowe LLP is an Indiana limited liability partnership and the U.S. member firm of Crowe Global. Services to clients are provided by the individual member firms of Crowe Global, but Crowe Global itself is a Swiss entity that does not provide services to clients. Each member firm is a separate legal entity responsible only for its own acts and omissions and not those of any other Crowe Global network firm or other party. Visit [www.crowe.com/disclosure](http://www.crowe.com/disclosure) for more information about Crowe LLP, its subsidiaries, and Crowe Global.

The information in this document is not – and is not intended to be – audit, tax, accounting, advisory, risk, performance, consulting, business, financial, investment, legal, or other professional advice. Some firm services may not be available to attest clients. The information is general in nature, based on existing authorities, and is subject to change. The information is not a substitute for professional advice or services, and you should consult a qualified professional adviser before taking any action based on the information. Crowe is not responsible for any loss incurred by any person who relies on the information discussed in this document. © 2021 Crowe LLP.

CMD2205-001H

