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Manufacturing

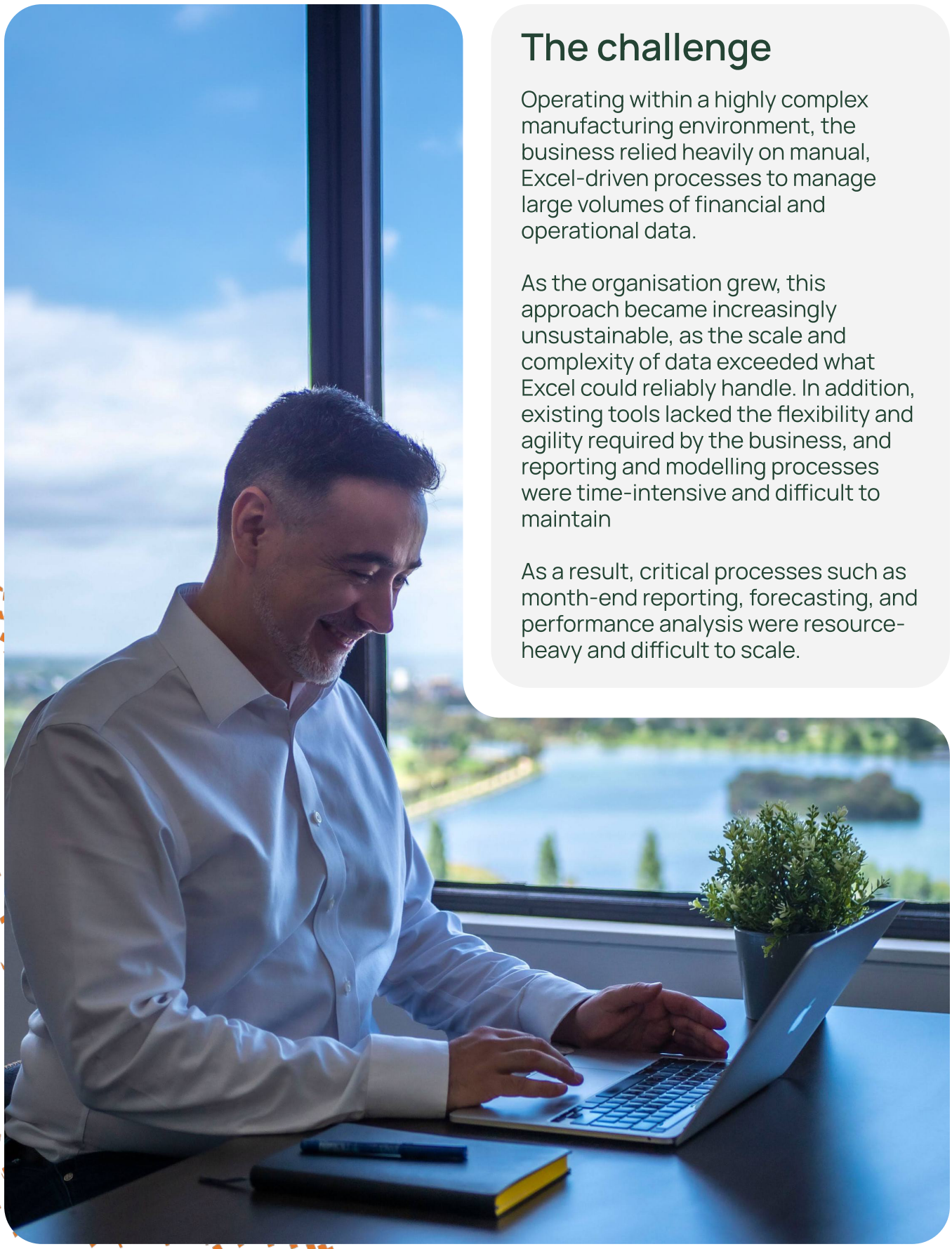
Driving better financial performance and decision making in a complex manufacturing environment



Client
Global steel manufacturing group

Scope
Financial reporting, sales analytics, forecasting, and performance optimisation

Minerva Partners has partnered with a global steel manufacturing group since 2021, supporting the transformation of complex, manual processes into a scalable, integrated reporting and planning environment. Spanning multiple projects over several years, what began as a targeted effort to address spreadsheet-driven inefficiencies evolved into a long-term partnership spanning finance, sales, and performance management.



The challenge

Operating within a highly complex manufacturing environment, the business relied heavily on manual, Excel-driven processes to manage large volumes of financial and operational data.

As the organisation grew, this approach became increasingly unsustainable, as the scale and complexity of data exceeded what Excel could reliably handle. In addition, existing tools lacked the flexibility and agility required by the business, and reporting and modelling processes were time-intensive and difficult to maintain

As a result, critical processes such as month-end reporting, forecasting, and performance analysis were resource-heavy and difficult to scale.

Project complexity

The engagement was shaped by both technical and organisational complexity. Internally, there were competing priorities between business teams seeking agility and IT functions focused on governance and standardisation. At the same time, the underlying business model (high-volume manufacturing with legacy systems) created significant data and process challenges.

Successfully navigating this environment required a pragmatic, outcome-focused approach that balanced stakeholder alignment, technical capability, and long-term scalability.



The Minerva Partners approach

From the outset, the focus was not on implementing technology for its own sake, but on solving real business problems and delivering measurable outcomes. Recognising that existing tools could not support the scale or complexity of the business, we implemented a flexible, phased approach, prioritising high-impact use cases and expanding over time.

Guided by a focus on business outcomes, the engagement has evolved over several years to include:

1. Financial reporting and consolidation

We replaced manual, spreadsheet-driven processes with automated reporting and modelling, significantly reducing effort and improving accuracy.

2. Month-end automation

We transformed the month-end process into a streamlined, automated workflow that reduced reliance on manual reconciliation and dramatically lowered resource requirements.

3. Sales analytics and quoting optimisation

We enabled real-time visibility into pricing, margins, and historical performance, allowing sales teams to make more informed decisions and enforce approval workflows where needed.

4. Forecasting and performance management

We introduced advanced forecasting and planning capabilities, allowing the business to respond more effectively to market changes and demand fluctuations.



Progress & early impact

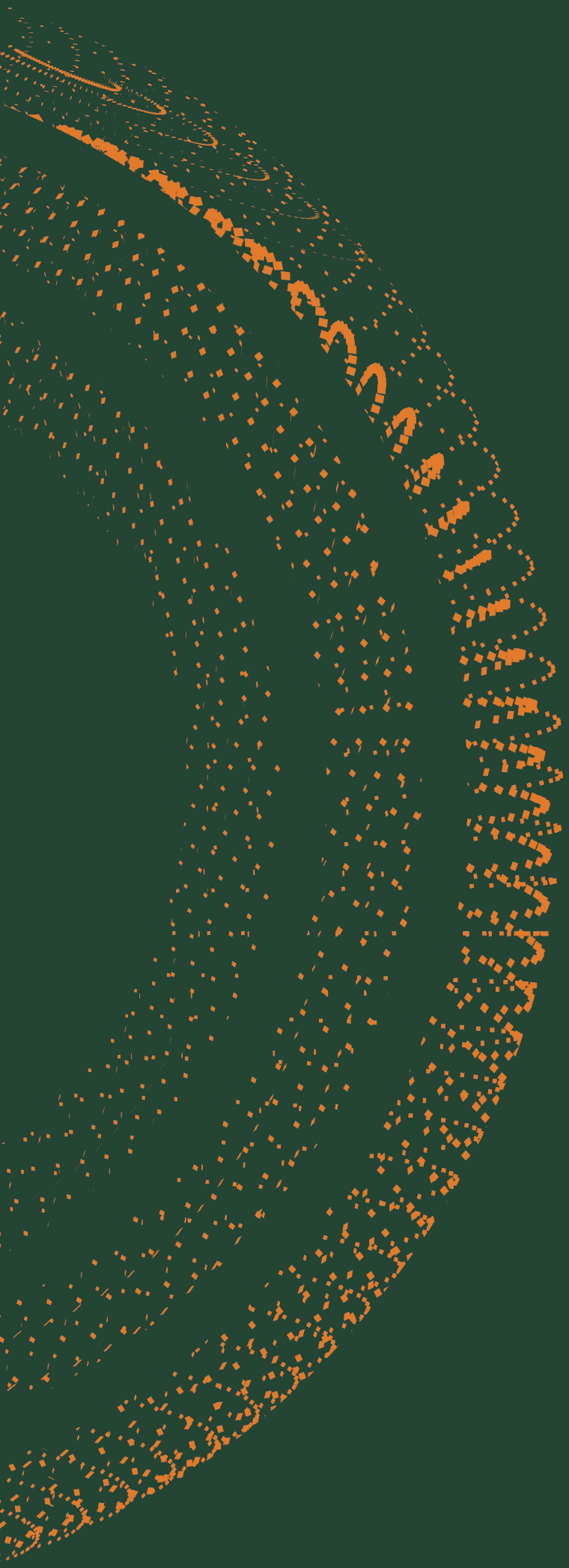
Over more than a decade of partnership, the impact has been both immediate and cumulative.

The client has seen a significant reduction in manual effort, with some processes decreasing from teams of seven to two, and increased profitability through better pricing and margin control.

Additionally, improved speed and accuracy of financial reporting and month-end processes, and enhanced decision-making through real-time visibility into financial and sales performance.

Beyond operational efficiencies, the engagement has enabled the business to evolve in maturity, moving from manual reporting toward proactive, insight-driven decision-making and ongoing scalability.

- Increased profitablity
- Improved speed and accuracy
- Ongoing scalability



Ready to move beyond spreadsheets?

As businesses grow, manual processes and disconnected systems quickly become barriers to scale. Minerva Partners helps organisations move beyond spreadsheets, designing and implementing solutions that improve performance, enhance decision-making, and scale with the business.

Ready to start?

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