

Driving profitability and transformation with integrated and flexible SAP Enterprise Resource Planning

Market-leading glass mould manufacturer OMCO has implemented a SAP Enterprise Resource Planning (ERP) solution that has delivered major operational and financial benefits while enabling essential digital transformation.



“Atos is a trusted partner who we can always rely on. There was incredible commitment from the entire project team.”

Saša Barić

Project Manager at OMCO

The context

A fast-growing multi-national business

More than one out of every three glass bottles in Europe and five in the world are made by OMCO moulds.

OMCO's business has a multi-level demand and supply chain and complex production and distribution processes. Comprising up to 20 components, its products are manufactured and sold from eight sites, across seven countries and three continents to all over the world.

Success depends on optimizing processes to ensure that OMCO's high-quality products reach customers on time and budget.

By 2016, following steep and rapid growth, the company's strategy was to:

- Centralize all sales operations,
- Develop more integrated, efficient ways of working across one single supply chain,
- Gain a clear, consolidated financial view across the Group,
- Prepare for the digital future.



The results

Higher productivity and efficiency,
with lower costs

The challenge

Strong foundations for integration and growth

With legacy systems within its siloed business, OMCO needed a state-of-the-art, Group-wide ERP system to:

- Achieve consistency across all operations, while also meeting local needs,
- Accelerate information flows, with integrated data available for evidence-based decision-making and strategic planning,
- Drive up performance and efficiency, with automation wherever possible.

This was about much more than installing another IT system. Widescale digital transformation was needed to modernize OMCO's infrastructure, deliver operational excellence and future-proof the business as new opportunities and technologies emerged.

OMCO needed a trusted digital transformation partner to advise, support and enable this vital digital journey. With a clear vision and strategy, OMCO defined its requirements for a new ERP solution before approaching 30 potential suppliers.

SAP ERP is the backbone of OMCO:

- With just one rapid data-flow, OMCO can better control its processes,
- With automation, operational performance is better and faster,
- Comprehensive, detailed, integrated data generates new insights,
- With common financial reporting, there is just one set of accounts across all countries - and with automated data entry and financial reporting, OMCO is free to focus on financial forecasting and predictive decision-making.

The solution

Rigorous selection and implementation

Throughout a year-long selection process, around 50 representatives from across OMCO undertook detailed requirements and cost-benefit analysis. Proofs of Concept tested not only the system, but also each supplier's agility, consulting, planning and delivery capabilities and commercial framework.

Atos, with its local partner, was selected thanks to a uniquely integrated and flexible SAP ERP solution (covering finance, production, sales, procurement), plus proven ability to deliver across this complex business.

Atos' solution met all OMCO's needs through a combination of standard and bespoke functionality, with re-engineered processes where necessary.

The first roll-out phase encompassed OMCO's entire supply chain, generating a blueprint for the remaining phases - including the challenge of integrating with other systems, particularly OMCO's Manufacturing Execution Systems.

This is an enabler for OMCO's wider digital transformation to embrace Industry 4.0 technologies - cloud, automation, predictive maintenance, artificial intelligence and the Internet of Things - that will transform manufacturing.

Success is thanks to the vision and passion of OMCO, supported and guided by the expertise and dedication of Atos.

About OMCO

OMCO started its operations as a glass mould manufacturer in Belgium in 1964 and has since become Europe's leading glass mould manufacturer and the world's largest mould manufacturer for the glass industry, with 40% market share in Europe and a 22% market share in the world. There are two business lines: mould shops (production of glass moulds and other tools) and foundries (production of glass mould castings and mechanical parts). OMCO has two production plants in Belgium, with plants also in Croatia, Romania, Turkey, Slovenia and UK. OMCO's strategy has been to focus on local commercial and manufacturing contacts while leveraging advantages from specialization. The company continually focuses on maximizing output of its ongoing investments in state-of-the-art machinery and technology.

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