



Case Study



## What matters to NORMA Group is data connections to engage employees

Leaders prioritize employee support as they improve their ability to plan accurately and grow faster

**Do what matters**

## Business situation: Expiring support for on-premises ERPs

NORMA Group, a market-leading supplier of joining solutions such as clamps, quick connectors and fluid lines for various industries, pushes the frontiers of imagination with technology that makes its customers leaders, too.

As a rapidly growing multinational manufacturer with several acquisitions, NORMA Group had accumulated various ERP systems of different complexity. "Every legal entity around the world had their own responsibility for choosing how to do things," says Maik Schulz, director of application management at NORMA Group. Through several ERP standardization waves, NORMA Group relied on two dozen Microsoft Dynamics AX implementations across the globe. Decentralized supply chain management made finance and operations laborious and communication from office to office highly manual. With mainstream support ending for AX solutions, it was time for NORMA Group to push ERP to a new frontier.

## Solution: Modern ERP in the cloud

To improve the information leaders and employees use to make decisions and serve customers, NORMA Group set out to harmonize its business processes globally and chose Avanade as its experienced partner for a rollout of Microsoft Dynamics 365 for Finance and Operations to 19 entities. In a project called NEMo365 – NORMA Enterprise Model for Dynamics 365 – Avanade aligned the right people with the right skills for each affected NORMA Group location. Our employees worldwide have worked on projects of NORMA Group's scope and in the industries it serves, so we understood that the Dynamics 365 rollout might differ from facility to facility.

**Company Name:** NORMA Group

**Country:** Germany

**Industry:** Industrial Equipment, Manufacturing

**Company Size:** 8,900

**Solution:** Microsoft Dynamics 365 Finance and Operations, Microsoft Power BI

NORMA Group provided a business process management team with representation across business functions and rollout managers charged with change management for the 1,500 employees who were affected by the new, standardized processes. Engagement with Dynamics 365 users covered not only system features and workflows but also coaching on how employees would work in new and different ways. For the rollout and Dynamics 365 adoption to be successful, the company emphasized support for its employees and active attention to challenges. Together with Avanade, NORMA Group resolved employee concerns.

As for the operational impact, Avanade helped NORMA Group combine disparate databases from on-premises and the cloud, first developing a proof of concept to show full industry cloud capabilities and how a cloud-based data warehouse would scale. We implemented Microsoft Power BI, which grabs raw data from a data lake for broader applicability of data to decision-making and better transparency into data use to drive insights for more efficient operations.

**"Avanade is working very closely with us to evolve, to share their best practices and combine them with our lessons learned so that we can get the best outcome and move forward."**

**– Maureen Horn**

Senior ERP Project Manager, NORMA Group

## Results: Transparency into employee activity and production

Full transparency into the production line and employee interaction with supplies, manufacturing processes and data make the move to Dynamics 365 and the cloud worth it. We helped NORMA Group replace 19 Dynamics AX 2009 and 2012 implementations in 20 months and are set to replace another eight legacy systems with Dynamics 365 as well.

**“Most locations have embraced the changes positively and are working proactively with our business process management team.”**

– **Thomas Reitz**

**Executive Vice President of Information and Communication Technology and Business Process Management, NORMA Group**

The response reflects NORMA Group’s culture of open and communicative partnership at every level.

NORMA Group is making data-based decisions. Employees have transparency into data that informs production activity, supply and pricing, while managers have insight into order processing and end-to-end logistics.

### About NORMA Group

NORMA Group is an international market leader in engineered and standardized joining and fluid-handling technology. With around 8,900 employees, NORMA Group supplies customers in over 100 countries with more than 40,000 product solutions. NORMA Group supports its customers and business partners in responding to global challenges such as climate change and the increasing scarcity of resources. NORMA Group’s products help reduce emissions harmful to the climate and use water more efficiently. Its innovative joining solutions are used in water supply, irrigation and drainage systems, vehicles with conventional and alternative drive systems, ships and aircraft, as well as buildings. NORMA Group generated sales of around EUR 1.1 billion in 2021. The company has a global network of 27 production sites and numerous sales offices in Europe, North, Central and South America and the Asia-Pacific region. Its headquarters are located in Maintal near Frankfurt/Main. NORMA Group SE is listed on the Frankfurt Stock Exchange in the regulated market (Prime Standard) and is a member of the SDAX.



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**About Avanade**

Avanade is the leading provider of innovative digital, cloud and advisory services, industry solutions and design-led experiences across the Microsoft ecosystem. Every day, our 60,000 professionals in 26 countries make a genuine human impact for our clients, their employees and their customers. Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation. Learn more at [www.avanade.com](http://www.avanade.com).

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