

The Morgan Motor Company embraces modernity to accelerate tradition



Established in 1909 by H.F.S. Morgan, the Morgan Motor Company is known the world over as an iconic British automotive manufacturer, famed for creating sports cars that boast a unique blend of craft, heritage and pure driving experience. The ethos at Morgan has remained unchanged for over 100 years: from research and design, to paint and trim, every Morgan is custom built for the customer at Morgan's Pickersleigh Road factory at the foot of the Malvern Hills.

Morgan is the very last family-owned brand still producing cars in the traditional method. The firm employs more than 200 people working in factories throughout the whole site, which is the largest Morgan has ever been. Making around 760 cars per year, more cars than ever before, Morgan is arguably the biggest niche company in the automotive trade and sports car market.

Morgan may well be steeped in a history, but to remain competitive in the modern era, it has moved with the times by adopting some of the latest technologies to design thoroughly progressive vehicles. Morgan's first production electric vehicle, the EV3, was launched at the Geneva Motor Show in 2016 and is based on the company's renowned 3 Wheeler design. The EV3 is emblematic of Morgan's future direction, based on its history and heritage balanced with a clear move to adopt modern practices while retaining the unique skills and craftsmanship that sets it apart from the other manufacturers in the sector on a global basis. In March 2018, the firm celebrated the 50th Anniversary of the Morgan Plus 8 which combines classic Morgan style and design with ultra-modern automotive technology under the hood.

About Morgan

Morgan Motor Company is a family-owned manufacturer that hand-builds iconic British sports cars, famous the world over for their unique blend of craft, heritage and pure driving experience. The Morgan Motor Company Ltd. was established in 1909 by H.F.S. Morgan with the design of the now iconic Morgan Three-Wheeler. This was followed in 1936 by the Morgan 4-4, which continues to be produced today, and is the longest-running production car in the world. The ethos at Morgan has remained unchanged for over 100 years: from research and design, to paint and trim, every Morgan is coach built for the customer at Morgan's Pickersleigh Road factory at the foot of the Malvern Hills.

www.morgan-motor.co.uk

Isolated systems hold back business

As the company has evolved over time, its IT infrastructure has grown and morphed with new technologies and solutions retrofitted to the existing architecture. Morgan found itself in a position where it had four different systems and eight different databases working in isolation from one another. This created a situation where inaccurate and, quite often, conflicting data was holding the business back. Initially, Morgan considered updating each of its systems individually, however, that would have resulted in a siloed landscape which would have rapidly become just as fragmented and out-of-sync as the legacy operation. To move forward and future-proof the business, Morgan needed to get its entire business integrated.

Morgan went to market looking for a system that could handle finance, business analytics, procurement, service, configure-to-order manufacturing, sales and spare parts, comparing a variety of various solutions from Microsoft, SAP and SAGE. “We carried out extensive research into the systems available within the market, IFS was the only system we could find that was able to manage all of the day to day requirements of the business,” notes Graham Chapman, Technology Director, Morgan.

With a focus on unwavering customer service combined with a passion for quality, style and elegance, Morgan requires partners in all areas of the business that both understand and are aligned with those values. “We reviewed what the IFS system could offer and could confidently agree that their system answered all of our questions. It was then up to us to place that trust in IFS to deliver what they said they would to take our business forward.” says Chapman.



Benefits

- Consolidation from eight systems onto a single platform
- Single platform consolidation gives one source of data for business division
- 25-30% increase in staff time efficiency
- Increased customer satisfaction
- More accurate data throughout the business
- Final product that lives up to expectations of dealers and buyers
- Unique car specification job process reduced from hours to seconds

A change management journey

With the decision made, Morgan put together a team that would work with IFS throughout the entire implementation journey.

It would be fair to say that the implementation was a learning process for Morgan. However, with the full support of IFS throughout, Morgan ultimately has a team of people who fully understand the functionality and power of the IFS solution.

“My advice for people looking to implement a new system is to actually understand the state of your business today before trying to move forward. You need to understand where you’re starting from and then you can go forward and correct the necessary issues, whether it’s at system level or operational level,” notes Morgan’s Graham Chapman.

Massive efficiency gains

With every car built to order and exacting design standards at Morgan, the manufacturing process hinges on the creation of job cards known as 'build books' for each car. Each build book was taking up to two hours to create using the legacy systems. With the methods Morgan is now able to apply using IFS, the same job is taking 60 seconds.

"I see IFS as the real foundation for the business. Without making this change we would be unable to move forward with the business. If we are not progressing as a business, we are failing to prepare the company for its second century in business, IFS is one of the most critical parts of our preparation. With this change, we can go forward as a business. In fact, we'll be able to run at new challenges in front of us. It's partners like IFS that are really that fundamental to our growth and future for the next 100 or 200 years. We looked for a solution that could handle manufacturing, sales, spare parts. Actually, IFS was the only system I felt could do this out of the box."

- Graham Chapman, Technology Director, Morgan



By automating certain processes and making repetitive tasks easier to carry out, employees at Morgan can concentrate on adding value to the business, rather than carrying out mundane tasks. "It's a change in job role, it's a new focus in their life, they're actually adding some real value. To me, that has started to empower people and as a result the whole business starts to move forward," says Chapman.

Dan Godwin, who works within the Morgan purchasing department responsible for sourcing all component parts for production and spares explains exactly how IFS helps him do his job more efficiently: “We used to have multiple spreadsheets running different things. We would have to go in and physically check stock. We’d be tied up all day long doing the routine work that IFS now picks up and does for you. Problem-solving is always more engaging than just doing routine work.”

Graham Chapman estimates that Morgan’s employees will gain 25-30 percent in additional time. But the real value gain, he says, is that orders will be more accurate. When a dealer puts in their specifications, this data will go straight into IFS and the paperwork will be created automatically – and accurately, which will ensure the end customer is totally satisfied with the resulting car.

“We can manage quality, health and safety and the shop floor with data capture, IFS allows us to manage multiple functions all in one system. Perfect,” says Chapman, adding: “When it comes to configure-to-order, for every customer we know exactly what’s going into that vehicle and that translates into our legal requirements for the sale of that car. Before IFS we wouldn’t have been able to do that.”

What next?

The future is bright for Morgan and IFS, but there’s plenty still to be done notes Chapman: “Now that we’ve gone live, the next step is to develop the system. We need to place it into the hands of everyone throughout the business. When we think about the system at board-level, it’s KPIs. It’s having the tools to make factual statements to business KPIs.”

As a progressive automotive manufacturer, Morgan also has an eye on where the industry is heading. One of the biggest challenges for a niche manufacturer is the speed of change and being able to meet the customers’ demands of today and tomorrow in CO2 reduction, regulation and new drive technologies such as EV. This is a major challenge for Morgan. But with IFS as the foundation, the car maker is on solid ground. “For us, putting down solid foundations means we can go forward and just run at the new challenges whatever they’re going to be,” says Chapman.



Find out more

Further information, e-mail info@ifs.com, contact your local IFS office or visit our web site, ifs.com

