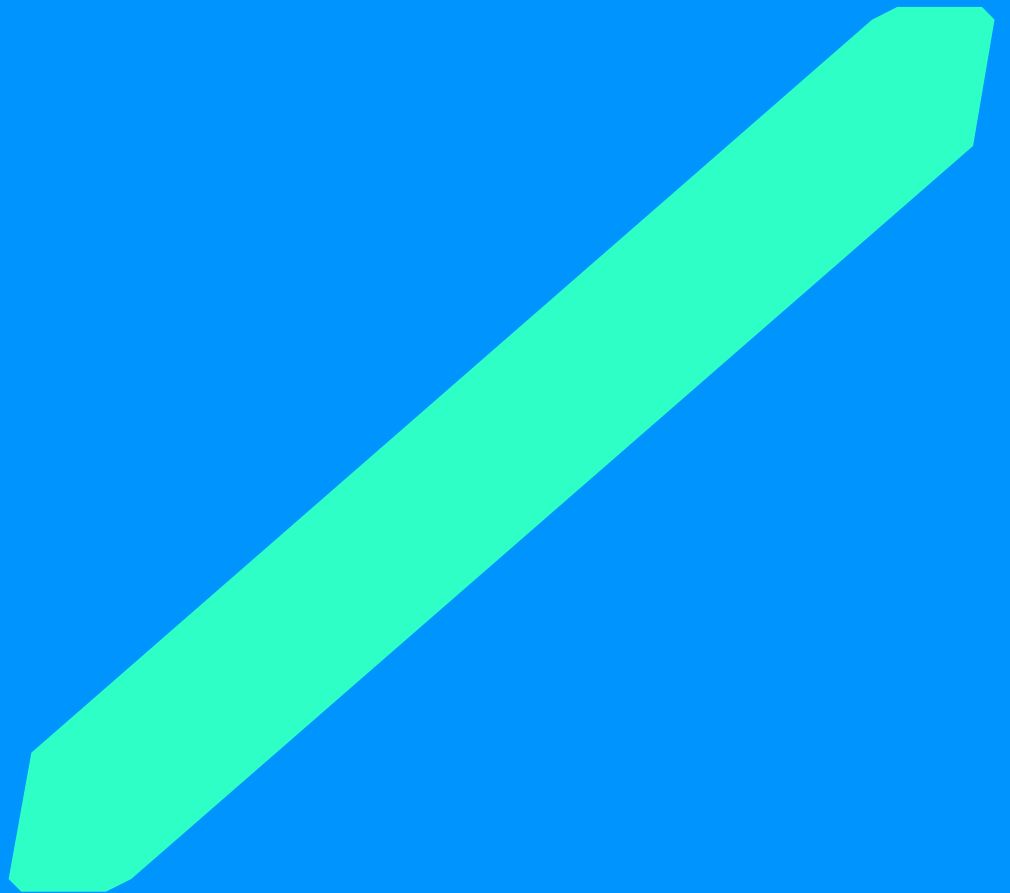


References.



*Industrial Excellence.
Count on 50 years' experience.*



Reference letter

Concerning:

Reference case letter – M3 ERP Optimization Project

Hereby, in the name of Sibelco The Netherlands, I, Gerard Mutsaers state that PDM Consulting B.V. (further to be called PDM) completed successfully the M3 ERP Optimization Project with excellent results and to our expectations.

The project description is attached to this certificate.

We wish PDM success with their further projects,

Sincerely,

Gerard Mutsaers
Operations Manager
Sibelco

Case: Sibelco

Significant goals achieved by managing the M3 ERP optimization project.

Sibelco is a global materials solutions company. As a provider of industrial minerals, they transform natural raw materials into quality products across a wide range of industries. Sibelco was founded in 1872. Today, Sibelco is a multinational business operating at over 200 production sites in more than 40 countries with a team of over 10,000 people.

THE CHALLENGE

A new M3 ERP system that was implemented in six plants in the Netherlands showed several discrepancies. This led to bottlenecks and troublesome situations throughout the entire chain. The challenge was to limit this to a minimum in the shortest time possible. Therefore, it was decided to launch a M3 Optimization Project during the last quarter of 2016, in order to achieve a reduction in:

- Discrepancies between purchase orders and invoices
- Incorrectly non-dispatched:
 - Purchase Orders
 - Distribution Orders
 - Customer Orders

In the first instance, PDM was asked to support and coach the local process owners in project management in order to attain the above deliverables in an efficient way and at short notice.

PROJECT APPROACH

Connection and co-operation were key, because of the involvement of many departments. PDM helped to build

an interdisciplinary project organization. Six disciplines including supply chain management, purchase, finance, planned maintenance, production & planning, and sales order processing had to co-operate to achieve the defined project objectives at short notice. Connection was achieved by focusing on:

Creating clarity, on the one hand, by:

- Defining shared, clear objectives
- Generating an overview of the plan vis-a-vis actuals by means of measurement reports. KPIs and project consultation structure
- Generating an overview of the problems and causes, and translating these into a project plan with associated responsibilities

And on the other hand, by continuously acting on:

- Following up and adjusting actions in short cycles
- Exchanging ideas on what was needed on both sides to achieve the results
- Opening up the unachieved planning for discussion and transforming this into new actions

PROJECT RESULTS

The project goals were achieved successfully by the end of the 1st quarter of 2018.

- Significant decrease of discrepancies/mismatches between purchase orders and invoices
- Much better understanding of the integrated ERP process in the different related disciplines
- Introduction of clear KPI's to follow of department-performance in relation to ERP system

The impact of our work

“Besides their hands-on project management, PDM connected people in various disciplines and motivated them to act into the right direction.”

Gerard Mutsaers – Operations Manager