

# PGM of Texas

## Unlocking Global Scalability, Simplifying Subsidiary Management and Streamlining Asset Management with NetSuite



**Employees:** 250+

**Industry:** Reverse Manufacturing

**Head Office:** Texas, USA

**Website:** [pgmoftexas.com](http://pgmoftexas.com)

**Systems Replaced:** Quickbooks, Excel

### The Client

PGM of Texas, a leading player in the catalytic converter recycling industry, began operations in 2010. The organization specializes in recycling automotive exhaust systems, sensors, mechanical parts, and other scrap materials such as stainless steel, copper, aluminium, and high-value electronic components.

### The Challenges

Prior to September 2021, PGM of Texas relied heavily on Quickbooks and Excel for its financial operations, fixed assets, and inventory management. The lack of robust workflows and internal control systems, along with the need to maintain servers and infrastructure, proved increasingly burdensome for the growing business. The image of a successful business still using Quickbooks did not sit well with the organization.

### Relying on Outdated Systems

Before adopting NetSuite in September 2021, PGM of Texas was heavily dependent on Quickbooks for managing its financial operations. The software, while valuable for smaller businesses, was increasingly unable to meet the growing and complex requirements of the company. The limitations were particularly evident in the absence of robust workflows, which hindered smooth and efficient processing of transactions. These challenges, coupled with the manual efforts required for bookkeeping tasks, were causing unnecessary delays and bottlenecks in operations.

### Limited Control Mechanisms

Another significant challenge was the lack of comprehensive internal control systems in Quickbooks. Proper internal controls are crucial for preventing fraud, ensuring the accuracy and reliability of financial data, and promoting operational efficiency. The inability of Quickbooks to provide advanced controls posed a significant risk to the organization's integrity and transparency.

### Infrastructure Constraints

Using Quickbooks required maintenance of servers and other infrastructure, demanding continuous financial investment. This on-premises setup was not only costly but also posed potential data security risks and operational disruptions due to server downtimes.

### Discovering NetSuite

Looking for a mid-market solution, Jeffrey Zuniga, CFO at PGM of Texas, knew of NetSuite from previous engagements in larger businesses. After evaluating other systems, including Sage, they decided on NetSuite due to its transaction flow capability, especially around inventory.

**"NetSuite came out on top for providing the closest match to our requirements without the need for a customized solution."**

Jeff Zuniga | CFO | PGM of Texas



## Reinventing the Procure-to-Pay Process

### Advanced Purchase Orders

In any industry, the importance of a streamlined procure-to-pay process cannot be understated. Efficient and accurate management of this process directly impacts supplier relationships, cash flow, and operational efficiency. One critical area where PGM of Texas saw immediate improvement with NetSuite was in the creation of Purchase Orders (POs) for advanced payments to suppliers.

In their previous system, generating POs and tying them to advanced payments to suppliers was a tedious and disjointed process. With NetSuite, the creation of POs became an integrated, fluid task. The ability to link advanced payments to specific POs improved financial accuracy and accountability. It also provided an audit trail for each transaction, enabling a more precise matching of payments and orders, enhancing accuracy in accounts payable, and providing critical insight into the company's cash flow.

### Streamlining the Procure-to-Pay Cycle

NetSuite's end-to-end visibility streamlined the entire procure-to-pay cycle. From purchase requisition to supplier payment, every step became traceable and manageable in real-time. This transparency eliminated bottlenecks, reduced errors, and increased the speed of the procurement process. This newfound efficiency also strengthened PGM of Texas's relationships with suppliers.

The speed and accuracy of payments, driven by the system's automation, built trust and reliability with their supply chain partners. It ensured that suppliers were paid on time, which is crucial for negotiating better terms and maintaining a healthy supply chain.

**From purchase requisition to supplier payment, every step became traceable and manageable in real-time.**

Jeff Zuniga | CFO | PGM of Texas

## Harnessing Enhanced Reporting Capabilities

### Expansive Global Search

One of the immediate benefits PGM of Texas experienced with NetSuite was the expansive global search feature. This intuitive functionality allowed users to quickly and effectively find relevant data across the system, significantly reducing the time spent sifting through records. Saved searches further added to this efficiency, allowing users to create and save custom search criteria that is displayed on user's dashboards. This feature facilitated access to frequently required information, promoting data consistency and efficiency across departments.

### Dynamic Dashboards

NetSuite's dynamic dashboards brought critical data to the surface, giving users an at-a-glance overview of key business metrics. With the ability to customize and personalize these dashboards, PGM of Texas's teams could prioritize their most relevant data, monitor real-time metrics, and make data-driven decisions promptly. From monitoring cash flow to tracking inventory turnover, dashboards have been a game-changer, bringing data-driven decision-making to the forefront of their operational strategy.

### Streamlining Audits

Quickbooks' reporting capabilities were increasingly proving inadequate for PGM of Texas's growing business complexity, particularly during audits. With NetSuite, the auditing process was completely transformed. The comprehensive audit trail reporting offered by NetSuite provided auditors with a clear, precise, and traceable record of every financial transactions. The system's detailed audit trail and easily accessible reports meant that auditors could quickly access the information they needed, streamlining the auditing process.

# Integrating Fixed Assets On Platform

## Escaping The Inefficiencies of the Past

Before NetSuite, the management of fixed assets at PGM of Texas was a laborious task that consumed a significant amount of time, especially during the month-end close. The team needed to manually calculate depreciation and determine the financial impacts of asset disposals. This process was not only time-consuming but also prone to potential errors, which could have significant consequences for the company's financial reporting and decision-making.

## Transitioning to NetSuite's FAM

The implementation of NetSuite's Fixed Assets module completely changed how they managed their assets. It automated the tedious and complex process of manually calculating fixed asset related journal entries. The standout feature was the ability to calculate depreciation with a single click, a significant improvement on their historical approach. NetSuite's FA module automatically takes into account the impacts of asset disposals, a feature that is crucial for an organization like PGM of Texas, where asset turnover is a part of their routine operations.

## Time Savings and Improved Accuracy

The shift to NetSuite's Fixed Assets module has led to dramatic time savings. What used to be a half-day process at month-end is now accomplished automatically. The time saved is now spent on reviewing and analyzing data, adding more value to the company's financial management process. Additionally, by automating calculations and adjustments, PGM of Texas has reduced the risk of errors, enhancing the accuracy and reliability of their financial reporting.

# Partnering with CEBA Solutions

## Overcoming Initial Obstacles and System Performance

When PGM of Texas started its journey to upgrade its business systems, they knew they needed a partner who could guide them through the transition process. After consideration of a number of NetSuite Partners, they chose CEBA Solutions.

CEBA Solutions proved to be a responsive and highly skilled partner throughout the implementation process. They effectively translated PGM of Texas's business needs into functional requirements in NetSuite, ensuring that the system's capabilities were fully utilized. They adhered to the project timeline, ensuring all tasks were completed to meet the promised go-live date, which was critical. The partnership was not about rushing through the process but was centered on a careful, methodical approach to ensure successful implementation.

**The key reason why we choose to partner with CEBA Solutions was the time they took to really understand PGM's unique business processes. Compared to other consulting firms that we evaluated, CEBA showed a level of in-depth knowledge, not just of NetSuite, but also our organization and industry.**

**Jeff Zuniga | CFO | PGM of Texas**

# Future Outlook

## Maximizing NetSuite Capabilities

As PGM of Texas settles into their new operational rhythm with NetSuite, they're already making plans for leveraging the platform's robust capabilities further. Recognizing the potential benefits of the system's extensive budgeting features, the company is eager to integrate them into their financial planning processes.

PGM is also evaluating the potential for international expansion. With NetSuite's global entity management capabilities and simplified roll out process, PGM of Texas is now confident in exploring opportunities in the Middle East and Africa, signaling the beginnings of a new chapter in their growth story.