

# CUSTOMER VIEWPOINT



## Greg Smith

CHIEF INFORMATION OFFICER  
ROYAL CANADIAN MINT

Smith oversees the Mint's information management and technology strategies, system planning, and provisioning of information systems services.

### FOR MORE INFORMATION:

Go to [www.cio.com/whitepapers/microsoft\\_dynamics](http://www.cio.com/whitepapers/microsoft_dynamics) to learn more about the innovations that make Microsoft Dynamics AX 2012 powerful, agile, and simple.

## Royal Canadian Mint Drives Growth with Microsoft

Over the last five years, the Royal Canadian Mint has achieved what others haven't—an astounding 400 percent growth in revenue. CIO Smith says the organization wouldn't have survived that growth without its transition to Microsoft Dynamics AX.

### What trends have driven business growth for the Royal Canadian Mint?

Being an Official Supporter of the Vancouver 2010 Winter Games had a significant impact on our business. At the same time, we enhanced the focus on our business-to-consumer activities. In prior years, the Canadian economy grew considerably, as did the demand for circulation coins. When the economy contracted, the bullion market skyrocketed. Some of this growth was anticipated, so we modernized and standardized on Microsoft technologies to help keep pace.

### What challenges did the organization face?

Although not a large organization, we generate up to \$2 billion in annual revenue. That creates challenges in aligning, prioritizing

processes, and we make sure we're aligned to the business needs.

### How has standardization on Microsoft technologies helped?

Microsoft Dynamics AX is the core of our systems. It runs everything—from manufacturing to procurement to sales. We looked at other leading ERPs, which are very capable products, but we wanted something that could deliver the maximum value, shortest implementation time, best TCO and let us manage our infrastructure without an army of consultants. We're rapidly adapting to change and we needed to be able to build something that delivers value without taking so long that it's obsolete by the time it goes live—and the Microsoft Dynamics AX solution allows that.

### How were you able to tend to your bottom-line?

We've driven the cost of IT per person down dramatically. We benchmarked ourselves against MIT's numbers and we're running well below the private sector manufacturing

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and coordinating. From a technical perspective, we've continued to modernize and enhance our platform as we rolled forward. As you can imagine, it's hard to change your engine when you're driving down the highway. For us, it's all about agility—if we can't deliver in weeks what used to take months, we're holding back the business.

### What impact did all of this have on the role of IT?

Our vision is “To be the best Mint in the world” and we aim to have the right tools in place to help us achieve this goal. The Board of Directors recognizes the value of technology in achieving that edge and has supported the necessary investments. IT people are deeply embedded in the business and its

average—which is notoriously lean. In the past, we may have under-invested in newer technologies so we modernized and now sustain a healthy investment and replenishment cycle. We always try to maintain a leading-edge stance, but we take change in small bits.

### What are your future plans for IT?

Now we're in the middle of an upgrade of Microsoft Dynamics AX to the latest release—Microsoft Dynamics AX 2012. We're very focused on SharePoint 2010 technology as our abstraction layer. We'll continue to leverage value from such investments while we look at a transition strategy that incorporates the cloud. Bottom line: We make money by making money, so we'll continue to focus on generating business value.

