

Multi-Banner Process and System Harmonization

Identification of common future-state processes across different banners and analysis of change impacts, as well as development of an implementation roadmap to deliver the desired process and systemic changes.



The Client

A multi-banner Fortune 150 discount retailer operating over 14,000 stores throughout the United States and Canada

The Challenge

Due to recent acquisitions, the company was faced with using multiple disparate systems to perform similar business activities across its different banners. As an example, one banner was operating with a legacy homegrown sourcing and purchase order (PO) tracking system, while another banner was using a configurable software package from a reputable PLM solution provider.

While some of the processes and systems were too distinct to synchronize, some business areas determined that it would be feasible and beneficial to create uniform processes utilizing common systems, primarily focusing on global sourcing, merchandising, PO administration, and product development.

The company needed assistance in identifying common future-state processes across different product types and banners, determining system(s) necessary to support the common processes, creating an implementation roadmap, as well as performing a change impact analysis across affected roles.

The Parker Avery Solution

The Parker Avery team began by interviewing representatives across the client's business areas to understand current business process and systemic requirements and pain points.

Utilizing information gathered during the interviews and client documentation, Parker Avery created future-state process flows and identified the supporting systems for each of the process steps.

Once the appropriate process flows were confirmed with business representatives, The Parker Avery Group compiled the required system enhancements and process improvement opportunities, and the

team developed a matrix of change impacts for applicable roles, systems, and processes.

Parker Avery was responsible for several deliverables during the project, including:

- Interview summaries
- Business requirements
- Future-state process flows
- Required system enhancements and process improvement opportunities
- Change impact analysis
- Implementation roadmap

The Result

With daily interaction and support from the client, The Parker Avery Group provided future-state global sourcing and PO tracking processes along with a roadmap of the upcoming implementations to fully implement the synchronized future-state processes.

Further, Parker Avery's change impact analysis enabled the client to execute a solid change management strategy for each of the process and system implementations to enhance adoption and benefit realization.