

Wholesaler Sees Success with System Upgrades and New Acquisition Integrations

Client Challenge

This global medical apparel wholesaler faced the challenge of integrating two newly acquired brands into their operations. They wanted to streamline processes and enhance customer experience by consolidating their enterprise resource planning (ERP), finance, and warehouse management (WMS) systems. These system integrations would reduce redundancy and complexity by allowing customers to order from one catalog utilizing one system across all brands. However, their existing ERP system, customized over twenty years ago, last upgraded seven years ago, and running on outdated, less secure servers, severely hindered progress.

To overcome these issues, the company developed a three-phase plan to integrate each brand and upgrade to a modern, cloud-based ERP solution. Once completed, this would unify processes across all brands, making future acquisitions smoother, and ensuring continued efficiency.

Parker Avery Solution

Working closely with the client, Parker Avery guided the company through the following key activities:

- Developed a cross-functional program structure and governance model
- Created a comprehensive (business and IT) project plan to recast dates for each phase
- Conducted current-state discovery meetings for each brand
- Identified key business process improvement opportunities
- Created test scenarios and facilitated test execution
- Developed a change management strategy including a detailed communications plan and a comprehensive learning and development program
- Created an information hub for the training and communication materials and a sustainment program to encourage system adoption
- Created a data conversion strategy and plan
- Developed a readiness checklist by functional area
- Created and managed cutover and hypercare plans

RESULTS



NEW
BRANDS
INTEGRATED



MULTIPLE
SYSTEMS
UPGRADED



END-USER
TRAINING
DELIVERED

After integrating the two new brands, upgrading their ERP system to the current cloud-based solution, and retiring redundant systems, the client has a common way of working across brands supported by a modern, reliable system. Further, the company is equipped with a proven integration plan for future brand acquisitions.

The company's transformation not only addressed immediate challenges but also set the stage for sustained growth and market leadership.