

Streamlined Multi-Banner Sourcing Processes for a Fortune 150 Retailer

Client Challenge

The client is a multi-banner Fortune 150 discount retailer operating over 14,000 stores throughout the United States and Canada. 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, select 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 retailer needed assistance in streamlining multi-banner sourcing processes across different product types, determining system(s) necessary to support the common processes, creating an implementation roadmap, as well as performing a change impact analysis across affected roles.

Parker Avery Solution

The Parker Avery team began harmonizing the client's sourcing environment across its multiple banners by interviewing representatives across different business areas to understand current processes, systemic requirements, and pain points. With the information from the interviews and review of client documentation, Parker Avery created streamlined future-state process flows and identified optimal supporting systems for each process step.

After confirming the new process flows with business representatives, The Parker Avery Group compiled the required system enhancements and process improvement opportunities into an achievable implementation roadmap.

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

In harmonizing and streamlining the client's multi-banner sourcing processes and systems, Parker Avery delivered the following major work products:

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

RESULTS



STREAMLINED
SOURCING PROCESSES
DESIGNED



IMPLEMENTATION
ROADMAP
DELIVERED



ORGANIZATIONAL
CHANGE STRATEGY
EXECUTED

With daily interaction and support from the client, The Parker Avery Group delivered streamlined multi-banner sourcing processes and PO tracking along with an implementation roadmap to roll out the synchronized future-state processes.

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