



MEBC Performs Organizational Assessment, Requirements Gathering, and ERP Software Vendor Fit-Gap Analysis and Project Readiness for a \$2.5B Grocery Wholesaler/Retailer in 4 Months

Industry

Distribution Intensive

Private \$2.5B Grocery Wholesaler/Retailer

Challenges

Our client had outgrown their legacy information systems and needed advanced functionalities (ERP and SC Planning) to support an expanding business. MEBC was contracted to support the early phases of their technology journey working directly with the CIO to assess people | process | technology implications of a large and potentially multi-vendor software implementation.

Our client, a large privately held regional grocer in North America operating as both a Grocery Wholesaler with a large portfolio of private label brands and a retail operation with over 400 stores, partnered with MEBC to assess their ability to successfully implement and absorb an enterprise-wide ERP solution, while gathering detailed requirements and performing an ERP Fit-Gap Analysis, considering People, Process & Technology.

Project Footprint

- Corporate HQ and 7 Distribution Centers
- 32 Interviews & 6 Requirements Workshops

Solution

- MEBC Advisory Services Toolkit
- Software Vendors: SAP, Oracle, Infor & JDA

Client Results

- Organizational Readiness Score with Gaps by Function
- 1,200+ Detailed Business Requirements Cataloged
- ERP Fit-Gap Analysis Performed

A Need for Real-Time Information

The key objective of this project was to assess and prepare our client management team for an upcoming ERP 'Go - No Go' decision. They have been operating with 30 year old mainframe legacy systems that are not providing them with the real-time information transparency required to run their business and make timely decisions. The new CIO was expressly hired for the purpose of implementing current technology focused on functional improvement. The COO wanted to know if the end-to-end business was ready for this major change and what was the best fit software for their operating model.

MEBC managed this project with three discrete tracks using a small integrated project team of senior resources who leveraged our findings across all project efforts:

- 1) **Organizational Readiness Assessment**
- 2) **Business Requirements Gathering**
- 3) **ERP Fit-Gap Analysis.**

Working directly for the CIO under the Executive Steering Committee, MEBC was asked to consider all ERP software packages that would fit their current business footprint and support their growth objective of 100% over the next 8 years.

While performing ERP industry research, MEBC began by developing a workplan with supporting schedule to secure initial executive team buy-in.



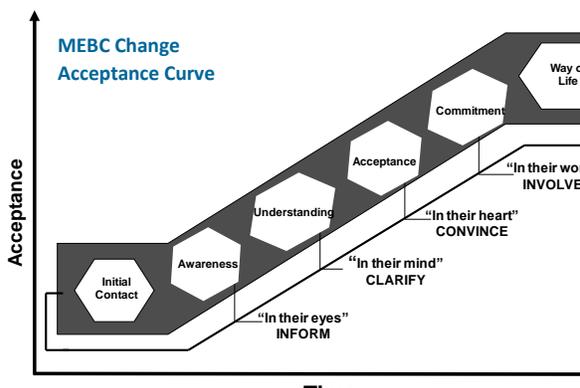
Through this effort MEBC assessed the following client Business Units and Departments:

- Operations – Warehousing & Transportation
- Customer Service

“MEBC’s efforts helped to put us on a path for success as we move forward with our ERP implementation and the redefinition of our business. They made us look in the mirror as an organization and see what needed to be addressed so that we can operate efficiently for the next 50 years...Their insights were critical for our ERP acquisition.” - **Chief Information Officer**

Organizational Readiness Assessment

MEBC leveraged our Advisory Services Toolkit throughout this project. We used our Change Acceptance Curve to plot each business unit and department. We then developed a Roadmap for recommended improvement for each including knowledge and skill deficiency gaps that need to be addressed through the Change Management/ Training track of the ensuing ERP project.



- Buying – Meat/Seafood | Produce | Bakery | Dairy | Deli | Dry Goods | Beverage | General Merchandise | Health & Beauty | Frozen/Refrigerated | Specialty/Promotional
- Finance & Accounting – Internal | Services
- Real Estate Operations
- Marketing
- Information Technology
- Human Resources
- Retail – Owned | Franchised | Partners
- Board of Directors & Sr. Executives

We also adapted the Supply Chain Operations Reference (SCOR) Model® to the client business to understand the functions performed within each department and their interaction across the business landscape both internal and external. This adapted SCOR Model also served as the foundation for the Requirements Gathering track.

Business Requirements Gathering

During this track of the project we worked to understand and document our clients wholesale and retail grocery models. We leveraged our MEBC Toolkit preconfigured with standard business requirements which we find to be 80% applicable to the businesses we engage with.

MEBC then worked with the client to identify and catalog over 1,200 enterprise-wide discrete business requirements through interview/review sessions and supporting workshops.

MEBC Process Framework™ - We work with you to define and categorize your processes	
Competitive Actions	Processes that differentiate and brand you – “Keep customers coming back”
Industry Actions	Processes that are unique to your industry – “Required to compete”
Business Actions	Processes that are universal to most businesses – “Necessary to stay in business”

We also utilized our MEBC Process Framework (above) to categorize our client foundational Business Actions, requisite Industry Actions, and the Competitive Actions which are the ‘secret sauce’ requirements that cannot be forgotten during the ERP selection and implementation.

Organized by function, these requirements served as the backbone for the ERP RFP which the business owners and IT team ultimately developed. They will also serve as the starting point for the design phase of the ERP Implementation project.

ERP Fit-Gap Analysis

Throughout this effort MEBC was hard at work analyzing the ERP software vendors and how each would meet the organizational needs and requirements of our client’s surprisingly complex business environment. We considered two enterprise-wide approach options:

- 1) **Single vendor**
- 2) **Best-of-breed with certified interfaces.**

After working through decision trees during Executive Steering Committee sessions we short-listed the vendors to: SAP, Oracle, Infor & JDA. We then did a deep-dive to understand their specific functionality for the grocery/retail landscape and built scenario scripts for each vendor to demonstrate their capabilities against.

In the end, our client asked for the best fit solution for both approach options which we provided to them. Additionally, we used all of our learnings for an MEBC Best Recommendation for the lowest-cost / best-fit / highest-success solution. With this information our client was well equipped to proceed with their ERP RFP process.

Supply Chain Advantage. **Delivered!**



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About MEBC, Inc.

Founded in 2002, MEBC is an **employee owned** professional services organization. We focus on providing world class supply chain planning system implementation and advisory services to global leaders in manufacturing, sales, distribution, service, and sourcing intensive industry verticals.

As a **JDA Software Partner** we have performed **over 50 client project engagements**. Our unique implementation approach - **MEBC Agile Deployment Methodology & Toolkit™** - **has won three consecutive awards for innovation and client success**. We have also been recently recognized by Gartner as a leading JDA implementation partner.

MEBC is headquartered in the suburbs of Philadelphia, PA with partner ventures in South America and in Europe to support our global clients. Learn more at www.mebcglobal.com.