



# SYSTEMS TRANSFORMATION

Leading snack food distributor engaged Bricz for a systems transformation as they established new distribution centers

A leading snack food distribution company that is part of the top 3 food distribution companies in the US created rapid expansion plans for multiple channels. Traditionally, the distributor serviced several different channels, including movie halls, hotels and correction facilities, through operating companies.

As the company expanded to distribute to retailers, there was a need to establish new distribution centers and transform their solution landscape to effectively serve the new opportunity. The distributor was running a home grown AS400 technology platform that functioned as an ERP and WMS. The distributor quickly realized that the existing platform did not provide features required for the expansion like:

- Pick and pack
- Ability to pick multiple unit of measures based on differing customer requirements
- Interfaces with automation systems
- Part of larger Supply Chain Execution platform (including Distributed Order Management, Labor Management, Slotting, etc.)

The distributor engaged Bricz to perform a large-scale systems selection. Bricz consultants evaluated the existing AS400 solution to create the boundaries of the AS400 ERP solution and established requirements for a modern WMS solution. The Bricz team championed the selection for all phases including requirements gathering, request for establishing a comprehensive request for proposal (RFP) to get to the right solution fit for current and future needs for the distributor.

## Challenges

- Home-grown solution that functioned as ERP and WMS
- Limited resources allocated for project
- Requirements across multiple operating companies
- Simultaneous facility design for new DCs

## Bricz Process

- Methodical approach for requirements, qualification, evaluation, and selection
- RFI published with 11 WMS vendors
- RFP published to 5 vendors
- Demo executed by 4 WMS vendors
- Contract evaluation with 2 vendors

## Bricz Value

- Customer and vendor appreciation for a structured and fair process
- Meticulous attention to detail
- Accelerated requirements gathering with comprehensive functionality matrix
- Proven methodology to create focus on the right vendor solutions
- Deep insight of vendor limitations, pricing, solutions roadmap and support



# Bricz Analysis & Recommendations

## Evaluating Systems Requirements

The project incorporated current sites, greenfield sites, and material handling equipment. The first step to helping the distribution company find the right WMS was to understand the company's business needs. The Bricz team started with understanding the client's current systems, processes, and imperative functional requirements. This was followed by discussions with key stakeholders and users of the current systems. The Bricz team worked tirelessly to understand the minute details that went into complex scenarios and established a comprehensive Request for Proposal (RFP) document.

## Shortlisting Potential Contenders

Based on the requirements identified, the Bricz team used their vendor-agnostic approach to find WMS solutions that met the client's functional requirements. When investigating system qualifications, the team further accounted for attributes like pricing, technical assistance and support after Go-Live, reliability, and system flexibility. The Bricz team shortlisted 11 WMS vendors in the first iteration with whom the Request for Information (RFI) document was published. After multiple iterations, Bricz drilled down to 5 contenders who were engaged in the RFP process.

## Vendor Evaluation

As the Bricz team proceeded with their discovery and evaluation, it became evident that every Tier 1 solution had the capability to address the common functions expected of such systems. Each one of them could easily meet 80-90% of the distributor's business requirements out of the box. The differentiation among these solutions was a solution that could manage the 10-20% of requirements that were unique to the manufacturer's organization. Therefore, addressing the differentiators was the key to the final decision, especially in how it related to total cost of ownership.

The right solution for the distributor would provide the functionality/technology needed today, the ability to address tomorrow's needs as dynamically as business requirements and bring in the operational savings expected of a premier solution. The Bricz team coordinated and observed system demonstrations for each of the 5 vendors finalized in the previous step. Bricz utilized one of their most reliable resources, the WMS Evaluation Scorecard, for feedback purposes. The Scorecard not only helped the client understand the differentiators but also painted the 'Big Picture' about each WMS.

## Final Selection

The significant attributes evaluated during vendor comparison process that helped narrow down the options to 2 out of the 5 WMS vendors were:

- Reliability Rating
- SME Availability
- System Intuitiveness
- Flexibility (Access to Source Code, Integrations)

The final stage of the vendor analysis process included comparing each vendor's pricing and implementation plans. Overall, Total Cost of Ownership, Project timeline and Flexible Systems Architecture were major drivers in the final-decision making process.

Using the Bricz team, the distribution company was able to select a WMS that best accommodated their unique business needs. Bricz, with their industry expertise in Supply Chain Analysis and Systems Implementation could provide the company with valuable recommendations to make an informed decision to keep their supply chain rolling smooth.