

# DRIVING VALUE IN VENDOR SELECTION: ALIGNING ERP TO SUSTAINABLE FUTURE SUCCESS

Founded in 1865, American Hotel Register Company is a distributor and manufacturer of hospitality supplies and products, including linens, electronics, foodservice products, furniture, janitorial and maintenance products, office supplies, and more. Beyond the products and goods provided, the company also supplies large chain hotels a single source experience with excellent customer service, project management, and product support.

With plans to expand globally, there was a growing need for an integrated ERP solution aligned with American Hotel Register Company's strategic vision and corporate culture. As a functional leader with differentiated expertise in wholesale distribution, Clarkston Consulting was selected as partner in this process to enable an outcomes-driven, value-focused vendor selection. Through this process, the client aimed to implement an ERP system solution that automated currently manual processes, eliminated operational waste, and enabled greater efficiency across the business.



# Consumer Products Case Study

## PROJECT OVERVIEW

### COMPANY:

American Hotel Register Company

### HQ LOCATION:

Vernon Hills, IL

### INDUSTRY:

Wholesale Distribution

### PRODUCTS & SERVICES:

Hospitality goods, with product support and project management

### EMPLOYEES:

1,000 employees

### REVENUE:

\$1B

### PRIMARY OBJECTIVES:

At the onset of this project, leadership at American Hotel Register Company sought Clarkston's support in evaluating and selecting an ERP system that enabled:

- Increased operational efficiencies
- System flexibility to quickly respond to business changes and requests
- Global expansion readiness
- A controlled total cost of ownership

### RESOLUTION:

- Utilized Clarkston's robust vendor selection methodology leveraging prebuilt templates and scoring tools
- Developed solution selection criteria aligned with organizational strategy and objectives
- Completed holistic market scan to identify all viable candidates
- Constructed Request for Information (RFI) and Request for Proposal (RFP) criteria, documentation, and communication to allow vendor understanding of client needs while developing qualitative and quantitative assessment tools for client's use in review
- Created an open line of communication for vendors to ask questions regarding client needs and documented questionnaire for all participants
- Defined user requirements to input for implementation
- Provided facilitation and oversight of vendor demos for comprehensive evaluation of vendor capabilities
- Delivered final recommendation for ERP solution

### KEY BENEFITS:

- Leveraged a robust and simplified vendor evaluation methodology tailored for wholesale distribution
- Designed selection approach to consider cross-functional capabilities and impact
- Consistent unbiased scoring and selection approach based on the ability to satisfy defined business and technical requirements
- Documented user and technical requirements
- Developed business case for justification of new system for executive approval

**CLARKSTON**  
CONSULTING

### KEY PERFORMANCE INDICATORS:



Reduction in cycle time to select vendor and solution to kick off implementation (8 weeks)



Advancement towards defining cross-functional user and technical requirements needed for implementation



Defined base case metrics to measure solution performance

