

Grocery Chain IT Strategy & ERP Selection

A grocery retailer with more than 200 member-owned and corporate grocery stores was on a journey to modernize and transform their IT landscape from a disparate and manual environment to a key capability that supports the needs of the grocery retailers of the future. To do this, the new Chief Information Officer (CIO) enlisted the support of Clarkston as a strategic advisor.

As part of the IT strategy, an initiative to replace its existing ERP and reporting environment was identified. Clarkston supported the client through a full request for proposal (RFP) and vendor selection for their ERP, Warehousing, Promotions Management, Data Warehouse, and Business Intelligence solutions. Clarkston collaborated with the client on a solution to evaluate and select a best fit ERP system.

Retail Case Study

PROJECT OVERVIEW

INDUSTRY:



Retail

PRODUCTS AND SERVICES:



Grocery Retail, Grocery Retail Co-op

PRIMARY OBJECTIVES:

- Develop an IT strategy and roadmap to replace existing systems with an industry standard and scalable ERP
- Identify and implement new IT processes to support their growth initiatives
- Perform a full RFP process and vendor selection for a new ERP system to provide the foundational technologies to support their business

RESOLUTION:

- Incorporated industry standards for scalable ERP and reporting solutions based on the business growth strategy
- Gathered requirements at the corporate and the store level across several process areas, including merchandising, pricing, sales, procurement, and finance, and with integration to the store systems (POS, scale management, etc.)
- Performed a robust market scan and selection process to identify qualified vendors for the RFP (including cloud, on-prem, and hybrid models)
- Developed a Request for Proposal for short-listed vendors and management of the RFP process
- Provided an unbiased and structured evaluation methodology for selecting best fit vendors based on key business criteria with supporting scoring tools and templates
- Coordinated scripted demonstrations and workshops to evaluate finalist vendors

KEY BENEFITS:

- Selection of an overall solution suite (ERP, DW, BI, Promotions Management) meeting selection criteria with robust quantitative and qualitative foundational support documented within the provided timeline
- Cross-functional alignment and support of the solution selected
- Documentation of detailed business requirements and supporting implementation plan to transition into implementation
- Support during the contract negotiation process with the finalized vendor
- Readily prepared to transition into Implementation phase



KPIs:

Creation of a Global Process Catalog across all business functions covering more than 1,200 requirements

Evaluation of six “Best of Suite” solution providers and 14 “Best of Breed” solution providers across selection criteria

Delivery of an IT Roadmap, organizational structure, and foundational approach to utilizing technology to serve their business

Implementation of IT processes, help desk improvements, and project management standards

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