

Manufacturer of Non-Dairy Food Products Dallas, TX

Background

This company was a \$650 million public manufacturer of Non-dairy food products supplied to the retail grocery industry. It had grown through acquisitions and now owned a national product-line of products as mentioned above.

The company was experiencing information technology turmoil as a result of recent events. The IT management had left the company and the department was in a state of low moral and productivity. With continued and rapid acquisitions, the company needed a standard centralized environment without disrupting the day-to-day operation. Finally, marketing and sales were frustrated and unable to retrieve information in a manner that would support the basic needs of the company.

Situation

With the recent exit of IT management, the 6 people in IT were unable to complete projects, service the company, let alone consolidate multiple systems into one centralized environment. Although one of the acquisitions had just completed installation of MFG/PRO by QAD, management decided to consolidate all companies to their existing AS/400 BPCS system. Money was tight and acquisitions continued. The BPCS system was initially installed for financial purposes only, leaving other departments to fend for themselves.

Solution

By conducting a “current state” evaluation we were able to understand clearly where and how the department ended up in this position, therefore, spelling out our path to resolve it. Certain individuals needed to be replaced while additional staff was needed to support the simultaneous projects. One small group supported the day-to-day issues while another focused exclusively on consolidation. We upgraded hardware, instituted standardization and implemented policies and procedures to help IT support the company in the most efficient manner.

Results

Within 3 months, IT was providing quality support to the corporate office as well as remote locations. The system consolidation was complete in one year. Data cleansing followed which took an additional year, resulting in a new data warehouse and tools to provide the information necessary to manage the business. After 27 months, the department was handed over to a new IT director for normal daily operations.