Largest National Manufacturer of Dairy Food Products
Dallas, TX

Background

The company was a $3.5 billion publicly owned domestic and international manufacturer of Dairy food products supplied to the retail grocery industry. It had grown through rapid acquisitions and is now the largest manufacturer of milk products in the country.

The company consisted of a small corporate office in Dallas with large regional offices throughout the country and abroad, run by the original owners of the largest acquisition in that area. Needless to say, each division was very powerful and self-contained.

Situation

With a major acquisition in Dallas, the owners decided to move two companies into one new location near downtown Dallas. In February of 1999 it was discovered none of the locations within the organization had started their Y2K project. The company had six major computer systems, over 4000 PC's, 200 servers, and 50 ladder logic control systems that needed evaluation and upgrades before the end of the year. Financial data from all six regions needed to be consolidated in a single set of financial statements and a project was launched to select and implement an ERP system throughout the country.

Solution

Once approved and the proper communication at the CEO level was delivered to each regional office, we quickly put together corporate and local teams to begin a rapid Y2k project. Since each location possessed identical systems, we decided to build a website loaded with information to shortcut any redundancies. Consultants traveled the country for specialized inspections on ladder logic systems. Procedures were developed and a single corporate project manager controlled all communications from a central location. A new state of the art data center was built from the ground up to support three companies in a single location. All three corporate offices were moved in a 3 month period. With the help of Deloitte & Touche, we were able to purchase Hyperion to consolidate 6 regions into a single corporate financial statement. Finally, an evaluation took place to understand the needs of the company for a new ERP system.

Results

By the end of October 1999, each facility had completed their Y2K project and returned all documentation to corporate for SEC filings. At the same time, Hyperion was selected and active within 9 months producing consolidated financial statements. To round out the year, JDEdwards was selected over Oracle and BPCS as our national ERP solution.