



End users at this **\$3-billion food service company** knew they'd face a **STEEP** learning curve when it came time to upgrade to Manugistics 7.x.

That was the *good news*.

SS033:
Frozen Food Manufacturer

GETTING A LEG UP ON 7.X UPGRADES

IT HAPPENS IN THE BEST OF FAMILIES...

...and in the best of family-run businesses. Despite good intentions, things sometimes go awry. And so it was that supply chain leaders with this one-time mom-and-pop shop-turned U.S. industry leader found themselves facing a steep, uphill challenge: *How best to reverse the slow-growing rust of neglect that had left their old supply chain management system outdated and beyond the means of their once sophisticated end-user team to manage complex, enterprise-wide decision-making tasks.*

IT'S THE LITTLE THINGS THAT COUNT

Just as this company's namesake founder started out small—growing his one-van food delivery service into a multi-billion-dollar global operation over 40 years—so too did various business challenges begin compounding each other following his death, snowballing over time into a bona fide problem.

“The style of management at the company changed,” said Plan4Demand CEO Lisa M. Kustra. “They went from a very agile leader making visionary decisions to a slower process of validating the payback of new initiatives based on generally accepted accounting principles. They lost momentum. They also divided the organization into three business units, thus requiring very process-oriented tasks to achieve consensus.”

Attrition also took a slow toll on the company's once robust team of in-house super users, until the remaining supply chain leaders simply fell behind in their effort to keep their installed Manugistics software up-to-date.

“On the plus side, their end users had maintained close ties to the greater user community of Manugistics clients, so they had a good grasp of the new features and capabilities available with the newer software releases,” said Kustra. Of course, that meant they also had a realistic sense of just how far behind their outdated version of the software lagged in terms of utilization and potential functionality.

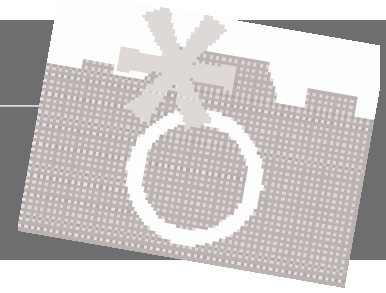
“Bridging this gap—helping the supply chain leaders and executives gauge what it would take to regain their footing was no small task,” said Kustra.

PLAN4DEMAND MET THE CHALLENGE HEAD ON.

Solution Snapshot

Problem: Leaders of a once-robust supply chain operation realized their infrastructure and support system had weakened over the years. Now they faced the many hurdles of a complex upgrade.

Solution: Plan4Demand specialists led a broad “prototyping” effort to assess what it would take to optimize the firm’s operation, inform executives of their best options, and train the end-user team.



THE L-O-N-G, STEEP, UPHILL CLIMB...

With 24,000 employees throughout 50 countries, the support needs of this corporation had long since outstripped those of a one-van operation. Specifically regarding a possible upgrade to Manugistics 7.x:

- The system’s revamped Web-based architecture threatened to swamp the abilities of the company’s end users, whose infrastructure was a v6.1 client/server database recently upgraded from 5.1—a purely technical move that included no functional enhancements or user input.
- With no super users to lead the way, end users had regressed to using the system for transactional vs. strategic support. They were in a downward spiral, using the “wrong end of the hammer” to do things like manually set up the application’s DFU and SKU infrastructure or to address simple issues like “Where do I need stock today?” “Are any of my trucks running late?” or “How will I allocate warehouse stock?”
- Supply chain managers at each of the corporation’s three business units were using their outdated tools differently. Even simple, day-to-day processes were based on redundant workarounds often developed outside their installed application.
- With official vendor support for their 5.x software coming to an end, supply chain stakeholders within the company knew they would soon lose any ability to optimize their system. They had to do something.

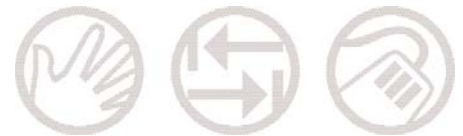
HOW DO YOU EAT AN ELEPHANT? ONE BITE AT A TIME.

With a thorough understanding of the “people” issues facing this company, the Plan4Demand team rapidly moved forward to address the significant “process” and “technology” issues confronting the organization.

- We selected a core team of the most informed end users to document their existing processes and develop a wish list of new or as yet untapped functionality that would best suite the company’s objectives.
- By migrating the client’s 6.1 database not once but twice, we built *full-functioning prototypes of both the 7.1 and 7.2 applications.*
- Along with the database migrations we also mirrored executable samples of their import and batch processes—to illustrate how these would function when converted to the new architecture.
- Finally, Plan4Demand’s supply chain specialists invited end users to be active participants in the prototype testing, offering them advance insight into their to-be functionality and validation of their wish list.

“People don’t often recognize the full potential of upgrade situations, but executives at this company did,” said P4D’s Kustra. **“They seized the moment to optimize process, systems, and opportunity—the chance to bring all their team members in sync and back up to speed.”**

Plan4Demand is a consulting services firm that helps Global 500 corporations and mid-market companies increase profitability and reduce operating costs by maximizing efficiencies across their supply chains.



People—Process—Technology

By first collaborating with your **people**, we jointly determine the best ways to optimize your **process** requirements. Only then do we move forward with the right **technology** to help you achieve your bottom-line goals.

plan4demand
Global Supply Chain Specialists

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