EDGEWATER TECHNOLOGY

# Consumer Packaged Goods

## *Selecting a Strategic Technology Platform*

### *The Challenge:*

Bumble Bee Foods® (Bumble Bee) is North America's largest branded seafood company. Through acquisitions of Castleberry/Snow's® and the shelf-stable meats business from Sara Lee, as well as through new product introduction, Bumble Bee is aggressively growing their business.

Bumble Bee's technology suite did not support current needs nor anticipated growth. Many business processes were underperforming and were not adequately supported by deployed technology. In addition, most processes did not adequately implement best practices.

Bumble Bee's goal was to select a new strategic technology platform. They realized that achieving this goal required a structured, focused selection process and support from the right consulting partner.

### Objectives:

- Facilitated definition of the executive team's strategic goals;
- Prioritize requirements and strategic goals in order to identify *knockout criteria* (requirements that must be satisfied or a system implementation would fail);
- Identify the business processes that are most at risk and map them to drive out key requirements;
- Provide recommendations regarding vendors and Enterprise Resource Planning (ERP) packages that are positioned to satisfy Bumble Bee's strategic goals;
- Facilitate vendor demonstrations and presentations, and rank participant responses in order to identify the one or two vendors whose solutions were most likely to be implemented within budget and time constraints; and
- Assist in defining implementation strategy and cost models.

## *The Approach:*

Edgewater Technology brought extensive Consumer Packaged Goods experience, significant vendor selection credentials and highly structured methods for defining business strategies and decomposing those into measurable requirements. Edgewater:

- Facilitated Bumble Bee management in defining critical business requirements, strategic business objectives and operational risks and constraints;
- Brought cross-functional teams together to review current "as-is" inefficiencies and drive definition of requirements through interactive sessions in which current weakness were identified and future direction was challenged;
- Identified critical gaps early in the process so requirements could be incorporated into the vendor selection process (Current gaps were addressed prior to vendor selection); and
- Performed sufficient data gathering of business requirements and performed process analysis in order to drive a long-term ERP computing decision.

Edgewater also facilitated the initial high-level vendor presentations, and selection process for second-round detailed vendor presentations:

- Developed initial Assessment Questionnaire for candidate vendors, addressing only critical business requirements;
- Drafted agendas and evaluation materials for Round 1 demonstrations used to plan, record and evaluate results from vendor demonstrations; and
- Performed preliminary planning and cost modeling for implementation.

## *The Results:*

Bumble Bee was able to quickly identify critical business requirements and strategic business objectives. This in turn gave them the ability to quickly rule out vendors that did not meet their critical requirements and focus their attention on evaluating vendors that satisfied core requirements.

Edgewater was able to build wide-spread recognition within Bumble Bee management by explaining that the ERP Selection project was a very high priority since it was critical to future Bumble Bee growth and success. With Bumble Bee's management on board, core operational processes were defined sufficiently enabling a successful detailed evaluation of vendor software.

### Success Factors:

- Definition of strategic goals by executive team;
- Focused and timely involvement of Bumble Bee personnel in data gathering, analysis and review of recommendations;
- Involvement of plant personnel across the United States and Canada in defining requirements of processes that impact, or are driven from, plant operations;
- Timely identification of candidate vendors; and
- Solid evaluation of tools based on requirements, gaps and demonstrations.