

CASE STUDY



enVista Transforms Regional Warehouse Club Chain's Distribution Centers (DC)

Wholesale club chain leverages enVista's end-to-end managed services and project management optimization during large DC acquisitions.



The Company

The client is a leading American regional warehouse club chain. Operating primarily in the eastern United States, the wholesaler operates hundreds of clubs in dozens of states.

The Opportunity

Prior to the onset of this project, the club chain acquired four perishable distribution centers (DC) from a third-party logistics company. Each of the newly acquired DCs was primarily used for refrigerated and frozen items and had the capacity for a volume of 400K to 750K cases per week.

Due to the immense size and scope, the client's leadership anticipated a multi-phased, multi-year effort to operationalize each DC. Simultaneously, the wholesaler was deploying a warehouse management system, which would rely heavily

on the successful launch of the new DCs. With the WMS deployment and limited internal resources and bandwidth to take on a project of this size, company leadership sought external support to bring these distribution centers to operational excellence.

For this project to be successful, there needed to be close coordination between all business functions, including business operations, IT, HR, risk management, asset protection, facilities, finances and more. The client needed to be able to maintain constant communication with the third-party logistics company it acquired the DCs from, as well as with all internal functions that would be involved in the project.

Due to enVista's status as a Cisco reseller and its end-to-end supply chain and network engineering experience, the wholesaler selected enVista's team to act as project manager, bringing all pieces of the project together to facilitate a seamless launch of all four distribution centers.



enVista's Solution

To maintain the safety and security of the distribution centers, the client needed a significant amount of infrastructure and systems support. Leveraging its extensive experience in IT managed services, enVista's team supported the selection of Cisco's equipment, including two Wireless LAN Controllers, peripheral hardware and more. The team also supported deployment preparation and the migration of networking hardware and equipment.

The integration of the warehouse management system and other applications involved accessing sensitive enterprise-level data, which required compliance with Payment Card Industry and Identity and Access Management standards. To achieve this, the wholesaler needed a solution that would allow the two organizations to run parallel networks during the Transition Services Agreement while ensuring business operations continued smoothly. To support this process, enVista's team detailed information security policies and practices that would maintain the safety and security of the data flowing throughout the distribution centers.

As program manager for the project, enVista's team maintained thorough coordination with all of the client's internal teams, as well as the third-party logistics company from which the warehouse club acquired the distribution centers. enVista's role as program manager also entailed several other responsibilities:

- From a high level, enVista's team ensured all of the tasks and execution progress was communicated to all levels at the appropriate level of specificity.
- enVista's team created an overall timeline and helped teams adhere to the agreed upon plan to ensure timely completion of all deliverables.
- enVista kept the teams connected to maintain smooth handoffs as the project progressed. The team ensured that knowledge transfers happened earlier than the needed start date so each team could hit the ground running.
- enVista found synergies among the teams to minimize any duplicative work and made sure there were 'internal asks' before making 'external asks' to the client.
- enVista's team met regularly with the client's leadership to inform them of progress and work to mitigate any risks that arose.
- enVista developed a communication cadence that kept everyone on the same page through regular status reporting and status meetings.
- enVista regularly tracked budget to keep the team informed of where we stood from a financial perspective. This gave the client the best return on its investment.

enVista's vast experience in the supply chain space provided an additional level of value to the client. The team's supply chain expertise enabled them to aid in the design, setup, migration and configuration for the wireless network under the unique specifications of a warehouse/distribution center environment.

The Results

Acquiring and deploying four distribution centers of such high volume is an incredibly vast undertaking. Throughout this project, enVista helped the warehouse club navigate the change management that was required to ensure success across people, process and technology. At the same time, enVista helped the client bring in a significant revenue stream while mitigating risk of data security.

Let's have a conversation.®

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