

Big Country Raw Builds Digital Roadmap and Integration Strategy



Overview

Big Country Raw, a pet food manufacturer, selling 100% through DTC channels.

Company Size

~\$20 mil in annual revenue

Location

ON, Canada

Industry

Food Manufacturing, DTC

Employees

50

Big Country Raw Needed an Option without Technical or Financial Risks

Big Country Raw, a frozen pet food manufacturer, selling 100% through DTC channels. They were growing very fast and needed an ERP system that could help them become HIPAA-certified, along with helping them with warehouse efficiencies, as well as meeting their last-mile delivery SLAs of 48-hours.

Big Country Raw engaged with ElevatIQ to help them with their digital transformation strategy and building architecture considering different moving parts in their business.

Executive Summary

Through ElevatIQ's proven methodology, Big Country was able to visualize how different software components including the new ERP system and their existing software would fit their business model.

Limited ERP Experience

Process and Data Not ERPized ✓

Limited Budget to Implement an ERP ✓

No Enterprise Architecture in Place

Coming off of QuickBooks, they needed to streamline their data and processes, along with figuring out how teams would interact with each system. But the biggest challenge was the limited budget for their ERP.



Without ElevatIQ Inc.'s help, we probably would have been behind where we are now.

Brian Teichgraf, CPA, CA

Controller, Big Country Raw Ltd.

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The Challenge

A food manufacturing brand, Big Country Raw, was outgrowing their existing technology stack and needed a strategy that would help them grow. Just like most DTC brands, the majority of their processes were hosted inside their eCommerce platform, WooCommerce, which connected with more than 50 add-ons to fulfil their needs.

Due to the frightening ERP stories, they explored several ERP options including implementing WooCommerce inside Magento, which would provide them with superior capabilities. They even engaged with one of the leading ERP selection firms from Canada, BDC, but they were not convinced with their selection methodologies, as they didn't answer the questions how each software would fit in the architecture.

They had several options on the table but was struggling to make the decision.

- ✓ Inability to meet the last-mile KPI of 48 hrs
- ✓ Significant issues with the packing process.
- ✓ Challenges of managing in-house fleets.
- ✓ Traceability requirements to comply with HiPAA processes.

The Solution

After brief review of their processes, ElevatiQ worked closely with their executive team in managing their implementation, bringing the right stakeholders, co-ordinating with each party involved as the key business processes were designed across the architecture.

ElevatiQ coached the executive team to a stage where they felt comfortable working directly with the vendors and could manage the whole process on their own.

What were major issues before implementation?

Growth challenges. Disconnected processes and systems. Too many plugins on WooCommerce. Inability to acquire HiPAA certification.

What changes were recommended?

Considering their architecture and growth plans, it quickly became apparent that they were at an inflection point and needed an ERP system. Since they were not a traditional company and growing out of QuickBooks, a simpler, cloud-native system made sense for their architecture.

While they needed several add-ons to make it work for their business, Big Country Raw team chose Acumatica because of its modern interface and the ability to support the processes of a food and beverage manufacturing and DTC business. The other add-ons that they needed were WooCommerce and a process manufacturing needs.

Digital Roadmap Cost

<20%

of the industry average. The architecture was built in <1 month.

Total Implementation Time

>30%

ElevatiQ's proven process help reduce the implementation time by 30%.

Opportunity Costs Savings

>70%

Reduced the time of internal team members including Big Country Raw executives.

Why It Was a Success

ElevatIQ’s expertise with manufacturing and DTC business model allowed them to build the detailed integration plan and how their data and processes will be mapped inside the ERP system and with any ancillary systems.

ElevatIQ’s proven implementation methodology helped in building the consensus among all parties involved including setting the new chart of accounts and BOMs, along with all the costing and inventory layers.

ElevatIQ’s expertise with multiple systems helped in creating the testing strategies for each team involved, including identifying any technical or financial risks during go-live.

ElevatIQ’s equal depth with business and technology helped with process and data re-engineering that set the tone for the ERP implementation






Finally, ElevatIQ’s proven communication strategies and engagement model kept the schedule tight on track to meet the dates for Big Country Raw. ElevatIQ also helped in keeping the project under budget without any surprises while doing the heavy lifting before and after the meetings. So even Big Country Raw’s internal team was effectively utilized. ElevatIQ kept all the vendors accountable throughout the course of the project.



It seemed like [ElevatIQ] wanted to keep the project moving along as much as possible. There wasn’t a time that we had to wait for a week before we get feedback on something. Communication was one of their strong suits.

Brian Teichgraf, CPA, CA
Controller, Big Country Raw

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	As-is	To-be
 Systems selected consistent with Big Country Raw’s business processes	✗	✓
 Refined architecture including integration flows	✗	✓
 Existing systems and investments retained in the new architecture	✓	✓
 Duplicate data entry required across multiple systems and demand forecasting issues	✓	✗
 Documented cross-functional business processes and their impact on users	✗	✓

About ElevatIQ

ElevatIQ is an independent ERP and digital transformation consulting firm, with the focus on ERP selection, contract negotiation, business process reengineering and design. As well as enterprise and multi-system architecture, growth enablement strategy and documentation, and business case development. Plus, business model transformation strategy, change management, ERP project recoveries, ERP project management, and ERP implementations. With over 1000 ERP selection engagements and over 200 successful ERP implementations, ElevatIQ is uniquely positioned to build the digital process architecture for the next phase of your growth.

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