

Work Sharp Builds Growth Architecture by Fixing a Broken ERP Implementation



Overview

Work Sharp, a manufacturer and distributor of sharpening tools, selling through DTC and B2B channels.

Company Size

~\$50 mil in annual revenue

Location

OR, USA

Industry

Industrial Distribution

Employees

200

Work Sharp hired Infor to implement their ERP but struggled to get results

Work Sharp is a manufacturer and retailer of industrial bit sharpeners and knives. Traditionally, Work Sharp was on Fourth Shift system before Infor acquired it. Then when Fourth Shift was about to retire, they chose to go with Infor CSI including hiring Infor for their implementation. With Infor's recommended approach of 60-20-10, they implemented the ERP. But the ERP struggled to communicate with other systems in the architecture.

Work Sharp engaged with ElevatiQ to audit customer experience and supply chain issues and build digital roadmap and action plan.

Executive Summary

Through ElevatiQ's proven methodology, Work Sharp was able to build the digital roadmap including detailed process

models in the as-is and to-be architecture. The assessment phase then followed with the subsequent milestones such as high-level design and low-level design, including the process reengineering changes, system and master data changes, and new system implementation.

Within four months, the detailed design was ready to improve the communication between system for development teams to implement and execute.

Better Insights for Sales and Marketing

Improved System Communication ✓

Superior Integration Architecture ✓

Solid Foundation for Growth



ElevatiQ team certainly have the technical chops needed to get the work done.

Matthew Bernard
CEO, Work Sharp

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The Challenge

Work Sharp's ERP implementation was led by the finance department with very little process and data reengineering done prior to engaging with ERP vendors for technical implementation. While Infor did what they could given the constraints posed by Work Sharp's implementation team, the implementation had significant issues in getting business results from the ERP implementation.

The result? The customer service teams spent time juggling between systems and took as much as 3x to serve them. The misbalanced supply chain planning (primarily on spreadsheets) due to the poorly implemented BOMs. The customer data and sales order sync issues between eCommerce and ERP.

Poorly implemented ERP resulted into customer experience issues.

- ✓ Master data issues → 3x call time with customers
- ✓ Poorly sales and marketing insights.
- ✓ Usage of EDI for internal integration = Y2K issue!
- ✓ BOMs not streamlined = 80% of supply chain planning outside of the ERP

The Solution

After a brief review, ElevatiQ team proposed a process audit to understand their architectural and business model issues. Through a series of workshops, several changes were identified including process, data, and systems.

The major changes included incorporating an iPaaS to centralize integration code, replace EDI with API communication, and change ERP data model to align with other systems in the architecture.

What was causing communication issues?

Factors such as the data model limitations of incumbent tools such as WooCommerce and its thick add-on. Usage of EDI as opposed to API for internal system communication. Lumping all retail transactions under one customer record.

Why were these changes recommended?

The biggest challenge was the scalability of architecture and the master data. Without these changes, they would not be able to onboard new customers as they had a risk of running out of 2-digit customer codes that EDI communication required. The lumped retail transactions slowed the entire system and the customer experience team wanted to move away from the ERP system and use something else instead.

The operations team struggled to plan their supply chain and operations due to inefficient BOMs. They had to spend more than 7 days just realigning all the dates after the MRP engine planned their POs to ensure the timely arrival of materials.

Customer Call Time

>70%

Potential reduction in time for Cx calls due to reduced churn.

Total Admin Efforts

<50%

By avoiding duplicate admin efforts and siloed processes.

Opportunity Costs Savings

>70%

Reduced the time of internal team members including Work Sharp executives.

Why It Was a Success

ElevatiQ’s deep expertise with eCommerce and ERP integrations for businesses with complex business models helped in understanding Work Sharp’s business – at a transaction level – within a few weeks.

ElevatiQ’s deep experience with tools such as WooCommerce, Infor CloudSuite Industrial (Syteline), HubSpot, EDI helped them develop the integration model quickly. ElevatiQ’s deep expertise with domains such as supply chain, procurement, sales and marketing, manufacturing operations, and accounting helped built rapport with each stakeholder and get their consensus on the solution.



Getting answers from Infor is difficult as the project managers and multiple resources need to be involved to get simple answers.

Beth Hoffmann

Sr. Manager, Work Sharp

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ElevatiQ’s equal depth with business and technology helped in creating the integration flows and aligning master data for the next phase of their growth

ElevatiQ’s expertise of working with businesses at various stages helped them create the architecture that Work Sharp would need for the next phase of their growth. This included creating a streamlined data model for newer businesses models such as incorporating buying groups, different marketplace business models, warranty and customer service flows across channels. ElevatiQ’s structured approach to ERP integrations kept all the stakeholders engaged throughout the process.

	As-is	To-be
 Consensus among executive teams	✗	✓
 Improved communication between systems and functions	✗	✓
 Existing systems and investments retained in the new architecture	✓	✓
 Duplicate data entry required across multiple systems and omnichannel 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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