



ERP Readiness Assessment & Strategic Realignment

Global Consumer Goods Aggregator

Executive Summary

A privately held consumer goods company, is a global eCommerce aggregator known for acquiring and scaling third-party Amazon brands. With a business model centered on optimizing operations, supply chains, and marketing across hundreds of private-label products, the organization experienced rapid growth and rising complexity.

Despite its commercial success, the company's technology stack had not kept pace. Legacy systems and fragmented processes resulted in manual workarounds, limited visibility, and operational inefficiencies. High transaction volumes, distributed global teams, and numerous third-party vendor solutions further strained internal systems and coordination.

RPSI was engaged to conduct an ERP readiness assessment and help realign the company's systems, processes, and organizational structure to better support current operations and enable future scalability.

Engagement Context

The client had experienced hypergrowth but was struggling under the weight of disconnected systems, siloed data, and unclear operational visibility. We were brought in following a multi-year period of growth that exposed key limitations in their existing technology ecosystem. Leadership recognized the need for a structured, scalable ERP strategy, but was faced with:

- ⚡ Tight timelines.
- ⚡ Competing priorities from the PE firm, C-suite, internal department leads, and advisory consultants.
- ⚡ Significant involvement/influence from ERP software vendors and third-party solution providers.
- ⚡ Resistance to change from internal staff and knowledge gaps due to high turnover.

Challenges & Solutions

Unscalable Solution Architecture in the ERP

- ⚡ **Challenge:** Existing systems could not support business complexity across supply chain, finance, and product operations.
- ⚡ **Solution:** Led an enterprise-wide ERP readiness assessment. Mapped existing processes, integrations, and pain points. Created a holistic view of architectural and operational gaps.
- ⚡ **Outcome:** Provided clear documentation of system requirements and integration points, laying the foundation for ERP Optimization Projects (20+ Projects).

Competing Stakeholder Interests

- ⚡ **Challenge:** The PE firm, C-suite, internal business leads, advisory consultants, and ERP vendors had conflicting agendas and timelines.
- ⚡ **Solution:** Defined guiding principles, aligned on shared goals, and established governance processes to centralize decisions.
- ⚡ **Outcome:** Improved decision making, reduced friction, and aligned roadmap execution.

Internal Resistance, Turnover & Lack of Project Team Definition

- ⚡ **Challenge:** Institutional knowledge was dispersed across a small number of individuals, and there was no formally defined internal project team. Functional teams operated in silos and often lacked visibility into how their work impacted the broader business.
- ⚡ **Solution:** Identified key contributors with deep operational insight and engaged them as business leads. Educated them on ERP implications and the value of cross-functional collaboration. Formed unified working teams with clear ownership and shared accountability.
- ⚡ **Outcome:** Strengthened understanding of ERP impact, promoted knowledge sharing, and established a collaborative framework for future-state process ownership across the business.

Our Role | Trusted Advisor, Program Manager

RPSI played a critical role in leading and facilitating the readiness assessment, creating alignment, and empowering internal teams to support transformation efforts.

We:



- ⚡ Conducted ERP readiness assessment across finance, supply chain, and product management.
- ⚡ Facilitated alignment between PE firm, leadership, and advisory partners.
- ⚡ Mapped current-state technology landscape and integration dependencies.
- ⚡ Defined core business and operational requirements.
- ⚡ Identified key business contributors and helped define internal project team structure.
- ⚡ Centralized a list of 20+ optimization projects with their respective roadmaps and project plans.

Results Achieved

- ⚡ Clearly defined ERP requirements across functions and geographies.
- ⚡ Re-established cross-functional leadership alignment and accountability.
- ⚡ Built internal confidence in future-state technology planning.
- ⚡ Identified key process owners and empowered internal teams to drive initiatives
- ⚡ Gained trust in the existing ERP through a redefined architecture designed to support business growth and scalability.

Lessons Learned

- ⚡ Establishing a clearly defined internal project team with empowered business leads is foundational to success
- ⚡ Governance and stakeholder alignment are as critical as the technology.
- ⚡ Change management must start at the readiness stage, not post-selection
- ⚡ Technical readiness must be matched with operational and team readiness to ensure adoption.



Client Testimonials

"Yaffa Rabkin and her team at Rabkin Professional Services are top notch business partners. Yaffa came to our team via several very strong recommendations in the Netsuite ecosystem. She quickly onboarded and took charge of our long complex project to streamline and optimize our ERP system. She is professional, diligent, possesses excellent project management skills and displays strong managerial courage to call out challenging issues and provide well thought out solutions."

Senior Vice President

"Yaffa helped with our Company's NetSuite transformation project as the lead Project Manager for several months. During her tenure at Thrasio, she proved herself to be a true business partner, especially to us, the Finance Team. It was because of Yaffa's effort that we landed on a better solution for the way forward with our NetSuite project. Yaffa has an extensive network, which she leveraged when she brought on a third party consulting company that helped us with evaluation and implementation of the new way forward. Overall, we in Finance often relied on her expertise and feedback to ensure the Company's needs were at the forefront of this project. Many thanks Yaffa!"

Chief Accounting Officer

RPSI Global | Learn. Navigate. Transform

