



# ERP, WMS, eCommerce and TMS Transformation

## Wholesale Tire Distributor

### Executive Summary

The largest wholesale tire distributor on the East Coast undertook a strategic transformation to modernize its technology landscape and unify operations across key business functions. Facing aging legacy systems and disconnected processes, the organization embarked on a comprehensive ERP, WMS, eCommerce, and TMS digital transformation project.

### Client Background

The company is headquartered in New York and serves the Northeast and Mid-Atlantic regions through 15 distribution centers totaling over 1.5 million square feet. It operates a dedicated fleet of over 200 delivery vehicles, supporting a hybrid business model that includes traditional B2B wholesale distribution, 3PL warehousing services, and a centralized hub-and-spoke distribution approach.

Prior to the engagement, the organization relied on an aging AS400 legacy system with numerous manual workarounds, which created operational inefficiencies and limited scalability.

### Pre-Engagement Context

The organization had previously experienced a failed ERP implementation lasting three years without achieving go-live. Our team was engaged to conduct an objective assessment of the existing implementation and vendor performance. The review identified critical gaps including incomplete documentation, flawed architecture, foundational system misfit, and a lack of rigor by the implementation partner. We led a structured reset, aligning stakeholders, assigning business leads, and documenting requirements. A new software and vendor selection process was launched to ensure strategic alignment and delivery capability.





## Project Objectives

- Improve operational efficiency through automation.
- Gain real-time visibility across systems.
- Enable business scalability and support growth.
- Streamline the order-to-cash process.
- Seamlessly integrate ERP, WMS, eCommerce, and TMS.
- Reduce IT overhead and dependency on legacy infrastructure.

## Challenges & Solutions

### Undocumented Business Requirements

- **Challenge:** The previous implementation lacked comprehensive documentation of business processes and requirements.
- **Solution:** Facilitated discovery workshops and cross-functional process mapping sessions.
- **Outcome:** Clear, validated business requirements enabled a more effective solution design phase and stakeholder alignment.

### Disjointed Functional Teams and Lack of Alignment

- **Challenge:** Functional teams operated in silos, resulting in fragmented decision-making, limited visibility across workstreams, and delays in key inputs. Internal SMEs were stretched thin and lacked clarity on how their roles fit into the broader transformation.
- **Solution:** Introduced a holistic, end-to-end program view to break down silos and drive cross-functional alignment. Staggered SME involvement to reduce burnout, supported leadership prioritization of transformation activities, and facilitated SME backfill where needed. Appointed a Global Business Lead to unify efforts and ensure continuity.
- **Outcome:** Improved cross-functional collaboration, increased ownership, and more cohesive execution across business and technical workstreams.

### Solution Misalignment and Delivery Complexity

- **Challenge:** The original implementation vendor was unable to deliver a unified system architecture and did not demonstrate a clear understanding of the company's core business requirements. As a result, the proposed solution lacked cohesiveness, and several essential capabilities were either missing or misaligned with operational needs.
- **Solution:** We went back to the drawing board and led a structured software selection process, including a comprehensive fit/gap analysis to reassess solution options. We re-established architectural principles, revised the implementation roadmap, and introduced a new RACI model along with formal quality assurance checkpoints and escalation procedures to strengthen governance.
- **Outcome:** The project was re-aligned with the company's strategic and operational needs. A more suitable set of platforms was selected, and vendor engagements were reset with clearer expectations, stronger oversight, and improved accountability.



# Our Role | Advisor, Program Management, Project Management

We served as the driving force behind the transformation, acting as both strategic advisor and execution lead. Our role spanned multiple dimensions:



- Unified siloed business tracks into a single, holistic transformation program.
- Facilitated alignment between IT, operations, finance, and executive leadership.
- Led targeted discovery sessions and process documentation with business leads.
- Defined a cohesive strategy for ERP, WMS, eComm, and TMS system integration.
- Established governance, risk management, and milestone tracking frameworks.
- Directed vendor selection and contract negotiation across solution areas.
- Ensured solution architecture aligned with business processes and scalability goals.
- Served as a central point of coordination for cross-functional teams and external vendors.

## Execution, Results & Lessons Learned

Our execution approach emphasized early, rigorous documentation of business requirements and current-state processes. We collaborated with business leads to define a clear and realistic scope, identified gaps, and designed custom solutions where needed. Early visibility into potential challenges enabled accurate timeline and budget planning. Realistic add-on solutions—such as middleware integration and enhanced reporting capabilities—were scoped and incorporated upfront, which reduced downstream change orders and delays.

Key Milestones	Results Achieved	Lessons Learned
<ul style="list-style-type: none"><li>○ Completion of comprehensive business process documentation and validation.</li><li>○ Early identification of custom solution requirements and gap remediation plans.</li><li>○ Definition of a realistic project timeline and budget aligned to business needs.</li><li>○ Scoping and early approval of add-on solutions (middleware, advanced reporting).</li><li>○ Sign-off on unified and integrated solution architecture across ERP, WMS, eComm, and TMS.</li></ul>	<ul style="list-style-type: none"><li>○ Accurate, validated business requirements aligned to future-state goals.</li><li>○ Early resolution of integration challenges before design and build phases.</li><li>○ Reduction in project timeline risks through realistic scoping and dependency management.</li><li>○ Successful prevention of major change orders through early identification of add-ons.</li><li>○ Stronger cross-functional alignment and ownership of transformation outcomes.</li></ul>	<ul style="list-style-type: none"><li>○ Rigorous documentation of business processes and requirements is critical to project success and future scalability.</li><li>○ Investing in internal IT training and certifications ensures organizations can better manage and sustain newly implemented systems.</li><li>○ Early and ongoing alignment between business leads and executive leadership creates a unified front, strengthens decision-making, and establishes the leverage needed to effectively manage vendors and project delivery expectations.</li></ul>





## Client Testimonials

*"Yaffa led our ERP implementation team as a PMO, when we worked together at MFI. She was widely recognized across the company as a PMO expert. Yaffa is a very bright, experienced, knowledgeable and quick-thinking professional. She has a 'can do' attitude and facilitates all challenges that are put in front of her with professionalism. She has an immense amount of common sense and experience that allows her to simplify and handle any situation without any difficulties. Yaffa is very objective and cuts to the chase which enables her team and business partners to be very effective in the workplace."*

CIO

*"Over the course of my career I've been fortunate to work with many great people, but there are a few folks who truly stand out as gems. Yaffa is one of them. I had the pleasure of working with Yaffa during a recent ERP implementation and one thing I noticed very quickly was how she always seemed to bring out the best in the people she interacted with. Whether helping to gather requirements from subject matter experts, managing expectations with key stakeholders, or negotiating deliverables with implementers, Yaffa was able to effortlessly and efficiently drive the conversation toward a productive end. She asks incisive questions and helps craft useful solutions. Her integrity and commitment to delivering a quality product is unparalleled. If presented with the opportunity, I would jump at the chance to work with Yaffa again."*

Finance Executive