

# Establishing a seamless end-to-end **supply chain**

Leading a North American home décor company  
on its transformation journey



The company is known for their quality and innovation, with consultative sales by expert dealers, manufacturing and fabrication all designed to deliver a premium, bespoke product bettering customer experiences. Yet, the company was beginning to see the challenges of certain legacy operations. The company needed help planning and road mapping a comprehensive digital transformation to create transparency, standardize and simplify and establish a seamless end-to-end supply chain. Through implementation, we also managed the change journey and the critical people and business-level change management required for an effort of this scale. They partnered with HCLTech to plan and execute the largest transformation in the company's history.

## The Challenges:

Legacy systems reducing efficiency and impeding growth

Operationally, the company's ways of doing business had become cumbersome and lacked critical transparency in sales and the supply chain. Duplicative systems, organizational silos, disparate processes and fragmented data were just business impairments that hamper efficiency, the ability to collaborate as a cohesive team and business outcomes. In short, they were looking to transform themselves digitally.

## The Objective:

Revamping legacy systems to pave the path towards transformation

The client's objective was to address the challenges presented by the legacy systems and processes. They wanted to address the multiple instances of software systems and inconsistent data. They also wanted to fix the lack of visibility and transparency across multiple divisions. Organizational silos had to be done away with as they were hampering the implementation of collaborative practices. The client also needed their fragmented business processes unified so that employee and business efficiency could be improved

## The Solution:

Implementing enterprise-wide change and people management

The company understood this work would take time, planning, enterprise-wide commitment and patience. They were committed to a multi-year digital transformation that involved systems, data, processes and people. They were aware of just how critical the 'people' aspect was – both in work the transformation would create and the value engaging people on the journey would bring.

Our contribution consisted of three overlapping workstreams – transformation planning, organizational change management (OCM) leadership and delivery and IT operating model design. Our team at HCLTech:

1

**Designed and implemented**  
an enterprise-wide change management solution for 10,000 employees, centered around one set of rules, employee engagement and simplified ways of working.

2

**Contributed to the rollout**  
of one business process blueprint based on the industry's best practices and the replacement of the three instances of SAP with one enterprise solution to create a single, fully integrated supply chain for North America

3

**Developed**  
the transformation outline, roadmap and business cases while reimagining the IT operating model to better operation in the new ecosystem



## The Impact:

Accelerated growth and enhanced customer experience

The outcome of this change management transformation was dramatic with the 'people' at the center of it all. There were 14 divisions, 24 sites and 10,000 employees involved. The results were:



**Improved customer experience:** End-to-end visibility, comprehensive customer view and improved payments and tracking



**Scalable blueprint:** Master data governance, real-time metrics and reports and integrated platforms



**Accelerated growth:** A common business platform, integrated sales and operations planning, improved information and enterprise visibility for better decision making



**Decreased Costs:** Common technology and process platforms, lower inventory investment and supply costs, reduced internal transactions and reduced direct/indirect material costs

**The benefits were anticipated to be close to \$30 million.**