

CASE STUDY

GREEN ROADS CPG Manufacturing

"After several years of very rapid growth, management quickly recognized the need for a world-class ERP system to help manage our operations, accounting, and financial reporting processes. Alithya and Microsoft quickly got involved and made it their personal mission to make us successful. Our RFP process began in the third quarter of 2019, and by February of 2020, we were live with the first phase of our implementation as planned."

John Wazowicz, CFO



Green Roads is a health and wellness company, and the leading privately held manufacturer and distributor of CBD products – including oils, capsules, gummies, and topicals - in North America. It has one of the largest CBD distribution networks in the country and sells its products to big box customers, distributors, and retailers approaching 10,000 brick and mortar customer locations, as well as direct-to-consumer sales online. Green Roads invests significantly in its people, technology systems, and processes to ensure it remains a leader in the hyper-growth CBD industry.

As one of the first major CBD brands, Green Roads has been experiencing many years of very rapid growth. As the management team looked at market projections that said the CBD industry could grow from \$5 billion in 2020 to approximately \$17 billion by 2025, they quickly recognized that they could no longer run the company off of QuickBooks and Excel.

According to Dale Baker, President and COO, "The challenge for Green Roads is, in terms of the manufacture, quality, and documentation of our product, we have to be as good as Pfizer Pharmaceutical™, and in terms of the distribution of our product and customer service, everyone expects us to be as good as Amazon™.

Key Benefits

- > Phase 1 effectively implemented within very aggressive timeframe
- > Real-time visibility into operations
- > More efficient operations
- > Compliance with changing regulations
- > Ability to grow internationally and into new markets
- > Scalable to growing business and additional entities
- > Data Migration of Items and 10,000+ Customers
- > Integrations with eCommerce platform and shipping software

We were literally running the company off of QuickBooks and Excel. We needed to have real-time information available to allow us to make decisions and meet the opportunities that were in front of us.”

Searching for the Right ERP System

A lot was at stake for Green Road's operations and their customers, and they needed to put the right systems in place to support their strategy while expanding operations to stay ahead of the market. Green Roads also recently acquired a process manufacturing company, a major step in vertical integration that would give them a competitive advantage moving forward.

In order to support these growth and acquisition plans, they needed a new ERP system to help them evolve to predicting demand requirements and prioritizing their mixed mode manufacturing environment.

Green Roads narrowed the potential ERP solutions from five providers who participated in the RFP process to two finalists: Microsoft Dynamics 365 and Oracle Cloud. The selection process included a robust list of requirements as well as live demonstrations. While they were initially inclined to select Oracle, Microsoft and Alithya challenged the decision, which ultimately led to the eventual win.

Per Baker, “We knew Microsoft D365 was a world-class platform, but I've implemented two other ERP systems and I know what it looks like when it goes wrong and I know how destructive it can be to the business. I was very concerned about who was going to do the implementation and whether or not they were going to be able to handle what we needed to do in the very short time period that we needed.”

The Right Implementation Partner

Green Roads set out a very aggressive implementation plan and knew that it needed to find the right implementation partner.

It was not until Baker spoke with Russell Smith, President of Alithya North America, that he made the final decision. He says, “I got a call from the President of Alithya North America, Russell Smith.

We talked through a number of their success stories and situations where they had these tough challenges and he convinced me that Alithya would be able to meet our needs and get it done in our timeframe. Quite honestly, that conversation gave me the comfort to go ahead, both with Microsoft and with Alithya.”

The Alithya team “made it their personal mission to make us successful,” said John Wazowicz, CFO. The implementation was split into phases. The first phase was D365 Financials (Sales, Purchasing, and Inventory) using Alithya's industry Xpress template to drive rapid deployment. In addition, the Data Migration of items and more than 10,000 customers, PowerBI, and integrations with their eCommerce platform and shipping software, was completed in an unheard of 90 days.

According to Baker, “D365 Financials was 4 steps ahead of QuickBooks with deployment in only 3 months from the RFP. This is one of the greatest ERP projects - done in record deployment time. The Alithya team did amazing work with our team, which was both resource constrained and in many cases unfamiliar with the process and with the functionality of sophisticated ERP. We can't imagine having accomplished this with any other team. And we're very grateful for the dedication and the diligence of the Alithya team to get us through this process.”

Baker continues, “The partnership with Microsoft allows us to have traceability right down to the bottle level, full traceability of all of our costs, all of the raw ingredients, right into each individual bottle. Microsoft has put us in a position where we are on par with any pharmaceutical manufacturer. Beyond that, we intend to go out and be one of the largest health and wellness companies in the world.”

Now that Phase 1 has been completed and Green Roads has seen the benefits, they will continue to work with Alithya on next phases.

Phase 2 will encompass the D365 Supply Chain Management suite with Production, Intercompany Processing, and Alithya's EDGE for Operations to help Green Roads face the always-changing regulatory requirements, quality testing demands and complex global sales channels.

Phase 1 D365 Features:

D365 Features			
Customer Management	Customer Statements	Sites and Warehouses	Bank Accounts
Trade Allowances	Vendor Management	Account Master and Dimensions	Bank Adjustments
Sales Orders, Pick, Pack, Ship	Non Trade Invoices	Journal Entries	Bank Transfers
Trade Agreements/Pricing	Payment Processing	Periodic Journals	Recurring Entries
Sales Returns	1099	Intercompany Journals	MICR Encoding
Free Text Invoices	Item Master for FG	Import Journals	MICR Signatures
Invoice Processing	Inventory Adjustments	Revaluation	Deposits
Cash Application	Inventory Movements	Sales Tax	Bank Reconciliation
Deductions Processing	Transfer Orders	Financial Reporting	Basic Budgeting

THE ALITHYA TEAM DID AMAZING WORK WITH OUR TEAM, WHICH WAS BOTH LIMITED IN NUMBER AND IN MANY CASES UNFAMILIAR WITH THE PROCESS AND FUNCTIONALITY OF A SOPHISTICATED ERP. WE CAN'T IMAGE HAVING ACCOMPLISHED THIS WITH ANY OTHER TEAM AND WE'RE VERY GRATEFUL TO THE DEDICATION AND DILIGENCE OF THE ALITHYA TEAM TO GET US THROUGH THIS PROCESS.

- John Wazowicz

Alithya is a leading strategy and digital technology company with over 2,000 highly skilled professionals delivering solutions across Canada, the US and Europe. Alithya's Microsoft practice covers a wide array of capabilities including Dynamics, Azure, business analytics, digital solutions, advanced analytics, application development and architecture. Focused on business outcomes, our combined companies have delivered Microsoft ERP, CRM, BI and digital solutions to over 1,200 clients. Alithya's global offering is to deliver strategy and digital technology services.