

# Case Study:

How Flakeboard Aligned Its Multisite Organization by Applying TEC's Evaluation and Selection Methodology

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## Company Background

Flakeboard is the largest manufacturer of particleboard and medium-density fiberboard panels in North America. Since 1960, Flakeboard has focused on growth within the composite panel industry and on the formation of a highly integrated business model through constant reinvestment and optimization. The company has grown from a pilot plant designed to showcase panel manufacturing equipment, to a multisite, world-scale producer of composite wood products.

## Challenges: Scalability, Integration, and Centralization

Flakeboard needed a centralized, flexible, and scalable system that would easily integrate with disparate IT systems in global regions, while fulfilling the unique needs of the companies it was acquiring. A significant portion of its growth is attributable to the acquisition of several new facilities, which also meant acquiring and integrating disparate IT environments.

A project team was assembled to assess all Flakeboard site locations, systems, and needs in order to provide the best solution. The project involved evaluating the existing enterprise resource planning (ERP) system to determine if it could adequately support and integrate with the multiple systems already installed in the newly acquired companies. Once the evaluation was complete, the team needed to decide between upgrading and implementing a new system.

The new system would also have to integrate with Maximo, an enterprise asset management (EAM) application installed in Flakeboard's US mills and mandated to play a continued role in their strategic vision.

"Our current ERP system could not communicate effectively with the different systems in the other facilities. We needed to replace it for operational efficiency," said Mike Anstey, IT manager, Flakeboard.

Technology Evaluation Centers (TEC) and Flakeboard worked together to shape the evaluation and selection project into a comparison between best-of-breed technology and integrated systems. "We needed a better understanding of the ERP systems available to us," said Bob Lloyd, manager of business and logistic solutions at Flakeboard, "to efficiently narrow our choices down to the top four contenders."

## Solution: Reducing the Costs, Risks, and Time Associated with Software Selection

The initial phases of Flakeboard's extended evaluation and selection project involved collecting high-level, prioritized requirements from each business unit. As the project progressed, TEC's methodology offered a means to build consensus amongst the different facilities, while making each feel that its needs were well represented throughout the decision-making process.

By taking advantage of a standardized request for proposal (RFP) template customized for Flakeboard's specific requirements and integrated with TEC's decision model and support engine, eBestMatch™, Flakeboard's project team was able to analyze software according to its priorities. The team also used the "what if" scenario capabilities provided by the engine, which made it possible to evaluate solutions based on current and future needs.

TEC's analysts played an essential role in Flakeboard's requirement-gathering process, providing valuable guidance and training. "We worked closely with Flakeboard to help create an RFP template that was customized to their specific requirements," said Denis Rousseau, director of project delivery at TEC, "and supported them throughout the process of developing the categories necessary to accommodate a two-pronged evaluation of best-of-breed and integrated solutions."

