

Driving Operational Excellence: How a Trailer Part Supplier Transformed Warehouse and ERP Operations Across a Growing Multi-Site Network



1 Introduction

A leading manufacturer and supplier of high-quality axles, doors, venting products, and related components, serves a wide range of industries including utility trailer, recreational vehicle (RV), heavy-duty transportation, and recreational boating. With a long-standing reputation for innovation, reliability, and customer-focused solutions, this trailer part supplier has become a trusted name across North America for both OEMs and aftermarket

distributors. As the company continues to grow and evolve to meet the changing demands of its customers, they recognized the need to enhance the efficiency and performance of their warehouse operations. To support this goal and ensure they continue delivering best-in-class service, the company partnered with Alpine Supply Chain Solutions to optimize their warehouse processes and better serve their customers.

2 Challenge

Throughout their warehouse optimization initiative, the trailer part supplier encountered several complex challenges that required careful planning and adaptability. One major hurdle was the need to support dual operational models—fulfilling warehouse orders efficiently while also serving walk-in customers at front-facing showrooms. Simultaneously, the company undertook a massive ERP consolidation effort, converting more than eight separate systems into one unified platform. This transformation was further complicated by the acquisition of multiple companies during the project, requiring the team to quickly understand and integrate each new business's terminology, workflows, and operational nuances.



The project demanded significant endurance from core team members, who spent several years traveling extensively to support various phases of implementation. The company's team also had to balance on-site go-live support at one location while remotely assisting previously launched sites, all in real time. Additionally, the varying levels of change acceptance across locations—largely influenced by individual site managers' attitudes—directly impacted training effectiveness and go-live success, adding another layer of complexity to an already ambitious initiative.



3 Solutions

To address these challenges, the trailer part supplier implemented a tailored warehouse management system (WMS) designed to support both warehouse picking and front showroom sales, ensuring flexibility across their operational footprint. Alpine advised and monitored for pitfalls during the design process as well as the process of integrating systems that kept inventory and financial data synchronized across all business units and ERP instances. As the company continued acquiring new companies, Alpine helped bridge the operational language gap by translating

unfamiliar terms and processes into the company's existing framework, identifying any functionality gaps or new roles needed to support the unique operations of each acquired business. A collaborative, "tag-team" approach was used to deploy resources efficiently matching team members with sites they preferred or shifting support to locations requiring extra help. While resource management was primarily handled by the client, Alpine provided relief by jumping on calls with overburdened sites as needed.

Throughout onsite training and go-lives, Alpine also monitored and reported change risks, helping the broader project team distinguish between system issues, process breakdowns, and user adherence challenges—ensuring clear visibility and faster resolution.



4 Implementation

Alpine followed a structured and collaborative process to ensure a successful transformation of the company's warehouse operations and broader system rollout. The process began with thorough documentation, including detailed process maps and hybrid Standard Operating Procedure/Work Instruction (SOP/WI) documents that balanced high-level process understanding with step-by-step execution. Alpine provided initial template recommendations, which were refined in collaboration with the company's leadership and end users. Once finalized, these documents were published to the trailer supply company's internal portal, making them easily accessible for ongoing reference by end users.

To validate and reinforce system functionality and readiness, people from various sites—especially those from newly acquired companies—underwent a User Acceptance Testing (UAT) event.

Typically lasting one to two weeks, these UAT cycles evolved over time from formal testing events into more hands-on training sessions. Additional UAT events were held each time a new company was acquired and multiple of their sites were going live. Participants included a cross-functional mix of customer service reps, building managers, and warehouse supervisors, ensuring well-rounded feedback and broad operational insight. Training was split between ERP users (e.g., customer service representatives) and web-based WMS users (e.g., inventory control personnel), with Alpine delivering a blend of live Zoom demonstrations, interactive group Q&As, and pre-recorded modules for self-paced learning. Trainees were given practice assignments, which were reviewed by trainers, and were required to log a minimum number of hours in the system. Progress was tracked and reported to site managers twice weekly to promote accountability.

For RF WMS users—such as pickers and other floor-level roles—training was conducted entirely in person. Small groups of three to five participants rotated between classroom instruction and hands-on practice in the warehouse, with a focus on real-world application. Just before each site's go-live, Alpine provided in-person training refreshers to reinforce learning. During the go-live phase, Alpine remained onsite for one to two weeks (or longer, depending on the site's complexity), often pairing the same Alpine, client, and Accenture resources with specific sites to build trust and continuity. Alpine also served as the first line of defense during go-live, troubleshooting issues and providing rapid resolutions, helping the company maintain momentum and minimize disruption across all locations.



5 Results

The results of the trailer part supplier's transformation were substantial and far-reaching. A dedicated team was established to ensure ongoing process alignment across all sites, reinforcing consistency and driving continuous improvement. Over the course of the project, three distribution centers and dozens of sites—including production facilities—successfully went live on the new systems. Every business process, spanning both ERP and WMS operations, was meticulously documented with clear explanations, step-by-step guides, reference images, and comprehensive process maps. This level of detail and standardization across such a large and varied operation is a remarkable achievement, especially considering the project encompassed the full spectrum of business functions—not just warehousing. With these foundational elements in place, the company is now better equipped to scale, maintain operational consistency, and continue delivering exceptional service to its customers.