

How a Third-Party Logistics Provider Standardized Warehouse Operations with a Scalable Multi-Customer WMS

1 Introduction

A leading third-party logistics (3PL) provider delivers integrated transportation, warehousing, distribution, and logistics services for industries including food and beverage, consumer packaged goods (CPG), healthcare, and automotive. As the company expanded rapidly across North America, it began migrating from multiple legacy warehouse management systems to a standardized, multi-customer Warehouse Management System (WMS) capable of supporting its growing customer base and increasingly complex operations. Facing aggressive deployment schedules and the need for a repeatable implementation strategy, the company partnered with Alpine Supply Chain Solutions to guide its WMS transformation.

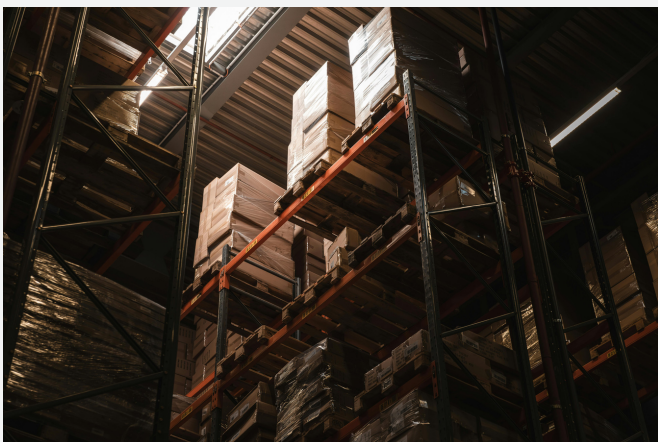
2 Challenges

The company was operating several legacy warehouse management systems across its network, resulting in inconsistent processes, technical debt, and limited scalability. As customer demand increased across multi-customer environments—including cold storage operations, CPG beverage distribution, and other high-volume facilities—the existing systems struggled to support the speed, complexity, and throughput required.

At the same time, the company was preparing to launch multiple new facilities under compressed customer-driven timelines. Without a standardized implementation framework, teams were forced to redesign warehouse processes for every new deployment.

3 Solutions

Complex integrations with enterprise systems—including ERP, transportation management, business intelligence, integration middleware, and yard management software—added further complexity. Leadership needed stronger project governance, standardized processes, and better cross-functional coordination to reduce implementation risk while supporting future growth.



Alpine partnered with the company and its WMS provider to develop a standardized, scalable implementation strategy that supported both immediate facility launches and long-term expansion. A key component of the engagement was creating a multi-customer "Golden Template" built on warehouse best practices. This template minimized unnecessary customization, standardized operational processes, and established a repeatable model for future WMS deployments.

Using a structured implementation methodology, Alpine established comprehensive project governance that included KPI management, phase-gate reviews, change control, design approvals, issue tracking, and executive reporting. The team also coordinated activities across operations, information technology, engineering, software vendors, integration partners, and onsite subject matter experts to ensure all workstreams remained aligned throughout the project.

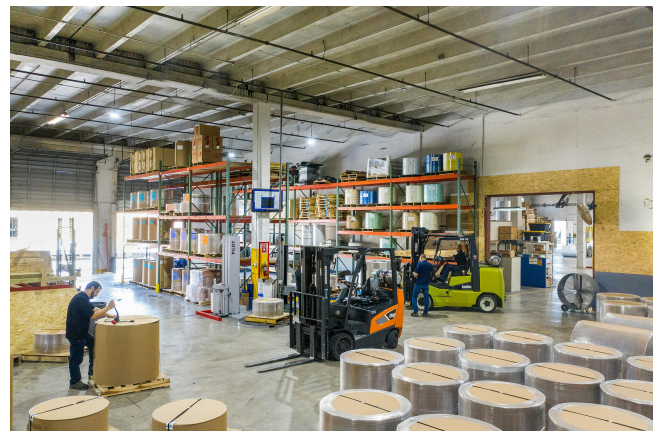
4 Implementation

The implementation followed a structured, multi-phase approach led by Alpine's project management team. During the planning phase, Alpine facilitated business process workshops, validated requirements, coordinated integration planning, and aligned stakeholders around the standardized Golden Template and multi-customer operating model.

As system configuration progressed, Alpine coordinated design validation, integration reviews, training development, standard operating procedures, and detailed testing plans to ensure the WMS aligned with operational requirements.

During validation, Alpine managed System Integration Testing (SIT), User Acceptance Testing (UAT), Operational Readiness Testing (ORT), and end-to-end process validation designed to replicate real warehouse operations. More than 12,700 individual test steps were executed, including inbound receiving, putaway, blast freezer movements, inventory holds, and outbound shipping activities.

During deployment, Alpine directed cutover planning, production readiness reviews, and go-live execution while maintaining integrated project plans, daily project meetings, executive steering updates, issue management, and coordination across internal teams and third-party partners. This disciplined approach ensured each facility launched with minimal operational risk.



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Results

The project successfully delivered stable WMS implementations across multiple distribution facilities, including multi-customer cold storage and high-volume consumer goods operations. Both facilities completed their first inbound and first outbound transactions with zero system issues, demonstrating exceptional operational readiness and system stability.

The implementation achieved 100% of all project readiness criteria and key performance indicators, including full completion of design approvals, testing milestones, and elimination of all critical and high-severity defects prior to go-live. The standardized Golden Template now supports three facilities, eight customers, and 450 warehouse users, providing the company with a scalable implementation framework for future expansion.

Beyond the initial deployments, the project established a repeatable implementation methodology that will support future warehouse rollouts while reducing unnecessary customization and protecting the long-term upgrade path of the WMS.

Through Alpine's structured project management, governance, and implementation expertise, the company now has a stable, scalable warehouse management platform capable of supporting complex multi-customer operations, cold chain environments, and continued business growth.

