definian™

Case Study

Modernizing Data Infrastructure for One of Canada's Largest Raw Materials Suppliers

Business Background

This privately held, century-old raw materials company is one of Canada's largest independent suppliers of ready-mix concrete and aggregates. It operates more than 70 locations across Western Canada, Colorado, and Texas, employing over 1,100 people across divisions such as its U.S. and manufacturing arms. Each division varies in size, typically with 51–200 employees, and focuses on specialized operations.

By 2018, years of organic growth, acquisitions, and siloed systems had left the organization with fragmented and inconsistent data. Business users across HR, finance, and operations struggled with limited visibility, inconsistent definitions, and duplicate records. At the same time, the company was preparing to consolidate global operations by migrating from legacy platforms such as JD Edwards (JDE), E-Navigator, and Blue Cross/Blue Shield to Oracle Cloud HCM, SCM, and Financials.

The need to modernize was not optional. It was critical. This transformation required a reliable, scalable data foundation to reduce risk, eliminate manual workarounds, and enable strategic decision-making across the enterprise.

The Business Challenge

The legacy JDE environment, combined with disconnected systems such as E-Navigator and Blue Cross/Blue Shield, introduced significant risk and complexity. Key data issues included:

- Fragmented and inconsistent data across departments

- Manual interventions in critical workflows, such as payroll and compliance

- Poor visibility into vendor and customer records

As the Oracle Cloud migration progressed, complexity increased further:

- Over 300 specification changes emerged in the final two months due to shifting requirements and integration redesigns

- Limited documentation and SME turnover slowed decision-making and increased risk

- A high-risk final phase that could have derailed the program without adaptive, quality-first execution

The Solution

Definian was brought in to lead the data migration effort. Using its proprietary Applaud platform and EPACTL methodology, the team applied a structured, agile approach to reduce risk and ensure data quality.

Applaud enabled:

01 Early detection of configuration and logic gaps

02 Improved workflow efficiency through automated testing and rapid change adoption

03 Cross-system deduplication of vendors, customers, and contacts

04 Complete audit traceability and structured error-handling workflows

Project Scope & Data Migration Volumes

While the project was not massive in scale, its complexity stemmed from fragmented legacy environments. Key migration metrics included:

336,478
records loaded across 60 distinct files

539
customers de-duplicated with AR balances re-routed

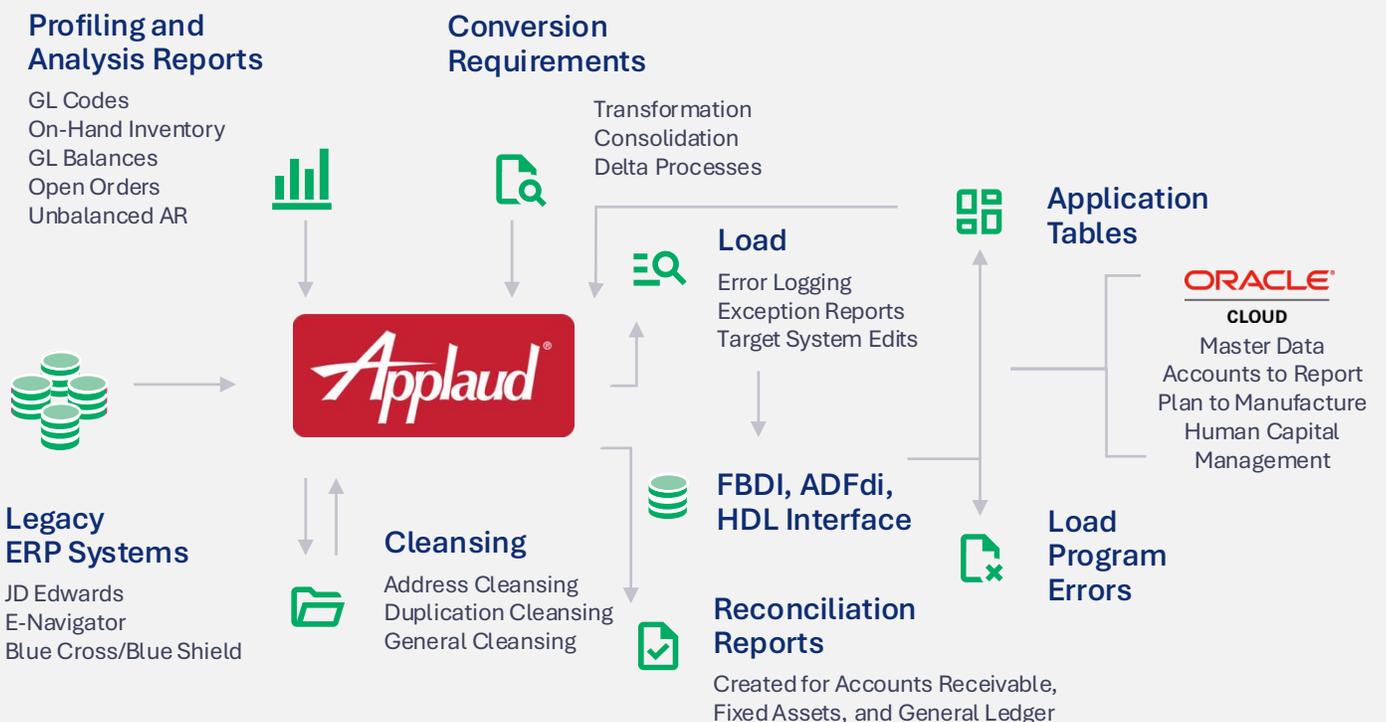## 155
suppliers de-duplicated and restructured

100
percent load accuracy for Financials, HCM, and SCM datasets

118
customers converted to dual-use customer-vendor records

Complete GL and asset reconciliation

Profiling and Analysis Reports

GL Codes
On-Hand Inventory
GL Balances
Open Orders
Unbalanced AR

Conversion Requirements

Transformation
Consolidation
Delta Processes

Load

Error Logging
Exception Reports
Target System Edits

Application Tables

ORACLE
CLOUD
Master Data
Accounts to Report
Plan to Manufacture
Human Capital Management

Legacy ERP Systems

JD Edwards
E-Navigator
Blue Cross/Blue Shield

Applaud®

Cleansing

Address Cleansing
Duplication Cleansing
General Cleansing

FBDI, ADFdi, HDL Interface

Reconciliation Reports

Created for Accounts Receivable, Fixed Assets, and General Ledger

Load Program Errors

Key Activities

To mitigate risk and support a stable go-live, Definian executed the following activities:

01 Full audit and profiling of legacy systems, including JDE, E-Navigator, and BCBS

04 Mapping and linking of employee, dependent, and beneficiary data

02 USPS standardization for all U.S. addresses

05 Rules-based validation for every object before cutover

03 Harmonization logic for customer and vendor records

06 Support for more than 300 specification changes within eight weeks

The Outcome

The program launched on time with no operational disruption. Despite the complexity involved, the new system delivered:

- Clean, consistent data ready for enterprise use

- Elimination of legacy manual workarounds

- Faster reporting and improved decision-making

- A second engagement with Definian based on proven delivery

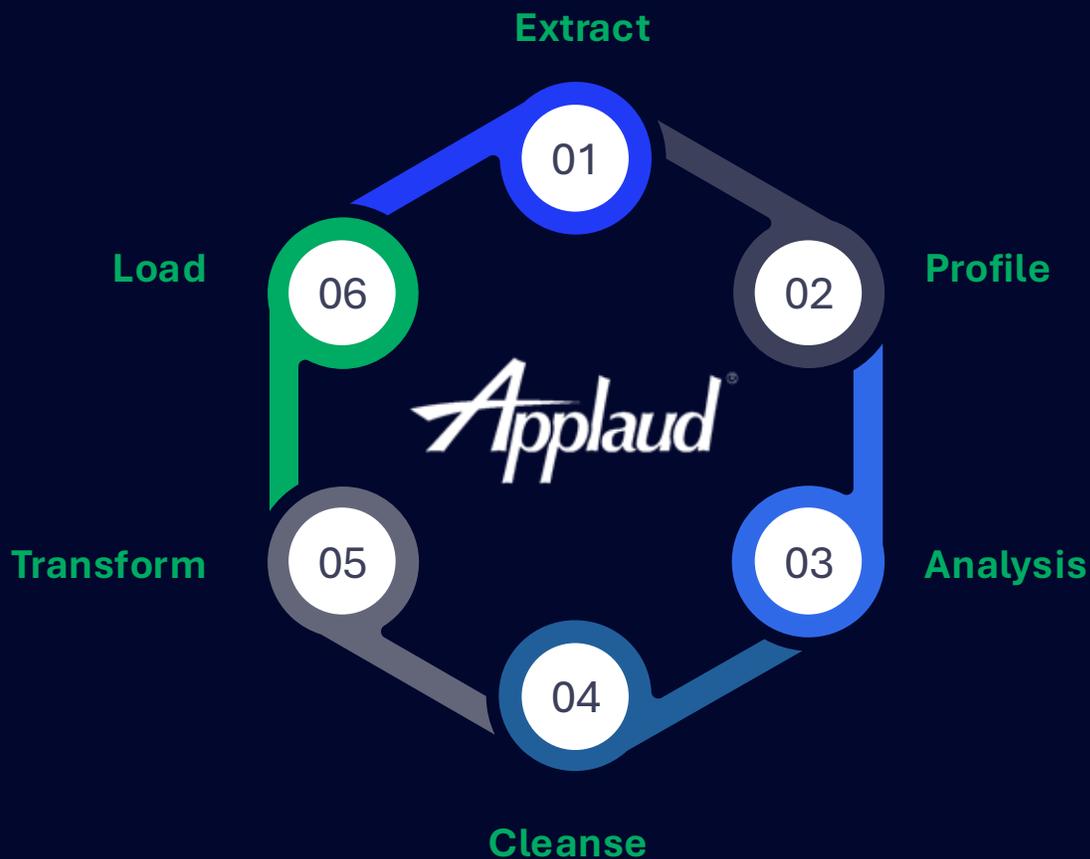- 100 percent of records loaded successfully into Oracle Cloud

The Applaud Advantage

This organization did more than migrate data. It modernized it. Key enablers included:

01 Dedicated consultants with deep Applaud expertise

02 An EPACTL methodology that balanced rigor with agility

03 A unified platform supporting profiling, transformation, deduplication, and validation

With this foundation in place, the company is now positioned to scale confidently, supported by clean data and infrastructure built for its next century of growth.

Extract
01

Profile
02

Analysis
03

Cleanse
04

Transform
05

Load
06

Applaud

Thanks to this foundation, the company is now positioned to scale with confidence, armed with clean data and the infrastructure to support its next century of growth.

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