

TRIANGLE KITCHEN

Streamlining People, Processes, and Leveraging ERP for Growth



Challenges

For over 40 years, [Triangle Kitchen](#) has successfully sustained its position within the cabinetry manufacturing and distribution space.

Vice President Daniel Quodam says they're seeing significant growth within Canada and the U.S., particularly with multi-unit apartments and condos.

While this growth is certainly welcome, Daniel says that growing too fast can be challenging for a small business. Outdated, siloed pen-and-paper tasks, inventory management and customer service best practices were increasingly challenging.

Daniel also recognized the need to enhance and integrate their current software and processes while simultaneously implementing better "people processes" to support growth.

"As we're growing, we're seeing the inefficiencies in the amount of labour required to grow our business," he says. "It's just not sustainable with our current technology."

"It allowed us to map out our growth strategy and look to the technology that would accelerate and support it."

- **Daniel Quondam, Vice President**



Solution

Through the Digital Boost 2.0 program, Daniel selected [DUNELM Associates](#)



to help reach Triangle Kitchen's goals. Martin Davis and Steve Ralph, senior consultants at DUNELM, drew on their deep combined experience in digital transformation projects, which Martin says are usually focused on growth, efficiency, and productivity.

"It allows them to do more with less or more with what they already have."

Martin and Steve immersed themselves in the business, interviewing many Triangle Kitchen employees and reviewing the on-site manufacturing production processes and operations.

"It's about putting yourself in their shoes, understanding how they do things," Martin says.

That in-person experience provides insight and builds rapport, which helps increase the client team's buy-in. "Because really, we're an extension of that leadership team, and we're trying to see how we can help them move forward."

Martin and Steve developed a digital road map assessing Triangle Kitchen's current state and showing the steps toward a more streamlined, tech-enabled operation.

DUNELM identified critical areas of improvement from a technology and a "people and process" improvement standpoint. Here are the highlights:

- Improve process-driven results by transitioning from pen and paper forms to computer workstations with clear instructions and design illustrations.
- Install the latest version of their primary enterprise resource planning (ERP) system (2020 Insight)
- Leverage 2020 Insight's module integrations and automation tools to see real-time project progress



- Upgrade current accounting system (SAGE) to better accommodate integration with 2020 Insight
- Acquire and implement software to facilitate a more robust front-end customer ordering system.
- Hire new roles to help facilitate change management, particularly a Change Manager, a Project Manager, and a Systems Manager.
- Adopt a "Team of Teams" organizational management approach at all levels to work together in a fluid and flexible manner.
- Better leverage their talent through upskilling, reskilling, identifying, nurturing, and mentoring talent across all functions through individual development plans.

Martin and Steve make it clear that while Triangle has done a great job with manual solutions to manage their growth to date, "heroism isn't scalable." "Essentially, what got them to where they are now isn't going to get them to the next stage," Martin says. "They've got to think about things differently."

Steve says the project allowed Daniel and his team to pull back from their day-to-day operations and think more holistically about what they do and how digital tools can help.

"They built it to run a job through the plant," Steve says, "whereas the technology is capable of running the plant."

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Results

With the help of DUNELM and the Digital Boost 2.0 program, Daniel and his team have the tools they need to streamline their technology processes and build and structure their team.

The roadmap, Martin says, “gives them guidance and a path to follow for how to tackle this because it can seem overwhelming.”

Daniel has a clear direction on how to proceed. Now, it’s down to deciding where to invest. For the moment, his focus is on leveraging their current ERP, upgrading 2020 Insight, and streamlining Triangle Kitchen’s “people processes.”

He says Digital Boost 2.0 was “very beneficial” in helping them get to this point.

“It really allowed us to map out our growth strategy and look to the technology that would actually accelerate that and support it,” Daniel says. “It’s helped us get some alignment and allowed us to take a peek into our future.”

<https://trianglekitchen.com>

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 [Triangle-Kitchen](#)



[TechImpact](#) is a private sector-led organization focused on building a vibrant and growing digital economy in Atlantic Canada. By sharing success stories of business innovation and transformation, we create awareness and educate others about the potential here for career opportunities and business success.

[Digital Boost 2.0](#) helped New Brunswick companies take their first step on their digital transformation journey. The program provided funding and expertise to create a digital strategy and roadmap to remain competitive, resilient and forward thinking as our world continues to digitize.