



Client Case Study



CASE STUDY 2	
Digital Strategy & Roadmap for Corey Nutrition Company Inc.	
Client Details	<p>Corey Nutrition 136 Hodgson Road, Fredericton, NB E3C 2G4</p> <p>Contact Information. Contact Name: Amanda O'Sullivan, Director of Business Excellence & Manufacturing Contact Phone: 1.800.561.0072</p>
Project Details	<p>Problem.</p> <p>Corey Nutrition Company Inc (Corey) is a New Brunswick-based family-owned food manufacturing company that launched primarily producing Aqua Feed for commercial fish farms, but as the market declined quickly pivoted and augmented their product line with additional consumer market pet food products. In 2017, Corey was selected as one (1) of ten (10) high impact firms by the BDC (Business Development Bank of Canada) due to their success and strategy to quadruple their revenue of up to \$100MM over a three (3) to five (5) year period, while entering new markets and a significant shift from B2B to B2C. To achieve that level of scale, the Corey executive team realized the immediate need for a digital technology vision and strategy to support their substantial growth, with the right technology plan and partner to ensure they could achieve scale and business outcomes supported by digital transformation efforts.</p> <p>Solution.</p> <p>Corey Nutrition engaged Mariner to be their trusted technology advisor and to develop their initial digital strategy and roadmap that would ultimately support business goals and growth objectives. Mariner's approach to leading the planning process and developing a digital strategy and roadmap included a three (3) phased approach:</p> <ul style="list-style-type: none">> Phase 1: Current State Assessment - document the current state of the Corey technology environment, understand the current pain points/opportunities;> Phase 2: Establish Digital Vision & Lead - Actively participate with the Corey Leadership team and BDC, bringing an innovation and technology perspective to the table and make recommendations for the immediate and future needs; and,

- > **Phase 3: Develop Roadmap (Solution, Organization & Plan)** – develop the strategy and directional roadmap that would include a future-state digital architecture, vendor selection where appropriate, technology organizational model and three (3) year themes.

Further, Mariner also supported the e-commerce assessment and strategy to further support Corey’s substantial growth, while demonstrating digital leadership. Specifically, Mariner:

- > Reviewed business goals and objectives and set the business direction for the e-commerce platform;
- > Developed digital strategies to support e-commerce including business model, price and shipping, packaging and export;
- > Analyzed current state of technology and define future-state requirements;
- > Aligned key business policies and shifts required to enable improved e-commerce aligned to Corey’s growth objectives across multiple geographies; and,
- > Established a high-level design for technology and optimization.

Results/Outcome.

Mariner successfully delivered the three (3) year digital strategy and high-level roadmap, outlining key directions that would support growth objectives of Corey Nutrition and drive transformative results, technical architecture and an organization model that would provide a strong foundation for future growth of Corey. Further, the e-commerce strategy would allow Corey to remain competitive, guide ongoing technology investment and improve efficiency and productivity by supporting digital transformation of key sales and fulfillment channels to support scaling the business and entering new markets.

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