Customer Success

Wayne Safety Upgrades Operations and Warehouse with Acumatica

Overview

Wayne Safety, a Canadian distributor of personal protective equipment (PPE), replaced its 30-year-old legacy ERP system with Acumatica to address critical gaps in financial control, inventory management, and operational transparency. Facing the sunset of its DOS-based Masterworks system, Wayne Safety needed a modern, integrated platform to provide process discipline and support future growth.

With implementation partner CONTAX Inc., Wayne Safety went live on Acumatica one month ahead of schedule. The new system provided complete operational transparency, transformed the formerly chaotic warehouse environment, and delivered measurable improvements in order management, cash flow, and inventory accuracy.



Company
Wayne Safety

Location
Toronto, Ontario, Canada

Industry
Distribution, Safety Supplies

Number of Employees
10-50

Revenue
$1M-$10M

Product
Acumatica Distribution Edition

Applications
Financials
Warehouse Management
Inventory Control
Order Management

Systems Replaced
Masterworks

Partner
CONTAX Inc.

Key Results

- **Streamlined Order Management**: Achieved a 35%+ improvement in order management through streamlined workflows and reduced manual intervention.
- **Improved Warehouse Accuracy**: Reduced inventory errors by 15%, eliminating tribal location knowledge and improving overall warehouse accuracy.
- **Strengthened Cash Flow**: Improved cash flow by 15% through automated credit holds and better AR controls.
- **Accelerated Financial Close**: Cut the financial close process by 5+ days, accelerating month-end and improving reporting.

- **Beat Go-Live Target**: Went live one month ahead of schedule, beating the original target.
- **Improved Margin Visibility**: Locked down pricing and credit holds, improving sales' confidence in margin KPIs.
- **Transformed Warehouse Operations**: Replaced ad hoc processes with a pick-pack-path system.

Challenge

Brought in as part of a diversification strategy to head operations, Jelica Greenwood recognized Wayne Safety, a Canadian distributor of personal protective equipment (PPE), needed to replace its 30-year-old DOS-based financial platform. Wayne Safety needed to streamline operations and reconfigure a chaotic warehouse that made it nearly impossible to find items.

> “I came into the business and on day one realized that we needed a new system. There was a lack of control and a lack of transparency.”
>
> **— Jelica Greenwood, Director of Operations, Wayne Safety**

Greenwood, who joined the company as Director of Operations, also needed to establish business controls. “I came into the business and on day one realized that we needed a new system,” she says. “There was a lack of control and a lack of transparency.” Looking at the company’s margins, she realized they weren’t accurate.

At the time, Wayne Safety operated on Masterworks, a heavily customized DOS-based ERP that was being retired. The system lacked warehouse integration, leaving inventory management reliant on tribal knowledge, and had resulted in a chaotic, disorganized warehouse. The system could record that an order had been placed and picked, but nothing more.

“There was no visibility in the warehouse and where things were,” Greenwood says. “It was like they just put things wherever, and it looked like a mess out there.” Using Masterworks consisted of navigating inconsistent function keys and challenging interfaces, making standardization and training nearly impossible. “It was very clunky. It was DOS-based, and very unfriendly for users to say the least,” Greenwood says.

The system didn’t provide a reliable way to calculate the true cost of goods or enforce standardized pricing. Customer service staff overrode prices at will, and credit holds were not enforced, exposing the company to margin erosion and cash flow risk.

> “Acumatica was probably the easiest implementation I've ever done.”
>
> **— Jelica Greenwood, Director of Operations, Wayne Safety**

Solution

Wayne Safety evaluated several ERP systems, including Microsoft and NetSuite, before selecting Acumatica for its cost-effectiveness, usability, and fit for a mid-sized distributor. The company partnered with Toronto-based CONTAX Inc., leveraging its deep expertise in distribution-industry best practices and Acumatica.

Before deploying Acumatica, Wayne Safety and CONTAX cleaned up the company’s data, mapped the company’s processes, and created super trainers for each department.

The implementation included Acumatica Distribution Edition modules for Financials, Expense Management, Warehouse Management, Order Management, and Inventory Control. CONTAX and Acumatica’s professional services teams worked jointly, which allowed Wayne Safety to go live one month ahead of the original schedule.

“Acumatica was probably the easiest implementation I've ever done,” Greenwood says. “The CONTAX team was always thinking about how to make the pieces fit together, was extremely supportive, and always responsive.”

Outcome

With Acumatica, Wayne Safety gained real-time data visibility and process discipline, while streamlining operations. Automated credit holds in the financial module provided receivables discipline. Orders from customers on hold cannot be released for picking, eliminating previous workarounds. Pricing is locked down, with changes routed through formal approval channels, restoring margin control and predictability.

Executives see true margins and are confident that the numbers are correct, which allows them to better forecast. Real-time data allows executives to run reports quickly, helping them close the monthly books five days faster. Better financial controls and automated processes led to a 15 percent increase in cash flow. Real-time dashboards gave the sales team visibility into inventory and pricing, while mobile expense uploads saved time previously spent on manual data entry.

> “We're capturing all of our costs for any one particular purchase order, which allows us to have a much better estimate on our overall costs of our product.”
>
> **— Jelica Greenwood, Director of Operations, Wayne Safety**

Executives have the data they need to drive performance and forecast with confidence, which will help as they plan their product diversification. “We're capturing all our costs for any one particular purchase order, which allows us to have a much better estimate on our overall costs of our products. Our sales manager has much more confidence in our sales figures and our margins,” Greenwood says.

The warehouse was transformed from a mess to a structured, efficient environment. A bin and pick-pack-path process replaced ad hoc storage and item retrieval that formerly relied on someone remembering where they put an item. “Now we have lanes, we have bins, and we have procedures that we follow,” says Greenwood. Employees use scanners and operate with defined processes, which resulted in a 15% reduction in inventory errors. As one 35-year veteran employee remarked, “I know where everything is now.”

Acumatica’s ease of use and consistent navigation and search functions dramatically improved onboarding and training. New hires use a dedicated test site to practice, learning the system in minutes rather than weeks.”

Conclusion

Wayne Safety’s migration to Acumatica has established a foundation for operational excellence and future growth. The company is positioned to leverage advanced features like AI-driven purchasing and forecasting, diversify its product mix, and respond to market volatility. With a modern, unified platform and a trusted partner in CONTAX, Wayne Safety has transformed its business from reactive to proactive, ready for the challenges and opportunities ahead.

“Acumatica has everything a medium-sized business needs,” says Greenwood. “It is simple to use and is a great system that fits the basic needs of many businesses while at the same time allowing for development as needed. It is terrific out-of-the-box.”