

Consumer Products Case Study

PROJECT OVERVIEW

CLARKSTON
CONSULTING

Implementing SAP TPM with a Leading Beverage Maker

The client is a globally recognized leader in the beverage space, not only due to the brand's iconic soft drinks but also its manufacturing and distribution of various nonalcoholic beverages worldwide. The company provides a wide array of beverage products, including water, enhanced water, sports drinks, juices, dairy, plant-based beverages, teas, coffees, and energy drinks.

As part of its growth strategy the organization had two key priorities: 1) to become a total beverage company through heavy investment in the growth of non-soft drink business units, and 2) to consolidate the IT infrastructure and functionality across its North America division to SAP. The business was particularly experiencing pain points relative to its existing trade promotion management (TPM) solution, which had come in overschedule and overbudget when originally implemented 3 years prior. Given Clarkston's expertise in both trade promotion management and SAP solutions, the client engaged Clarkston to ensure a successful implementation of the SAP TPM solution.

The organization engaged Clarkston Consulting to provide input into the overall project management for implementation of SAP TPM, lead the data standardization workstream between business units to support the overall roadmap, drive implementation design bringing Clarkston's deep TPM process expertise, and finally manage and execute testing, training, and change management efforts across the user community.

Clarkston Consulting collaborated with the client, SAP, and a third party to achieve a successful implementation of SAP TPM and custom reporting leveraging SAP's Model Company accelerator. As a result of the project, the business has improved its ability to forecast, track trade spend, and optimize promotional activity across the complex business environment.

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INDUSTRY:



Beverage

PRODUCTS AND SERVICES:



Manufactures, markets,
sells & distributes
non-alcoholic beverages

PRIMARY OBJECTIVES:

- Simplify and standardize data to have a single source of trade information
- Simplify and streamline the IT landscape with particular focus to trade systems and data
- Optimize all trade spend and increase visibility for the end-to-end process, especially with regards to live accruals
- Reduce turnaround between functional groups with real-time updates and reporting

RESOLUTION:

- Provided key CPG industry and trade process expertise to drive the design of trade processes toward industry leading practice and organization best fit, leveraging SAP TPM as the solution
- Managed and executed agile UAT and end-to-end testing to escalate and resolve defects as needed
- Executed change management efforts continually across multiple platforms to inform and educate the end-user community and the broader organization about the implementation, its impacts, and its contribution to the greater organizational strategy
- Designed reporting and analytics utilizing custom Analysis for Office applications to track live accruals and other key financials
- Developed and executed training strategy leveraging the train-the-trainer approach
- Developed key knowledge transfer documentation and transitioned remaining action items to hypercare team
- Gathered, documented, and facilitated build of over 100 user stories
- Identified and mitigated resolution for 23 key design gaps identified during blueprinting
- Trained 11 key superusers to manage system and be prepared for end-user training
- Thoroughly validated system via ~70 UAT Test Scripts to identify and resolve critical defects

KEY BENEFITS:

OPERATIONAL

- System modernization and a more mature and integrated trade planning and forecasting process
- Integrated end-to-end platform with cross-functional visibility to the full lifecycle of a promotion enabling better cross-functional and timeline communications
- Harmonized master data with North America

FUNCTIONAL:

- Provided sales key account managers (KAMs), marketing analysts, and FP&A resources a consolidated view of all planned promotions by banner to identify potential collisions and mitigate cannibalization or more effectively communicate increased demand to demand planners
- Real-time forecasting enabling continuous updates
- Decreased turnaround time between updates to promotions and demand planning
- Improved decision-making capabilities and customer collaboration

FINANCIAL

- Better retail execution visibility
- Enable smarter, data-based decision making
- Higher ROI per trade dollar

"I cannot commend Clarkston enough on their professionalism through a difficult project considering the size and complexity. I would personally recommend Clarkston Consulting for any future projects involving tech implementation."

- REVENUE
MANAGEMENT
SPECIALIST

