Consumer Products Case Study

PROJECT OVERVIEW

How Pompeian Quickly Improved TPM Payments and Deductions Processes During a High-Growth Cycle

Pompeian is a well-known global manufacturer, distributor, and marketer of oils and vinegars based in Baltimore, MD.

Pompeian has been in a high-growth mode and were adding new applications to their tech stack. They implemented a new ERP system and then implemented a new TPM system to help their organization manage their trade spend. Though the TPM system had been adopted well across the client's sales team for TPM planning, it existed in a complex IT landscape and nonstandard TPM design for managing promotions and settling deductions. This complexity led to numerous technical issues, manual bug fixes and challenges in accurately tracking actual promotion spend.

Pompeian engaged Clarkston's trade promotion experts to provide an assessment and recommendations for improvement around both payments and deductions as it related to their Trade Promotion Management processes and systems.

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INDUSTRY:

Food

PRODUCTS AND SERVICES:

Pantry Food Items

EMPLOYEES:

More than 200

PRIMARY OBJECTIVES:

- Assess the end-to-end Payments and Deduction processes and systems across Infor M3, UpClear BluePlanner and any related external sales systems
- Work with appropriate business, IT, and external leads to identify, prioritize, and escalate issues as required
- Identify and execute recommended quick wins through the duration of the engagement
- Create an improvement plan and prioritize any outstanding issues
- Develop appropriate organizational structure to support the new TPM solution post-stabilization

RESOLUTION:

- Conducted a high-level assessment of the current TPM process and systems to identify, organize, and prioritize key issues interfering with critical end-to-end functionality
- Solved priority issues and stabilized the current TPM system to enable financial reconciliation
- Identified gaps in the current process and system in comparison to industry TPM maturity and best practices

KEY BENEFITS:

- Identified, prioritized, and developed a resolution plan for more than 20 process and system issues
- Led the team through triage, testing, implementation and validation of 4 key technical fixes
- Enabled the Finance organization to close the fiscal year with the new TPM system of record to within an acceptable write off range
- Recommended opportunities to improve TPM people resources, business processes, and system functionality
- Recommended prioritization for the path forward for future state enhancements

CLARKSTON CONSULTING

20

Solved approximately 20 key system technical and functional issues

↓$MM

Helped Pompeian reduce outstanding deductions in time for financial fiscal year end close

5

Five key settlements processes and sub-processes formally documented

"For a growing company like Pompeian, selecting the right consulting partner is important. The team from Clarkston Consulting was able to jump in quickly to help us solve our business problems and truly understood our industry."

- JIM CASEY, CHIEF FINANCIAL OFFICER

