Consumer Products Case Study

PROJECT OVERVIEW

Finance Assessment for a Leading Food Company

This client is one of the most highly integrated fruit and vegetable processing companies in the US. The organization produces seeds and harvest crops, manufactures their own containers, and provides a wide range of nutritious fruit and vegetable products to American consumers.

The organization is a publicly traded company with a conservative financial approach. The client's commitment to the business helps to provide value through tangible results for shareholders and customers, while acquisitions and capital investment in technology for state-of-the-art facilities deliver value to all who are involved.

In late 2020, the client engaged Clarkston for a finance assessment. The organization had engaged Clarkston Consulting for their initial SAP implementation in 2009 and wanted to assess their current finance business processes to determine if operational efficiencies or business benefits could be realized using their current SAP software.

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CLARKSTON CONSULTING

INDUSTRY:

Food

PRODUCTS AND SERVICES:

Seeds, harvest crops, fruit and vegetable products

PRIMARY OBJECTIVES:

- Assess current end-to-end finance processes
- Align, gather, and assess (people, process, and technology) to evaluate and recommend areas for improvement
- Measure current processes against industry benchmarks (AQC)

RESOLUTION:

- Conducted 10 workshops over six weeks involving a variety of finance, accounting, and IT professionals
- Assessed current people, process, and technology as “Effective, Not Efficient”
- Found 43 areas for improvement, including 10 for immediate action (“Low Hanging Fruit”)

KEY BENEFITS:

- Identified several emerging themes from stakeholders including process automation and efficiency, For example. AP invoice management automation could save the organization over 13,800 hours per year
- Enabled visibility and insights of financial planning that would reduce manual data gathering
- Provided training to better utilize SAP reporting features instead of relying on “spreadsheet heroics”
- Implemented process alignment to drive consistency in production costing across plants

Reduction in transaction processing

Time savings for 3 FTE via Variance and Conversion Cost Analysis

Savings of 6.5 FTEs through process automation of Vendor Invoice Management

Savings of 3 FTEs and 50% reduction in deduction days outstanding through process automation of Cash Application and Deductions Management

