

Direct-to-Consumer Process Advisory for a Global Food Manufacturer

A global food manufacturer with a portfolio spanning foodservice, retail, and prepared foods was in the midst of a strategic acquisition to broaden its' bakery offerings. While the manufacturer primarily serves the foodservice market, their newly acquired brand brought Direct-to-Consumer (DTC) capabilities to the mix to align with the manufacturer's strategic acquisition goal of expanding their product portfolio and fueling innovation.

Since DTC and eCommerce capabilities are relatively new to the food manufacturer, they identified a need for new systems integrations and well-defined processes to handle differentiated demand planning, product development, order management, fulfilment, and customer service capabilities.

The client sought a partner to advise on best-in-class DTC processes for the organization as they integrated their latest brand acquisition. Clarkston led a to-be process documentation effort across six major DTC process areas impacting the most critical components of the brand's business. At the close of the engagement, Clarkston provided recommendations for enhancements post-launch as the organization strives for standardization and efficiency.

Consumer Products Case Study

PROJECT OVERVIEW

INDUSTRY:



Food and Beverage
Manufacturing

PRODUCTS AND SERVICES:



Manufacturer, Wholesaler, and
Retailer of Food and Beverage
products

PRIMARY OBJECTIVES:

- Gather design requirements and conduct gap analysis across six process areas, including product development, order management and fulfilment, and customer service
- Create to-be process documentation for identified processes, including RACIs, process maps, gap analyses, and process playbooks
- Determine recommendations based on best practices and identify process gaps

RESOLUTION:

- Conducted interviews with key business stakeholders to better understand current state processes and to-be process impacts
- Coordinated with technical teams and business leads to incorporate development decisions with business process requirements
- Developed to-be process documentation including SIPOCs, RACIs, process flows, gap analyses, and process playbooks based on business and technical requirements
- Managed backlog to track identification of gaps, areas of concern, future roadmap items, and open items

KEY BENEFITS:

- Ensured business requirements, technical requirements, and best practices were incorporated as part of iterative process design to meet expectations prior to launch
- Built foundation for process materials required as part of training and development
- Delivered documentation that can be leveraged by new hires, seasonal hires, and process stakeholders during onboarding and future related acquisitions
- Collaborated with business process owners to ensure alignment toward new process activities and responsibilities
- Addressed remaining backlog and gap reconciliation through building of recommendation roadmap



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**Conducted interviews with over
30 key process stakeholders to
confirm and document six Level 3
to-be processes**

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**Identified 25 gaps across
processes that either require
remediation or are opportunities
for future optimization**

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**developed 20 process documents
across the six focal areas
spanning DTC operations**

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