

Developing an ERP Roadmap for a CPG Manufacturer

This client is a well-known manufacturer, distributor, and marketer of frozen food products. Their products are offered in full size and snack size in multiple packaging configurations.

The client was evaluating how the organization could continue to evolve their existing SAP S/4HANA ERP solution. They engaged Clarkson Consulting to review their existing system, with a primary focus on gaps and future desired capabilities and technologies. This information was used to evaluate options for ongoing maintenance, upgrades, and deployment of new features.

Consumer Products Case Study

PROJECT OVERVIEW



INDUSTRY:



Consumer Products

PRODUCTS AND SERVICES:



Frozen Foods

PRIMARY OBJECTIVES:

- Understand the existing functionality deployed and technical landscape, with a primary focus on current gaps and future desired capabilities and technologies
- Explore maintenance support for current solution and options to extend *(if applicable)*
- Evaluate upgrade options, deployment model (on-premises and cloud), and ongoing application maintenance support
- Gather feedback from business and IT teams as to known gaps, challenges, frustrations, and opportunities

RESOLUTION:

- Review business processes, organizational structure, roles and responsibilities, and support technologies
- Conduct interviews with a targeted group of stakeholders within the finance, procurement, manufacturing, sales, distribution, and information technology departments
- Identify gaps between current state process and industry leading practices and opportunities for improvement
- Determine areas for improvement across people, process, system, and data
- Develop high-level roadmap that includes quick wins and longer-term recommendations

KEY BENEFITS:

- Guidance on strategic options for system upgrades and possible transition to SAP Private Cloud (RISE)
- Identification of quick win opportunities
- Discovery of process efficiency opportunities *(i.e. rework elimination and automation)*
- Recommended sequence for system improvements

KPIs

The execution of the roadmap will impact:

- Plant Efficiency
- Right First Time
- Material Variances
- Inventory Accuracy
- Rebate and Chargeback Processing Time

