

NTT Data

Trusted Global Innovator

MAJOR FOOD AND HEALTHCARE SUPPLEMENT CORPORATION CASE STUDY



SAP LEAP
Large Enterprise Acceleration Program

THE CLIENT

The client is a major food and healthcare supplement corporation with a turnover over €1 billion. From a food perspective, the client commercialises a large range of products in two categories: ambient products (which include flavour enhancers, sauces and infusions) and chilled products (such as soup, ready meals and salads).

From a healthcare supplement perspective, the client commercialises products that treat insomnia using melatonin. These products are sold over the counter in Canada and the United States, and by prescription in the United Kingdom and Japan.



THE CHALLENGE

Moving to acquire new companies to join their group, the client took an important step in their ambitious internationalisation plan. The new companies, which are spread across Europe and vary in size and maturity, came to comprise the client's chilled foods division.

With this step, improvement opportunities began to emerge relating to scalability at every level of the business, particularly within the areas of finance, customer service and supply chain management. It was at this point that the client identified a need for an in-depth technical and functional analysis of their operations within the chilled foods division. Although the client naturally had an existing knowledge of chilled operations, they sought out the support of a trusted external partner to speed up the understanding of these companies' starting points and to define a common ERP path for growth.

When the client approached NTT DATA for this project, the NTT DATA team began by identifying potential roadblocks the client would face around processes, organisation, technology or strategy. NTT DATA would also need a meticulous understanding of the chilled division's growth hypotheses, explore possible outcomes, establish strengths and weaknesses, and diagnose complex risk points.

The client also required the definition of a new ERP solution suited to the functional needs of the chilled foods division.

NTT DATA has a global, common, functional and sectorised, comprehensive value offering, leveraging local culture.

Not only would this solution make a significant impact on the businesses within the chilled foods division, but cybersecurity, compliance and infrastructural needs would have to be accounted for every step of the way. With this in mind, NTT DATA faced the added challenge of designing a solution that breaks down a traditionally siloed approach, while involving stakeholders and centralising goals to develop feasible, aligned objectives that fuel the client growth agenda.



THE SOLUTION

Presently, each of the businesses within the chilled foods division had its own system of operations, resulting in a fragmented infrastructure. In order to solve this, NTT DATA is developing different options for a homogenised solution that promotes efficiency while offering an easily scalable solution for present and future growth efforts.

Options currently range from applying an operational solution that has proven successful in one of the chilled foods companies to the whole division, to developing a new custom-made plan for all of the chilled companies. This would be a highly scalable option that can be replicated in the event that more companies are added to the chilled division. Another option being considered involves a new solution that could be applied across the client's company, beyond just the chilled foods division.

Within the different options presented, SAP solutions have the potential to offer significant impact and efficiency. Some of the aforementioned solutions involve a full SAP implementation throughout the company, a SAP implementation only for the chilled division or a hybrid approach involving a highly customised plan integrating selected SAP modules.



NTT DATA is in the process of exploring the different options with the client's top management, and weighing up the pros and cons of each. Throughout the project, NTT DATA has made it clear that the eventual solution chosen by the client will need to meet three crucial criteria. First, it will need to meet the functional requirements and the business model of each chilled foods company. Second, it must be compatible with the infrastructure of each company, whether that refers to internal communication software or cybersecurity, among other aspects. And third, it must prove to be a viable and worthwhile investment in the medium to long term.

THE RESULT

The ultimate goal of this project is to establish an efficient, ongoing and triangular collaboration between the client, NTT DATA and the chilled foods division companies. To achieve this aim, NTT DATA works to define a future ERP scenario that best suits the chilled foods companies' functional needs, which are customer service, supply chain management and finance.

Additionally, in order to facilitate scalability, NTT DATA means to recommend an IT infrastructure and system map that is aligned with the client's expected growth objectives. The NTT DATA team also seeks to outline regulations for procedures and tools, ensuring maximum security and guaranteeing compliance with clients' standards and regulatory structures throughout the process.

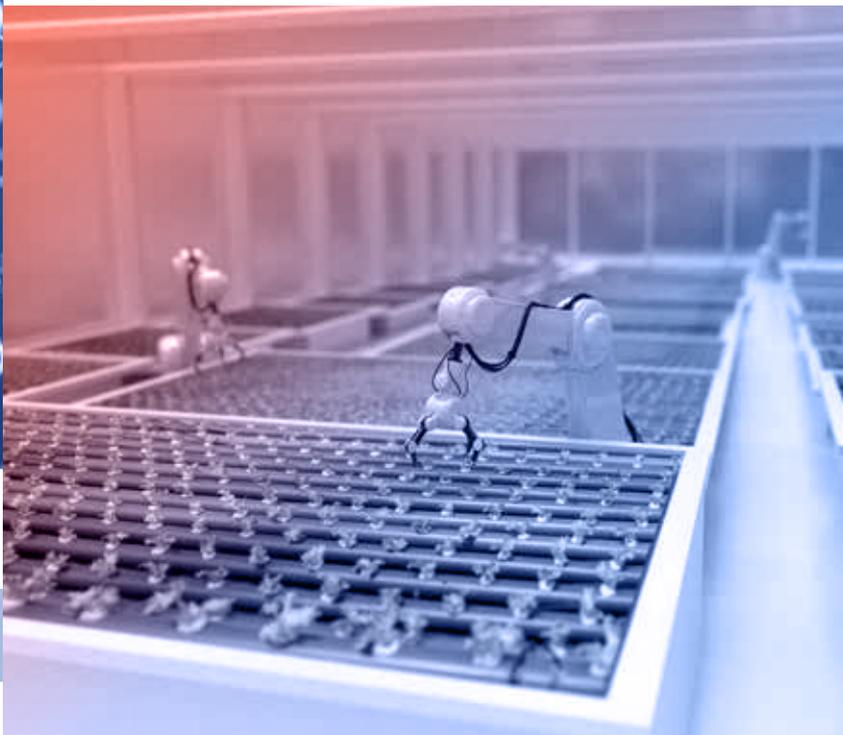
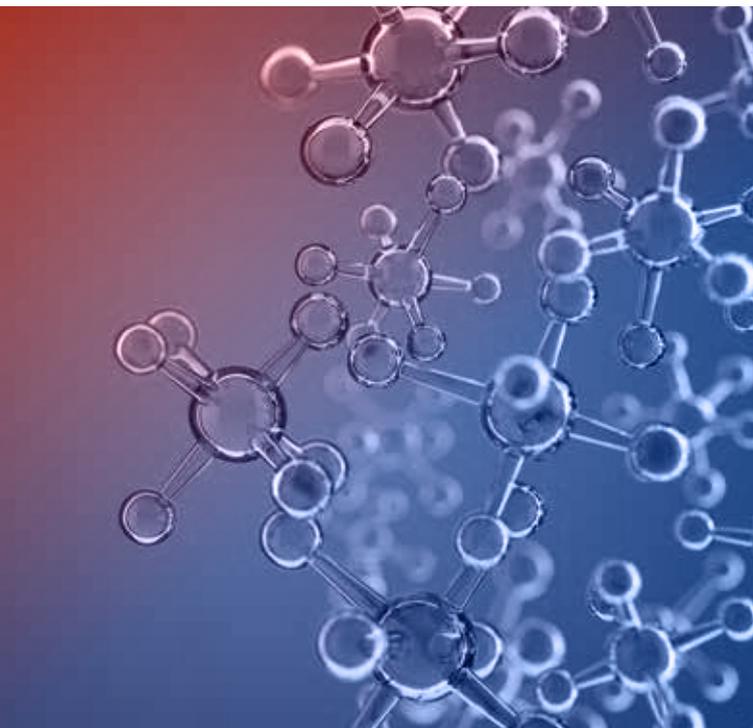
NTT DATA routinely integrates non-SAP value offering from other group business units into its service portfolio and vice-versa.



WHY NTT DATA

NTT DATA has a proud history of partnering with this client across various initiatives. As a result, NTT DATA is already considered a trusted partner due to the work done on similar initiatives related to SAP and ERP growth solutions within the company. Thanks to the success of these projects, NTT DATA is well-positioned to provide a solution of this scale and complexity, and the client recognises their attention to detail, expertise and professionalism.

Throughout this particular project, NTT DATA has leveraged their experience and familiarity with the client to gain a holistic understanding of the company's needs. Specifically, NTT DATA explored four key perspectives in order to guarantee that all critical aspects of the chilled foods division are considered at all times: market and IT strategy, functional coverage, IT capabilities, and economics and viability. As a result, NTT DATA has maintained a global vision of the client's needs to ensure the success of the project and this latest collaboration.



WHAT'S NEXT

As the initial phase of the project wraps up, NTT DATA prepares to present a functional and technical assessment of the project to the client Europe-based executive team. The second and more strategic phase of the project involves the future model for the chilled foods division in terms of ERP solutions. As the project and collaboration moves forward, NTT DATA continues to work hand in hand with the client to support their ambitions for further growth and global reach



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