

# Food Manufacturing: – ERP Implementation

## Background

- £500 m turnover fresh prepared foods manufacturing company
- Company needed to update ERP platform from legacy highly bespoke system without being distracted from core business purpose & function

## The Issues

- Legacy “green screen” systems & processes
- Acquisition and organic growth model meant myriad of businesses processes and views and practice on right way to do things
- Culture of can do within business meant business process focus traditionally low priority
- Business resources stretched as business in significant growth

## Actions Taken

- Led multi disciplinary team to select, design, configure and implement new ERP platform
- Selected best process experts to work on project
- Conducted system selection process based on “differential critical needs” not core ERP functionality
- Developed buy in to business process template that reflected recognised best practice in group
- Implemented successfully in pilot site then initiated group wide roll-out
- Developed “business process convergence” methodology to de-risk future implementations

## Results

- Project delivered
  - ↳ On time (6months)
  - ↳ To Budget (£6.5m)
  - ↳ Without core business distraction (service level, senior management focus)
- Increased waste control & yield on sites
  - ↳ 1% £5m pa
- Improved stock control
  - ↳ Reduced stock outs & shocks
  - ↳ Improved waste
- Business process convergence drove improvements in
  - ↳ Service level delivery 0.5%
  - ↳ Accounting controls