



Food Distribution Business Case Study



Introduction

The Food Industry in Australia generated a combined turnover of 12Bn in 2010 and has had a steady growth since then. It is one of Australia's largest revenue generating sectors but the steady growth in revenue has also come together with a rising cost of labour and materials narrowing the profitability of the sector with a range of 2-4% pa.

To maintain this sector growth over the coming period, the challenge will be on controlling the rising costs and leveraging technology and innovation will be the key to propel the growth of the industry as we move forward

VIS had the opportunity to work with Sherman Foods, a food distribution company, operating within this Food Industry.

Business Challenge

Sherman Foods is a \$25 M revenue Food Distribution business that is preparing for a 4-fold growth in revenue, with a corresponding increase in volumes, geography spread across Australia and a wider product range.

They wanted to develop a digital transformation strategy and program that will ensure they had the right technology and processes to deliver this growth in the most efficient way possible, delivering an improved customer and employee experience.

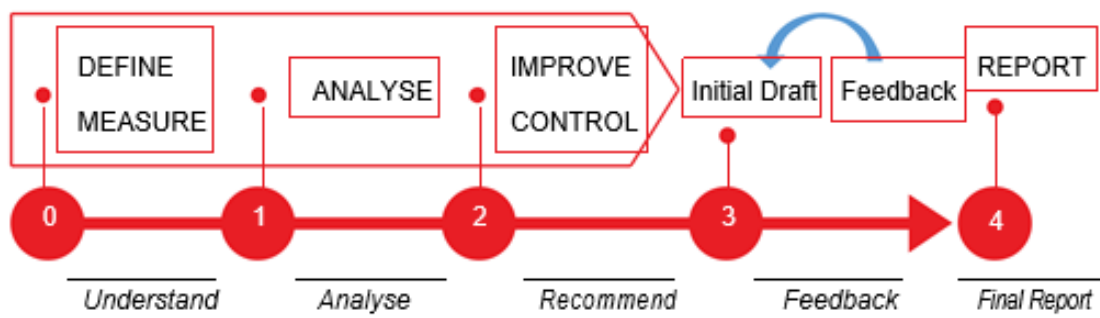
VIS Global was engaged to assist in this business and technology review and provide a roadmap for the business to achieve its technology and process improvement objectives over a 12-month implementation period.

VIS Global Approach and Delivery

Phase #1

This engagement ran over 4 weeks and in weekly phases to deliver the following key outcomes:

- Overview of current systems
- To-Be process maps
- To be Customer journey maps
- Recommended systems and solutions
- High level cost estimate of system / solution and timelines
- High level benefits of the proposed systems/ solutions
- High level systems roadmap to implement these new systems and solutions





VIS Global understood the business goals and challenges and then completed a full review of the technology platforms to identify strengths and weaknesses of key systems. We then assessed the market for suitable options, given the unique requirements and internal skill sets of this business. VIS Global recommended a systems architecture that would best suit the business after considering all available options. The focus was on leveraging existing systems investment to the extent possible.

Phase #2

Once the technology platform decision was resolved by the business, VIS then organised workshops to cover 5 key business processes of P2P, O2C, R2R, Integrated Business Planning and Warehouse Management solutions.

The workshops mapped out current process, identified non-value adding steps and identified process improvement initiatives leveraging technology, automation and digitisation.

The process followed in developing the roadmap of initiatives is shown below:



The initiatives were rationalised, grouped and prioritised into a roadmap for delivery factoring in business capacity and bringing in skilled project resources to deliver the program and achieve the transformation business case.

Ongoing implementation support is being provided to ensure timely delivery of this program with measurement of key metrics planned to track delivery of benefits

Customer Testimonial

The project was undertaken in a very structured manner with clearly outlined outcomes. The implementation was done with great alacrity and formed the foundation of future growth for the business.



Pavan Cheema,
Executive Director, Sherman Foods

ABOUT US

At VIS we are committed to delivering outcomes for our clients in the areas of Collaboration, Customer Experience and Automation through our offerings in Consulting, Project Delivery and Managed Services. With a footprint spanning 7 countries and investments into Innovation Labs

Software Development Centres we are just the right size that allows us to be agile and yet have a matured process on the back-end.