

# Competitive Advantage via Corporate Performance Management

George Weston Foods partners with Capgemini to implement a new CPM solution for fast and relevant information at the fingertips

## The Situation

George Weston Foods (GWF), one of Australia's largest food manufacturers, was facing increased competition, cost pressures and regulatory requirements across its business. The information required to respond to these challenges and support the growth agenda effectively was not readily available across the Group. The technology was unstable via disparate systems, and inconsistent information was sometimes reported across divisions. It all led to finance users spending a lot of time on non value-added activities.

## The Solution

GWF asked Capgemini to perform a review of its Finance function. This led to the development of a Finance Blueprint, which, amongst other initiatives, recommended the implementation of a new Corporate Performance Management (CPM) solution. GWF selected the SAP SEM suite to leverage their existing SAP investment. Capgemini acted as the prime implementation partner, overseeing the entire project lifecycle.

## The Result

The project achieved major benefits:

- consistent, relevant and readily available information via an enterprise wide Portal to all users facilitating better decisions
- trusted information—only one source of the truth
- stable platform, catering to existing and future reporting requirements
- streamlined processes and faster reporting, with removal of non value-added activities
- redefined finance function, as strategic partner to the business.

## How George Weston Foods and Capgemini Work Together

GWF selected Capgemini for its breadth and depth of experience in the manufacturing sector, collaborative consulting approach and experience in finance transformation and corporate management solutions.

**//** This project is a new and exciting opportunity for us to streamline our financial planning and reporting processes across GWF. It helps position us for continued growth by enabling us to have improved visibility of our key management information across the entire business. **//**

John Kavanagh, CFO,  
George Weston Foods



The initial Finance Blueprint phase, covering the entire finance function, took about six weeks to complete and is now the foundation and vision of the finance function. It contains a set of clear initiatives to focus on. After implementing quick wins around standardization of budget packs, GWF, supported by Capgemini, selected its new Corporate Management Solutions tool.

The team looked at various best-of-breed products in that space and took into consideration factors such as ease of use, scalability, organizational impact, resource availability and viability of the solution. The SAP SEM suite (SAP BW and SAP BPS) was selected as the preferred option. Since SAP was already widely used within GWF, the seamless integration of the SAP SEM suite with core systems was a winning factor.

The CPM implementation took about 10 months to complete, from project initiation to final user acceptance testing and release into production. The success of the project can be largely attributed to a number of factors:

**Sponsorship** - The project had strong sponsorship from the CFO. The Steering Committee comprised the CFO and Finance Head for each division.

**Methodology** - The project followed a clear and robust methodology (Capgemini DELIVER SAP methodology) with clear and distinct phases, including business requirements definition phase, solutions blueprint design, build, integration testing and UAT. Each phase required a formal sign-off from key stakeholders.

**Business-driven goals** - It was important that the project met its business objectives. End-user experience and user requirements were given top priority during the design stage. A new BI/CPM team was also created, directly reporting to the CFO, to ensure that new user requirements would be understood, managed and implemented adequately.

**Partnership** - Capgemini partnered with Plaut, a leading SAP partner, for the design and build of the solution. The project was jointly staffed between the Capgemini consortium and GWF.

This ensured that GWF would be able to effectively support the application and continue its development.

**Mitigating risk** - The implementation was phased to make change more manageable and reduce acceptance and implementation risks. This phase of work implemented and integrated the following processes: Sales Budgeting and Forecasting; G/L Budgeting and Forecasting; Management Reporting.

**Dashboards** - Portal technology and the use of dashboards ensured all users had easy access to relevant information. For instance, users now have a top-line view of performance and drill into profitability information by customer, product and channel.

**Concurrent transformation** - The project was not only about technology. Information was also standardized across the Group. Processes (e.g. budgeting) were streamlined and simplified. People were engaged and trained through an effective change management program and organizational changes were made where appropriate.

### What is next?

George Weston Foods now has a platform they can build upon. The roadmap includes capital budgeting, statutory reporting and various other divisional initiatives. They are now well positioned to respond to internal and external challenges.



## About Capgemini and the Collaborative Business Experience

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In collaboration with



George Weston Foods (GWF) is a wholly owned subsidiary of Associated British Foods Plc, one of the world's leading food companies. GWF's principal operations are undertaken

throughout Australia and New Zealand. The company also has joint ventures in the United States, the United Kingdom, South Africa and Thailand.