

## CASE STUDY

ConAgra Foods

### **Enhanced Order to Cash Process Saves Money and Boosts Supply Chain**

#### **Challenge**

ConAgra Foods needed to present a more streamlined Order to Cash (OTC) process that would be used by its 12 operating companies, understanding each company's current process similarities, differences, strengths, and weaknesses.

#### **Solution**

Invested in a tier-one software package that would accommodate a more streamlined, documented process while implementing an integration strategy that would be used by all ConAgra Foodservice in the future.

#### **Benefits**

ConAgra Foodservice and their parent company, ConAgra Foods, benefited from this project by:

- Achieving their corporate strategy
- Consolidating disparate systems

*“Changing the way your business operates can be an overwhelming task. With Clarkston Consulting’s assistance we realized that there were a lot of issues that we hadn’t even considered. They helped us understand these issues and developed ways that we could overcome them.”*

**Larry Cirina, President,  
ConAgra Diversified Food  
Products**

## Challenge

ConAgra Foods selected Clarkston Consulting to help with several initiatives related to an Order to Cash (OTC) assessment and vendor selection in order to reduce costs and improve supply chain efficiencies. The company wanted to:

- Understand the current process similarities, differences, strengths, and weaknesses that existed across the various 12 operating companies
- Document and present a more streamlined OTC process to be used by all ConAgra Foodservice
- Select a tier-one software package that would accommodate this new process
- Suggest an integration strategy to be used by all of ConAgra Foodservice in the future
- Determine the integration effort required to implement these new processes
- Document and present the concept to ConAgra Foods

## Solution

Clarkston visited the ConAgra Foods companies, evaluated the disparate system landscapes, and confirmed that the business activities of the retail and foodservices businesses should be separated. Based on the OTC assessment, Clarkston recommended a careful dissection of the retail and foodservices channels at each of the 12 operating companies, followed by the creation of a common OTC process for the foodservices group that could then be implemented at all 12 operating companies.

Clarkston then held a joint business mapping session with participants from a selection of the operating com-

panies to develop a common organizational structure, to determine how to consolidate the disparate systems, and to work through complex business issues to create a uniform business process. Once these strategies were developed, Clarkston helped ConAgra Foods select a vendor whose product most closely mapped to their new business process. After vendor demonstrations, ConAgra Foods selected SAP R/3 and the I-many CARS contracting system as the best fit for their business needs.

## Benefits

The results of this project helped ConAgra Foodservice and their parent company, ConAgra Foods, by:

- Developing a plan to achieve their corporate strategy
- Identifying best-of-breed processes for ConAgra Foodservice
- Preparing a strategy for ConAgra Foodservice to consolidate their disparate systems
- Creating an execution plan for a new Foodservice organizational structure

## Company Profile

ConAgra Foods, Inc. (NYSE: CAG) is one of North America's largest packaged food companies, with a strong presence in consumer grocery as well as restaurant and foodservice establishments. ConAgra Foods' consumer brands include: Hunt's®, Healthy Choice®, Wesson®, Reddi-wip®, Butterball®, ACT II®, Slim Jim®, Chef Boyardee®, Orville Redenbacher's®, PAM®, Van Camp's®, Peter Pan®, Swiss Miss®, and many others.

Clarkston Consulting is a leading management and technology consulting firm that provides strategic business solutions for clients within the life sciences and consumer products industries worldwide. These market leaders turn to Clarkston to help them bridge the gap between strategy and execution to sustain a competitive advantage. Clarkston is a sought-after business partner because of its recognized industry thought-leadership and superior client relationships, as measured by The Conference Board's survey on client satisfaction. For more information, visit [www.clarkstonconsulting.com](http://www.clarkstonconsulting.com).