

**The client is a large diversified food provider, which produces, distributes and markets various fresh and prepared foods and related allied products. The Fortune 500 client has over 100,000 team members with offices in 20 countries and is the recognized market leader in the retail and foodservice markets it serves.**



## Case Study: Global Food Provider Merger and Acquisition

### Business Challenge

In an effort to grow its business and diversify its food product offerings, the client acquired a major beef manufacturer that was much larger than the original company. The initial challenge was to integrate the new organization quickly to maintain the client's distinct focus on efficient and effective processes. The food provider wanted to consolidate the acquisition and combine all operations so that they had one face to the customer. The primary objective was to combine the 17 different systems of the newly acquired organization to eliminate existing technology and process inefficiencies. It was important to show decreased costs through consolidation of these systems to facilitate acceptance of the changes.

Leadership's goals for the integration included:

Integration without disrupting operations

- Consolidate orders, shipment and invoices to show one face to the customer
- Order and inventory visibility
- Ability to track and monitor sales and margins by product/brand/customer
- Consistent costing methodology for margin comparison
- Provide timely, seamless, solutions for their customers, associates and vendors

Most importantly, all of this integration had to take place while undergoing additional mergers, acquisitions and divestitures.

### The Solution

Hitachi Consulting formed a project team to integrate the companies in the division over a nine-month time frame. The processes identified for assessment in the project included order to cash, production, purchase to pay, financials, human resources, benefits, and payroll processes and systems.

A Hitachi Consulting expert and a dedicated client team member led each process area. They led teams through the integration including project planning, system and process design, documentation of business process procedures, and coordination of conversion and interface activities.

To complete the integration of the organization, the teams visited the company to gain a high level understanding of all areas of the business, documented their findings, and communicated the results to the process owners.

## C Case Study: Global Food Provider

The teams then used site visits, conference calls, and design sessions to evaluate individual process areas.

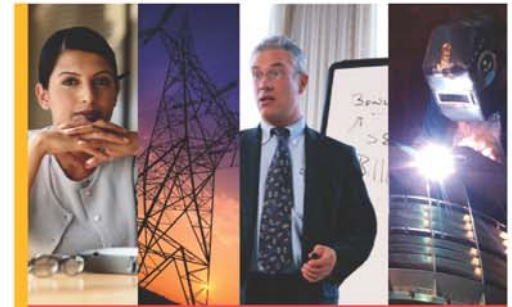
They identified interfaces and conversions, documented business process procedures, and created integration plans for their process areas. Finally, the teams integrated the companies by developing interfaces, converting data, training users, and transitioning the integrated company to new processes.

Throughout the project, the Hitachi Consulting change management team developed and managed the communication strategy for the integrated and non-integrated client team members, customers, brokers, and vendors.

They also identified and organized training activities, creating the necessary training documents and quick reference books for the user community.

### Business Benefits

The food provider achieved significant benefits from its partnership with Hitachi Consulting and the successful integration of its new division. The client has increased efficiency through the reduction of disparate systems, elimination of duplicate processes, and transition to standardized organization processes. Specifically, the new order to cash system eliminates duplicate personnel and activities while increasing the service level to the customer. In addition, the purchase to pay process allows the company to centralize procurement to improve vendor management, provide improved visibility into their annual spend, and eliminate redundant positions in the plant locations. The client also has improved visibility into its financials through the single financial reporting system. With all systems in the division consolidated from 17 disparate systems to one, the food provider is poised to gain maximum value from its recent acquisition.



### About Hitachi Consulting

As Hitachi, Ltd.'s (NYSE: HIT) global consulting company, Hitachi Consulting is a recognized leader in delivering proven business and IT solutions to Global 2000 companies across many industries. We leverage decades of business process, vertical industry, and leading-edge technology experience to understand each company's unique business needs. From business strategy development through application deployment, our consultants are committed to helping clients quickly realize measurable business value and achieve sustainable ROI.

Hitachi Consulting's client base includes nearly 30 percent of the Fortune 100 as well as many leading mid-market companies. We offer a client-focused, collaborative approach and transfer knowledge to our clients throughout each engagement. For more information, call 877-664-0010 or visit [www.hitachiconsulting.com](http://www.hitachiconsulting.com)

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