

Land O’Frost

AN IT VISION TO SUPPORT CURRENT AND FUTURE BUSINESS

Land O’Frost sets the course for redefining, standardizing, and integrating key processes across its enterprise.

The Challenge

Technology to drive growth

Land O’Frost wanted to redefine, standardize, and integrate key processes across its business units and functions. In addition, the company wanted to strengthen governance controls to enable more effective data analysis. Other related challenges included redundant efforts and high labor costs associated with new product development.

For assistance with addressing these issues and developing an IT vision to support its current and future business, the company turned to West Monroe Partners, which offered deep industry expertise, as well as a strong track record for IT strategy and planning, software selection, and implementation.

A comprehensive look at processes

West Monroe Partners assessed Land O’Frost’s current processes and IT readiness. The team documented site-specific business requirements that affected current processes and operations, including:

- ◆ Lead to close
- ◆ Order to cash
- ◆ Plan to procure
- ◆ Procure to pay
- ◆ Inventory and warehouse management
- ◆ Financial
 - ◆ Recruit to retire
 - ◆ Product lifecycle management (PLM)
 - ◆ Customer relationship management

The Solution

Creating a vision

From this assessment, West Monroe Partners guided Land O’Frost in defining a future IT vision—including new PLM processes and a governance model. The vision also encompassed new roles and technologies, including recommendations for implementing new enterprise resource planning (ERP) and trade promotion management (TPM) systems.

THE BOTTOM LINE

A SOUND FUTURE TECHNOLOGY VISION

REDEFINED AND MORE EFFICIENT BUSINESS PROCESSES

BROAD INTERNAL SUPPORT FOR AND INVOLVEMENT IN CHANGE

SCALABLE NEW ERP AND TPM SOLUTIONS

Land O’Frost, Inc., founded in 1958 and based in Lansing, Illinois, is the nation’s largest family-owned brand of packaged deli meat. Its customers include food distributors, food retailers, food processors, and food service companies across the United States.

ERP selection

The IT assessment found that Land O’Frost required significant manual effort to enter, analyze, and report resource data and that it could benefit from the increased functionality of a new ERP system. Using a proven software selection approach, West Monroe guided the client through four stages: align, define, evaluate, and negotiate. Key steps included:

- ◆ Establishing a steering committee to promote company involvement throughout the selection process
- ◆ Conducting process workshops and interviews to educate stakeholders about various ERP solutions, capabilities, and best practices
- ◆ Defining ERP objectives, key requirements, business model, and operating processes
- ◆ Facilitating detailed vendor demonstrations to evaluate offerings
- ◆ Calculating deployment and ongoing operating costs for each ERP solution

Ultimately, West Monroe Partners and Land O’Frost selected an IFS solution.

TPM selection

Land O’Frost assessed trade fund effectiveness and metrics annually. Furthermore, it manually managed deductions and entered field-level forecasts. West Monroe Partners’ assessment identified opportunities to improve customer and item profitability, go-to-market tactics, strategy, and performance against financial goals by implementing a trade promotion

management (TPM) solution. The West Monroe team utilized the same four-step software selection approach, ensuring that it was well aligned with the ERP software selection process. Working together, West Monroe Partners and Land O’Frost chose a ProMAX TPM solution.

A key aspect of this selection approach was creation of new business processes that would transform Land O’Frost’s operations. These processes became a key input for software selection and ensured the company would gain the greatest value from the TPM solution.

The Impact

Turning a vision into reality

Again employing time-tested approaches, West Monroe Partners is guiding Land O’Frost through the stages of implementing its ERP and TPM solutions, including project preparation, design, testing, final preparation, and go-live support.

The West Monroe team evaluated new numbering schemes for all Land O’Frost products and materials and then worked with the respective vendors to implement cross-referenced identifiers into the two new systems. West Monroe Partners also guided development and documentation of a new selling and pricing strategy that is aligned with the new ERP and TPM software capabilities. In addition, the team helped align financial calculations and policies with the selected software.

Today, Land O’Frost is fully operational on its systems across all of its plants.

