

ARKIEVA

CASE STUDY:

Creating a Great APS Dish
with What's Cooking?





Name: WHAT'S COOKING?
Location: Lievegem, Belgium
Industry: European Fresh Savoury Food Group
Website: whatscooking.group/

Industry

- ▶ A European Fresh Savoury Food Group headquartered in Belgium (previously known as Ter Beke Group)

Challenges

- ▶ Products with very limited shelf-life while customers demand high service levels
- ▶ Fragmented planning systems
- ▶ Forecasting quality is lacking without any segmentation, competitive forecasting or advanced analytics

Solutions

- ▶ Arkieva full S&OP suite

Results

- ▶ A common understanding and willingness to improve
- ▶ Increased sales revenue due to increased service level
- ▶ Decreased inventory write-offs



CREATING A GREAT APS DISH WITH WHAT'S COOKING?

What's Cooking? is an innovative European Fresh Savoury Food Group headquartered in Belgium that makes savoury snacks, slices and ready-made meals (most notably under the Come a casa® brand). With about 3,000 people and €781 million in revenue in 2022, What's Cooking? has grown significantly in recent years and is currently investing in tackling the challenges of the added complexity for its supply chain. To make their S&OP processes more aligned and efficient, What's Cooking? called on Arkieva, and their implementation partner Solventure, to implement their new advanced planning and scheduling (APS) system. Ali Eulaers, Supply Chain Process Improvement Manager at What's Cooking?, gives us insights into their supply chain situation.

Sifting through Supply Chain Complexity

"As a fresh food group, What's Cooking?'s products have a limited shelf life", Eulaers tells us. "This leads to our customers demanding high service levels (98.5%), which must be met with very low inventories and a limited timespan to react to promotions. And all this complexity had to be managed with an enormous quantity of Excel sheets and fragmented planning systems".

To avoid being stuck in firefighting mode and to proactively prevent problems, the Group Supply Chain Department of What's Cooking? started looking for a new APS system that could improve the agility of their supply chain.

Writing the Recipe for Arkieva Implementation

"The foundation of our business case for the new APS system was primarily made on the expectation to increase sales revenue thanks to an increased service level, a decreased cost of goods sold due to more efficient logistics and labor, and a significant decrease in inventory write-offs", Eulaers recounts. "The alternative of minor change wasn't a better option as the status quo brought along licensing costs, replacing forecasting systems to connect with cloud solutions and the hidden maintenance cost of Excel tooling."

With the support of top management at What's Cooking?, a thorough selection process was set up, and Solventure was chosen to implement Arkieva as the new APS for What's Cooking?. Eulaers: "This was, next to the added value and expertise of the Arkieva software, also driven by the great fit with the Solventure team, their great energy and experience, and the way they listened to and understood our specific business needs."

As a first step, the objectives of the Arkieva implementation were clearly mapped out:

- Grow from reactive to proactive planning
- Strengthen collaboration between different stakeholders
- Integrate the full supply chain and make it transparent
- Increase efficiency and performance (i.e. planning quality, obsoletes, service level, etc.)

"It was also specified", Eulaers adds, "that this project was not only a supply chain project, but an integrated business project. It involved a lot of business stakeholders and would prove to be beneficial for the entire business as well, from demand planning and RCCP/S&OP to supply planning and procurement."

The Ingredients for APS Success

Looking ahead, the key ingredients for APS success at What's Cooking? will be to:

- Address data integration and validation, with dedicated project management, a weekly core team meeting and a monthly steerco.
- Include change management, as it is not just implementing new software, but also improving supply chain processes, get key-users informed, engaged and motivated to use to the new planning environment.
- And get feedback from key users through key design feedback sessions.

With these ingredients, Solventure will work together with What's Cooking? to gather different functions and different layers in the organization around a common understanding of what needs to be improved, and a common willingness to do so. Eulaers agrees: "If everybody understands the problem, then you can start envisioning where you want to go and keep on engaging your organization along the way."

Some Lessons-learned after the First Tasting

While What's Cooking? is only starting with their APS implementation, Eulaers can already share some lessons learned from their experience.

"The first lesson is that you need to assign time and resources to clean up your legacy data, as it's never as clean as you think. Secondly, daily operational issues don't take a break when you're working on an implementation project like this, so be very conscious about your time management and always be ready for unexpected events. Third, the whole project is a marathon, not a sprint, so be careful not to want to do everything at once and plan well in advance. And finally, it's an exciting journey, which I'm certain will come to a great conclusion thanks to the good teamwork with the eager Solventure project team!"

Plan Better with Arkieva

Driving business transformation through better supply chain planning processes.

For nearly 30 years, Arkieva has worked with leading companies across a wide range of industries with a laser-like focus on business performance. We have analyzed, developed, pivoted, tested, and retested the best solutions for the greatest of challenges. This is one of many reasons that Arkieva is so well regarded in the analyst community and has such strong client retention rates and referral business.

We are change agents at our core and always pushing ourselves to create solutions that not only solve today's challenges, but the ones of tomorrow. In the simplest and most intuitive way possible.

Ultimately, Arkieva's software and competence today mirrors both our experience and desire to innovate, create and be on the forefront of supply chain planning. We look forward to every new challenge. It's in our DNA.

Arkieva. No fluff. Just real solutions.



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SOLVENTURE

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