

TREXIN CASE STUDY

IMPROVING ACQUISITION READINESS FOR A CONSUMER PACKAGED GOODS COMPANY

Trexin helped a company prepare for M&A-driven integration with a process-centric IT strategy/roadmap and business capability diagnostic.

BUSINESS DRIVER

The VP of IT at a mid-sized consumer packaged goods company recognized a critical need to drive improved business-IT alignment, seeking to better prepare the company for future integrations in conjunction with the company's focus on improving their best-in-class cost position and current operations through strategic acquisitions. Our Client asked Trexin to help assess and prepare a strategy and roadmap for a resilient set of acquisition-ready, technology-enabled business capabilities, qualified to be process-driven with an explicit focus on creating business and technology alignment.

APPROACH

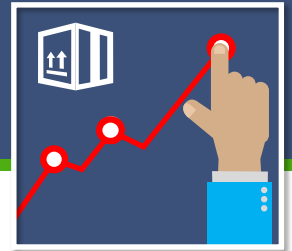
Trexin gathered information via workshops based on six process domains. After process ratings were established, the goal was to agree upon and build alignment around each domain's current state and desired future state. The six process groups identified gaps and opportunities. Trexin determined that there was a key overall opportunity to be more process-oriented, and prioritizing the gaps made it clear that there was varied alignment between levels and departments.

Trexin's approach emphasized that the roadmap needed more clarity of goals and priorities across business capabilities. The executive team then asked Trexin to assess the broader business capabilities needed to win in their market while they undertook a strategic planning process. With a new focus on key capabilities, Trexin produced deliverables detailing and mapping capabilities to our Client's strategic choices, leading to a multi-year IT investment roadmap. Trexin also produced position papers providing an initial direction for cloud strategy, application rationalization, ERP, and governance. Trexin's ultimate alignment recommendation was to shift to an integrated, process-based investment approach.

RESULTS

Trexin's analysis showed that in the current state, functional thinking was prevalent across the organization, resulting in process inefficiencies, higher operational costs, and limited resources for long-term planning. Trexin therefore advocated a future state where the company is more extensively engaged in business process management to drive more positive results, made visible by newly developed metrics and scorecards. As a result of Trexin's work, our Client accelerated their translation of strategy into key capabilities. Trexin's guidance also provided an updated approach to sales and marketing, enhanced clarity on business intelligence, and level-set understanding that technology spend needed to increase to accommodate their business acquisition strategy.

Developing a Process Driven Roadmap to Create Business and Technology Alignment



Our Client, a mid-sized consumer packaged goods company, asked Trexin to prepare a strategy and roadmap for acquisition-ready business capabilities.



To become more process-driven, Trexin gathered information around the six process domains – capturing both gaps and opportunities for each group.

It became apparent that there was varied alignment between all levels and departments. Trexin's approach emphasized more clarity of goals and priorities across business capabilities.



New Focus: Key Capabilities

In order to win in their market, our Client required an assessment of their broader business capabilities and a strategic plan.

As a result of Trexin's work, our Client was able to:

- Accelerate their translation of strategy into key capabilities
- Update their sales and marketing approach
- Enhance clarity on business intelligence
- Increase technology spend to accommodate an acquisition strategy



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