

SUCCESS STORIES

Creating a Great APS Dish with What's Cooking?



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WHO IS WHAT'S COOKING?

1948

Founded



**IN 37
COUNTRIES**

Sold in stores



**SUSTAINABILITY
STRATEGY**



781M€

Turnover 2022

3.000

Employees



SUMMARY



INDUSTRY

(previously known as Ter Beke Group) is a listed European Fresh Savoury Food Group headquartered in Belgium



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



EXPECTATIONS

- › 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 meals (most notably under the Come a casa® brand). With about 3,000 people and 781 million euro in turnover in 2022, What's Cooking? has grown significantly in recent years, and is therefore 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 Solventure to implement Arkieva as their new APS (advanced planning and scheduling) 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**”, Ali 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 labour, and a significant **decrease in inventory write-offs**”, Ali 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 the top management of 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?**. Ali: “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 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...)

“It was also specified”, Ali 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. Ali 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, Ali 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!**”



ABOUT SOLVENTURE

As Solventure we challenge you to rethink supply chain thinking. We help you to transform your supply chain from an obstacle into a competitive edge. Stop regarding your supply chain in purely operational terms and start aligning it with your business strategy instead. This shift in perspective, which we firmly stand for, is the best way to tackle supply chain issues and to provide a more agile way of fulfilling demand in the fast-evolving world around us. It's the key to driving value, on all business levels.

Check out our methodology, services and software solutions at www.solventuregroup.com or get in touch through contact@solventure.eu

READ MORE

Balancing service, cost and cash is a major challenge. To improve this supply chain triangle and to steer your organization towards success, a mature Executive Sales and Operations Planning (S&OP) process is key. Read more about balancing the Supply Chain Triangle through Sales & Operations Planning!

Download it now at www.solventuregroup.com

