



# Mars Canada wins the 'time-to-market' race in a very competitive FMCG sector

## MARS

**Customer:**

Mars

**Industry:**

Food

**Location:**

Canada

### Mars' Speed-to-Market

BPM application enables greater **control and visibility** over product development and improvement in order to **adapt fast** to continuously changing markets.

### 27 business process

applications sharing **9 processes** help Mars to control the design, manufacturing, marketing and distribution steps in product development ensuring **greater business process agility.**

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**Bizagi is like the Apple of BPM software. Clean and intuitive.**

Mars Canada

### Objectives

- ✓ Increase control and visibility of critical processes
- ✓ Stronger engagement of business in process modeling
- ✓ Automatically extend SAP capabilities
- ✓ Decrease reliance on IT developers and outside contractors
- ✓ Improve speed to market of product development & improvement
- ✓ Better performance and visibility through out-of-box reporting

### Achievements

- ✓ 7x increase in execution speed
- ✓ 82% reduction in number of processes
- ✓ Seamless integration with Mars global SAP ERP system
- ✓ Improved productivity, quality & compliance achieved through reuse
- ✓ Process changes performed by business without IT support
- ✓ Dynamic business processes supporting continuous improvement
- ✓ On-time and on-budget implementation (meeting ambitious targets)

## Overview

The 'Speed-to-Market team' at Mars Canada manages critical business processes across the Food, Pet-Care and Chocolate divisions, handling data from disparate sources such as Sales, Finance, Research & Development, Marketing and Distribution. The processes are expected to constantly adapt to ensure Mars' competitive edge within the FMCG sector. The team embarked on a BPM initiative to add workflow to their Supply Chain function, enable better process control and automate SAP extensions. Mars also sought to empower business stakeholders to manage process changes and improvements with minimal IT support.

## Challenges

The Speed-to-Market team needed to make process changes fast and deploy process applications in a fraction of time in order to respond to the changing market dynamics. The team relied heavily on IT developers and outside contractors to carry out many developments. The goal was to implement a BPM platform to help the business regain control over their processes and to involve business stakeholders at the early stages to reduce the costs associated with the cycle of "change request – code – new change – new code".

All transactional data (pricing, budgets, vendor management and distribution) at Mars Canada is managed by the corporate SAP system but any changes impacting SAP were done manually and managed through spreadsheets which resulted in low productivity and poor visibility of the end-to-end processes. The inherent risk of this approach was the duplication of effort and cost/ budget overruns associated with inefficient practices.

## The BPM Solution

After a thorough review process, Mars Canada selected Bizagi BPMS to deliver results fast by turning their process maps into running applications through modeling instead of programming. Business people were empowered to run requirement discussions around the process model which kept them and IT engaged. The Bizagi's Data Layer also proved indispensable as a foundation for the centralised data repository and enabled reuse across processes and distributed teams. The seamless SAP integration allowed for clean and easy access to process data residing in such system, and reduced costs and reliance on outside developers in future process iterations.

New products or innovations are now tracked down to specifications, costing, scheduling, manufacturing and marketing with the help of Bizagi platform. The productivity of the Speed-to-Market team has greatly improved as changes to any subsequent process iterations can be made easily by storing new process versions in the system, or indeed "rolling-

back", if needed. In addition, the "On the fly" changes allow users to approve all processes going forward or select them on a case-by-case basis, resulting in better audit controls and improved versioning.

New product documentation is properly recorded, updated and freely shared through all stages until the case or process is completed. The various integration points are accomplished through a highly efficient SOA layer; these range from email connectivity to cases through to secure web service-based data exchanges with Mars' SAP system.

## Results

The workflow initiative deployed 27 business process applications, sharing 9 processes, to automate the new product launches, in a short period of 12 weeks. These applications engage several business units from both Mars Canada and Mars US, as well as external manufacturing affiliates and distributors. The process execution speed was increased 7 fold, while the number of processes were simplified from 50 to 9.

The reduction of paperwork, manual processing and removal of approval delays improved the process control and visibility and optimised the distribution of workload in the Speed-to-Market operation. Key performance indicators are readily available to advise relevant personnel in the areas of process improvement. Documentation is better classified and managed, making it easier to find and track past records and approvals when required by auditors or senior management. The use of BPMN 2.0 notation provides a common and standardised framework for modeling and execution across the business while a newly formed Centre of Excellence promotes reuse and best practice sharing.

### Best Practice

- ✓ Involve all key stakeholders in the technology selection
- ✓ Start with a "top-down" analysis of all process areas for workflow improvements
- ✓ Map processes, share process flows & tasks with the business team
- ✓ Consider all data integration and in/out parameters early in the process design
- ✓ Process definition is crucial to the success, so enlist support from experts
- ✓ Set realistic and achievable milestones
- ✓ Closely manage expectations of all stakeholders by regular project briefings