



# Case Study



## Strauss Group background

The Strauss Group is an international consumer packaged goods company with 2006 revenues of approximately \$1.2 billion. Strauss Group was formed in 2002 as the merged entity between Elite, a leading producer of dry foods, and Strauss, a leader in fresh foods. Currently active in 15 countries, the Strauss Group is focused on growing segments and geographies around the globe. The organization currently operates 17 manufacturing plants and employs 8,800 professionals worldwide.

The Strauss Group is partnered with world-class food and beverage organizations such as Danone, PepsiCo and Unilever; and itself operates as the number one player in the Central and Eastern European coffee markets, and number two in Brazil.

## Business challenge

The Strauss Group is a leader in enterprise technology implementation. After the merger, it had a multiple and disparate ERP systems and business intelligence technology stacks. While the organization was largely satisfied with its ERP systems, significant time latency persisted between the occurrence of business events and management's corrective actions. This was most visibly expressed in the time it took for IT to deliver the key financial and operational information that managers needed to drive action and make smart decisions.

In addition, different departments operated based on different data, and managers spent increasing amounts of time analyzing reports and spreadsheets rather than driving employees to strategic action.

Because departments were viewed as separate entities or silos in the merged enterprise, interaction between them was not driven by real time critical events, but instead took place either on a predetermined schedule (weekly department meetings, monthly reviews and quarterly reports) or as a result of crisis situations that could have been avoided.

*“Sterna is revolutionary. It allows you to see immediately where you are losing money and directs you to the precise business unit product or customer that is causing a potential loss to your company. While other tools require extensive analysis and can be very time-consuming, with Sterna all critical information is at my fingertips.”*

**Pini Kamari**  
Supply Chain General Manager

## Sterna solution

After a short three month implementation period, Sterna was installed in the Strauss Supply Chain Department, giving managers unprecedented insight into the department's overall performance through access to key indicators including Gross Margin, Sales and Order Fulfillment.

Demand for system access has quickly grown beyond the initial 20 users to 100 – the Strauss Group is now working with Sterna toward an expansion of the system to an estimated total of 600 – 1000 users across the enterprise.

Sterna now provides managers with the ability to see clearly and intuitively into the company's financial and operational performance.

In addition, for the first time, employees at all levels have a direct insight into the impact of their area of responsibility upon the company's overall financial performance. This has enabled a decentralization of activities that has resulted in faster responsiveness and local accountability.



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## Benefits

### On-Time, Enterprise Wide Visibility

For the first time with Sterna, the Strauss Group management has a clear, central view of the company's performance.

Sterna has dramatically cut down on the time elapsed before information on a critical event reaches the manager's desk at Strauss. This has allowed the leadership to not only avert many negative impacts on the company's results, but also exploit potential opportunities.

### A new, intuitive, approach to management

While the Strauss Group management has previously had access to various business intelligence platforms and analytical tools, these have been met with general skepticism. Managers and employees alike have been hesitant to use the available tools because they required hours of training and were oftentimes difficult to employ.

According to Pini Kamari, Supply Chain General Manager, he has 10 - 20 minutes in the morning to read his emails and prepare for his long day of meetings. "With Sterna, those 20 minutes guide me to the key areas that I need to focus on throughout the day, and allow me and my managers and employees to take action immediately."

Sterna's clear and intuitive user interface has provided management with a straightforward and intuitive view of the financial and operational impact of their work.

Sterna has become an essential tool across the organization. Today, managers are insisting that Sterna be installed on their desktops.

*"Before Sterna, I was drowning in a sea of reports and files. Dozens of people were working on these files, and hundreds of people would use them. This created a huge layer of information, but as a manager I never knew who was looking at what file when, and how they were analyzing them to take action."*

**Barak Messa**

*Supply Chain CFO, Strauss Group*

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