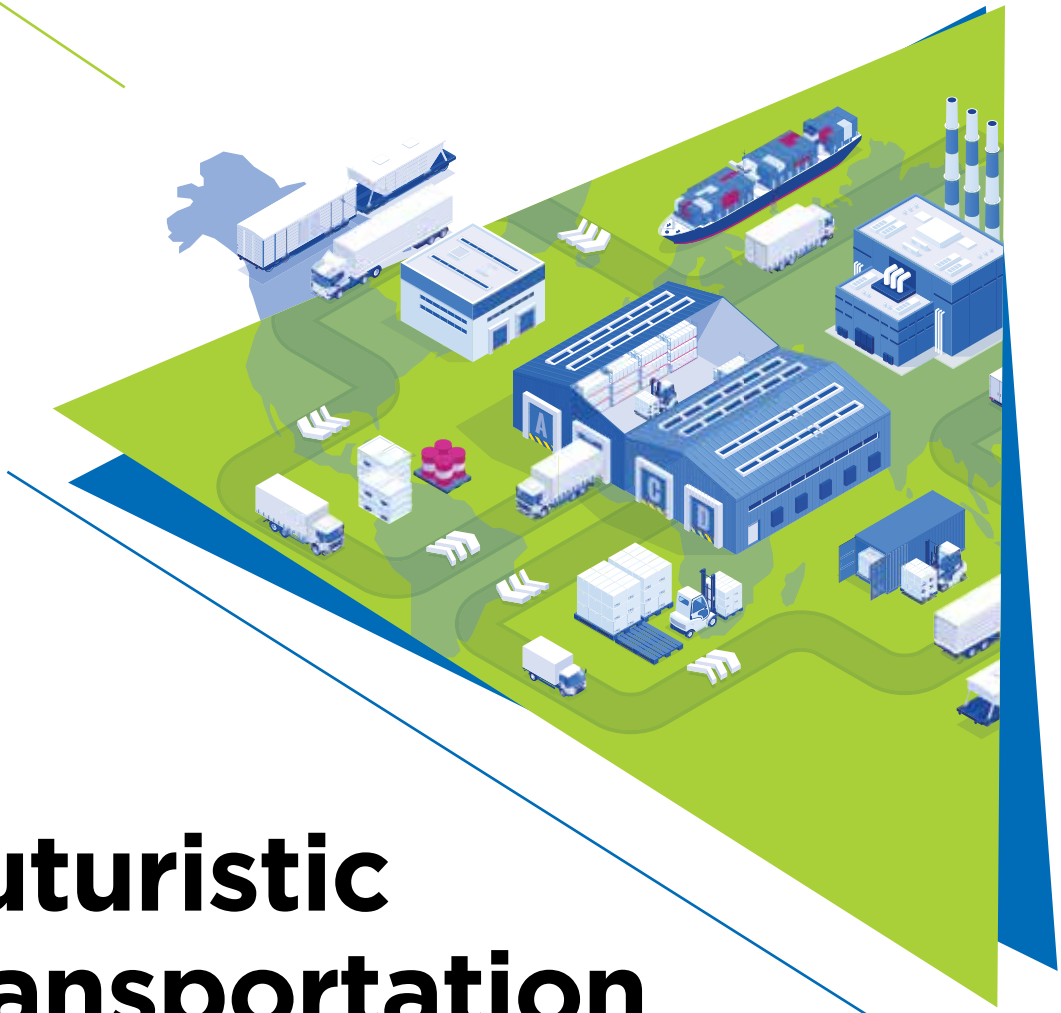

Futuristic transportation roadmap and ERP

HCL helps a large American food processing company transform its transportation processes

About the Customer

The client is a US-based global company which transform natural products into a complete portfolio of ingredients and flavors across every part of the global food chain. With industry advancing innovations, the client gives customers an edge in solving the nutritional challenges of today and tomorrow.

The client is a global leader in human and animal nutrition and the world's premier agricultural origination and processing company. The breadth, depth, insights, facilities, and logistical expertise give them an unparalleled capability to meet the needs for food, beverages, health and wellness, and more.

Perennial issues in transportation planning were impeding the efficiency of the transportation business

The Challenge

A presence across the globe, with active operations in origination and processing, and the leveraging of almost all modes of transport (with air as an exception) led to the following challenges for the client's transportation planning:

- Operation of one of the world's most diverse and complex transportation structures
- Transportation operations are spread across the globe in 18 regions, 5 modes of transportation such as road, rail, barge, and ocean,and are also multi-mode under four business units
- The asset base comprises owned assets and leased assets, and operates as a 3PL and also with 3PL
- The client's transportation ERP portfolio was a mix of legacy and custom-built applications operating in silos
- Transportation planning was spreadsheet-based, and driven by inherent knowledge of the planners
- The complicated rail business in the US further led to complications in transportation planning
- There were large financial implications due to latency of information, lack of real-time visibility, and operational glitches

Orchestrating an enterprise-wide planning application

The HCL Solution

HCL devised a three pronged approach as part of the solutioning strategy. The phase-wise details are as follows:

Assessment Phase

Activity	Description
As-is discovery	Obtain a detailed understanding of the current state of the transportation business across geographies and modes
Gap analysis	Identify pain points from the transportation processes of businesses across the globe, as part of the overall transportation industry
Target state capability model	Map the existing transportation complexity into HCL's proprietary framework in relevance to the transportation industry
Requirements gathering	Wishlist to meet the future business needs of the transportation business
Demo scenarios	Represents a set of core business requirements critical to selecting a TMS package
RFI process	Identify competent TMS vendors to address the transportation-related requirements
Evaluation	Business users assess capabilities of the incumbent application to handle/manage the demo scenarios
Vendor rating	Scoring process to assess packages that meet transportation needs
Recommendation	These are given on the basis of the scorecard; the next steps are part of the package and overall process

Second-Level Comparative Analysis

Zeroed in on two vendors to reassess the depth of functions/features via discussions and secondary research and prepared reports from the findings.

Benchmarking with Peers

Conducted meetings to benchmark the client's transportation business with similar large global companies and prepared reports from the findings

The Benefits

HCL, with its product and process expertise, backed with comprehensive analysis, was able to provide the following benefits to the client:

- Standardized and consolidated transportation processes across multiple regions/geographies
- Set the foundation for package evaluation at a micro level to accurately estimate the level of customization required from a specific package to determine the exact time, effort, and cost estimates
- Updated process documentation to provide a quick reference point for training and reduced dependency on a few resources for process knowledge
- Recommended to consolidate the transport management platform across the organization
- Forecast a significant reduction in IT cost

Total estimated reduction in IT cost:

USD 9M

For more details contact: **rcpg.solutions@hcl.com**

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