



THE BEER STORY

INNOVATION IN BUSINESS, BUSINESS IN INNOVATION

Our client, Carlsberg Hungary Ltd. (Carlsberg) is a medium sized Hungarian subsidiary of the Danish Carlsberg Group (Group).

Carlsberg sought professional support, because however skilfully they identified pain points, could not specify the root problems. The main issue that our client addressed was the general overload that was prevalent in every function and process. **The primary aims of Carlsberg were to ease its operations by improving workflows, developing ERP system and spotting missing functions and positions.** Carlsberg needed a solution that overcomes the current issues, supports the future business and meets the Group expectations as well.

Carlsberg defined a 4-phase project:

- I. BPR (business process reengineering), where root problems and solutions are identified (with IT development being the main focus)
- II. Vendor tender process
- III. Action plan: How to realize the BPR results
- IV. Implementation of IT system and new workflows

Invendor took part in the first phase, where our team rethought fundamental processes and key positions. Invendor used the following methodology:

STEP 1: Professional domains identification (in liaison with the client)

STEP 2: Research

Request for documents, due diligence
In-depth interviews with key employees and stakeholders
Shadowing of key employees
Market online research for best practices

STEP 3: Data analysis

Based on management expectations
Based on industry best practices

STEP 4: Design – a few of our deliverables:

To-be flowcharts
New master data structures
Professional domains' cooperation and coordination matrix to clarify responsibilities
Work breakdown for every position
A longlist of recommendations aligned with the to-be processes
Approval matrix

STEP 5: Closing

Our team faced many challenges during the project. The biggest was the resource issue from the client's side that we always have to confront. **In the beverage industry, there is a seasonal fluctuation in sales, which causes the front office and logistics to overload, so our team dealt with a serious time constraint and an immensely busy management schedule.** The project teams were very flexible and together were able to manage the situation.

The complexity of the project scope challenged our team. The final deliverable consisted of several supporting flow charts and excel sheets (matrix) and most importantly 18 domain specific assignments with recommendations. **We believe that the final material is very fruitful regarding the next phases of the whole project.** And according to rumours of Carlsberg, it really is.



www.invendor.hu



office@invendor.hu



1025 Bp., Margit krt. 43-45.

