

A RECIPE FOR SUCCESS

Combining T. Marzetti & SAP for a successful transformation of a food industry leader



YOUR PRESENTER



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Modernization
T. Marzetti

A RECIPE FOR SUCCESS

An Introduction to T. Marzetti

Why S/4 Cloud

Successful Methods & Governance

Program Achievements

Continuing The Journey



AN INTRO TO T. MARZETTI

T. Marzetti

- \$1.8bn Manufacturer and Marketer of Specialty Food Products
 - 50% Foodservice / 50% Retail
- 17 Brands including
 - Sister Schubert's
 - New York Bakery
 - Marzetti
 - 5 Licensing partnerships
- 16 Manufacturing sites across the US

The Business Case

- Aging, customized, "smoldering" AS400 platform
- Close loop system between Finance and Trade
- 16 Tribes: Single face to the customer
- Future acquisition integration ease

Burn the boats! ← a blessing and a curse

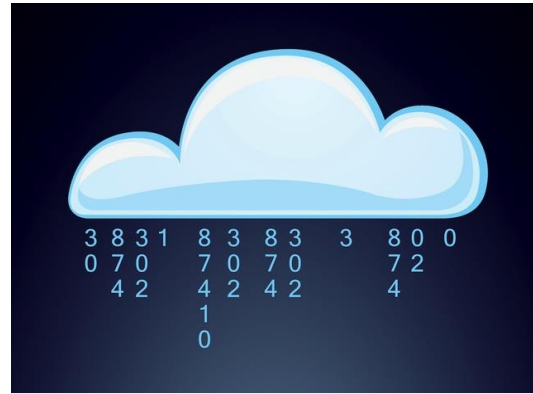


THE CIO'S REASONABLE REQUESTS



Fit to Standard (clean core)

- Low TCO
- Releases multiple times per year
- Minimal business disruption
- Low tech debt



Modern analytics platform that will “rain reports”

- Business differentiating
- Ability to assess our performance



Nimble, scalable platforms

- Simple Platform landscape
- Microsoft
- Boomi
- SAP



A “no excuses” project

- Strong Executive support
- Stay out in front of our problems
- Meet our commitments



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WHY S/4 HANA ENTERPRISE CLOUD (HEC)

before there was a RISE



SAP S/4 HEC WAS THE CLEAR CHOICE TO ENABLE THE ASCENT PROGRAM

- S/4 Strongest Solution for Food Manufacturing Company
- Eliminated Infrastructure Investment & Enabled Continuous Improvement
- Accelerated Program Start
- Ease of Integration
- Subscription Model
- Future Innovation Platform



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SUCCESSFUL METHODS & GOVERNANCE



5 KEY PILLARS FOR ASCENT SUCCESS

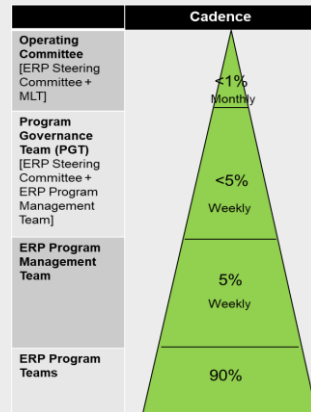
01

Be Clear on Goals & Guiding Principles including Clean Core



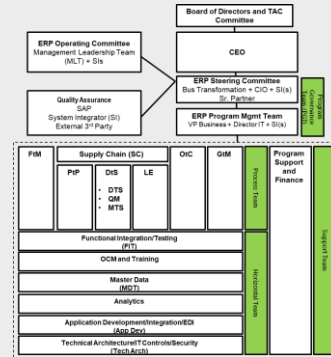
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Drive Engagement & Sponsorship through Program Governance



03

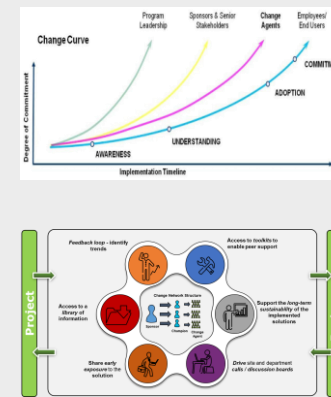
Dedicate the Right Talent & Empower their Decision-Making Rights



Key Design Decisions

04

Prioritize Change Management



05

Operate with Transparency & Candor with Partners



ASCENT: THE START OF THE CLIMB

Avoid the “speak now or forever hold your piece” mentality.

Transform your thinking from a Program to Product mentality.



WHY HAVE GUIDING PRINCIPLES

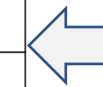
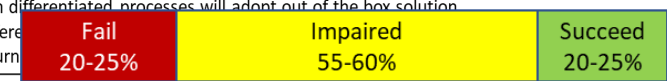
Gartner says do this:

- Leadership
- Communication
- Resources
- Change Management



Principle	Description
Business Led Transformation	Lead the transformation of people, process, and technology to realize value through enhanced business performance.
Keep it Simple	Simplify the solution; don't over-engineer business processes or steps that are more efficient if performed manually or are at a high-risk for change in the future. Consider ease of support when making design decisions.
Fit to Standard	Align processes with industry standard, pre-configured leading practices to enable future upgrades and capabilities with limited business disruption. <ul style="list-style-type: none"> • Non differentiated processes will adopt out of the box solution • Differentiated processes will require custom development
Strategically Modernize the IT Landscape	Define a "right fit, right sized" IT landscape that leverages best in breed solutions and well-designed integrations that improves stability and aligns with the business transformation goals. Leverage capabilities to allow for agility to support future growth and innovation.
Engage our People	Engage all of our people early in the change processes. Envision, enroll, and enable coordinated execution through open and transparent communication. Facilitate the process for everyone to envision the future transformation of their role, function and the Company.
Enable Data Integrity	Establish and implement common data standards, policies, and governance. Align on the system of record for each type of data and transaction type to enable a single source of truth.
Focus on Compliance	As a publicly held company, we will deliver all statutory, legal, and regulatory requirements.
Integrated Security and Internal Controls	Develop Business and IT controls, both in the system and standard operating procedures, to maintain the integrity and security of the systems and our data.

Gartner. Based on over 6,000 interactions with Gartner clients since 2016



And watch out for this:

- Resistance to change
- Ineffective Leadership
- Lack of Alignment
- Poor Communication
- Inadequate Resources
- Poor Vendor Management
- External factors (like pandemics and global supply chain disruptions or war in Europe)

Marzetti

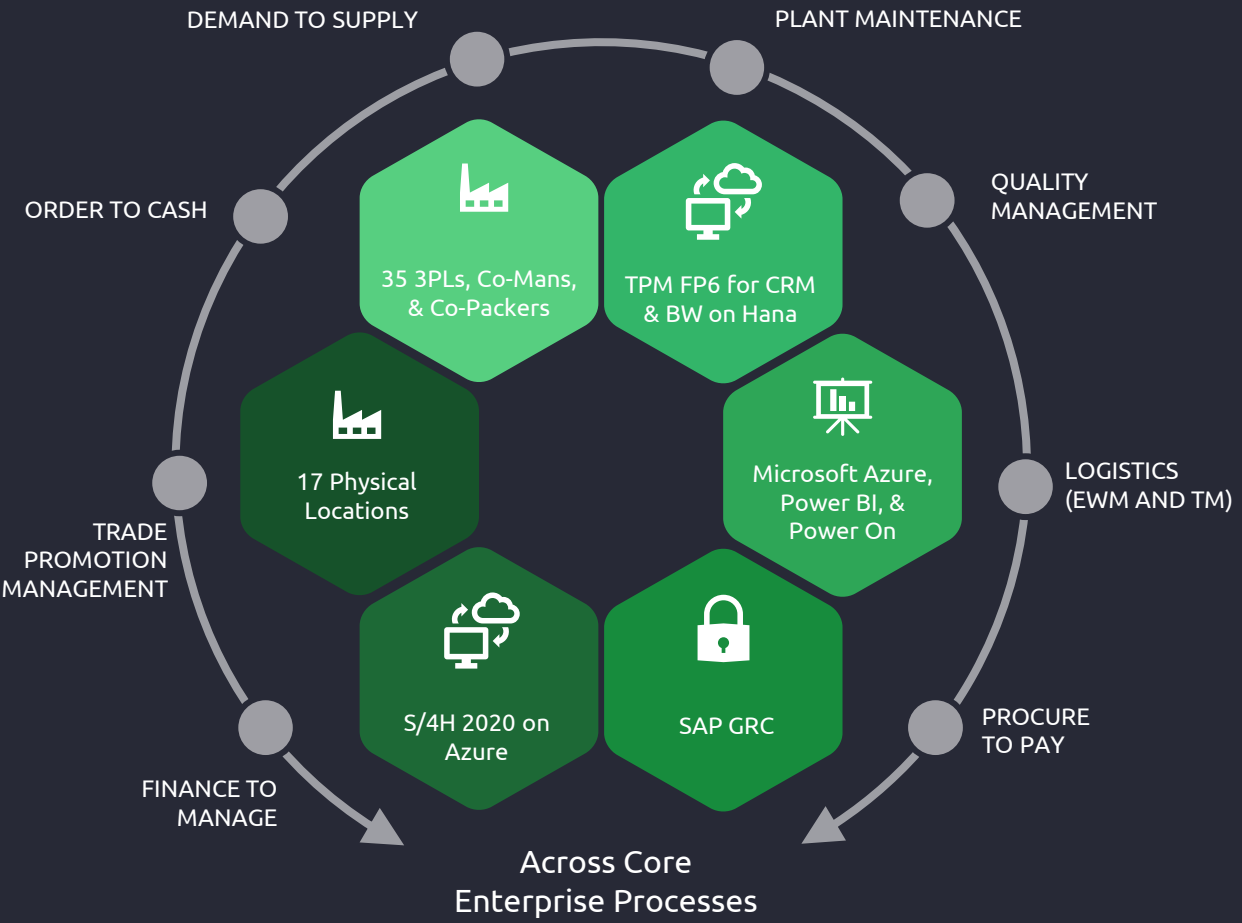
We are one of less than 15 Consumer Products currently live in the US on SAP's Cloud ERP. The Cloud is SAP's future direction and provides advantages around access to SAP innovations, lower TCO, and improved maintenance.

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PROGRAM ACHIEVEMENTS



WHAT ASCENT DELIVERED

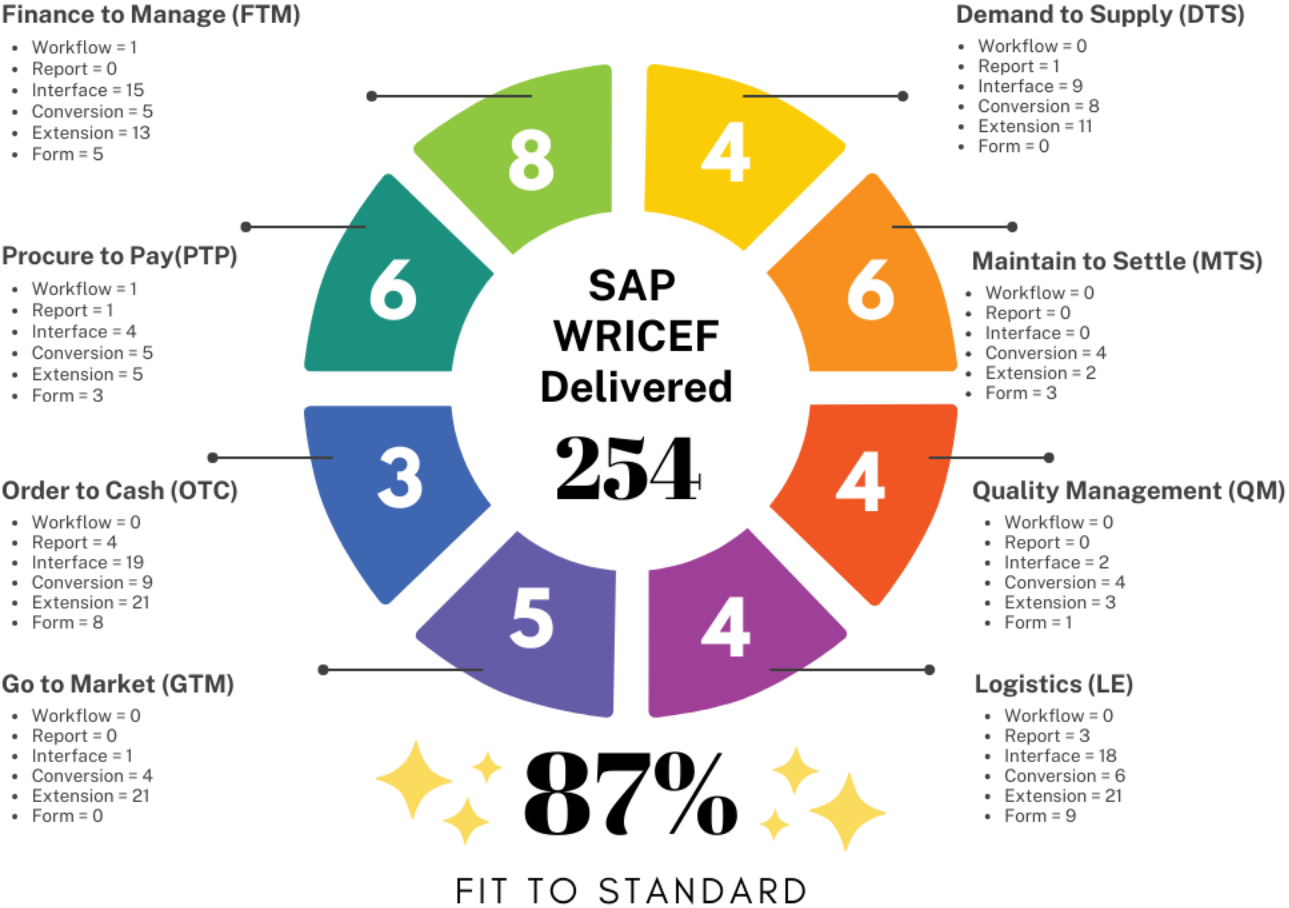


- Integrated Trade and Finance
- Increased Visibility to Trade Planning and Spending
- Increased Visibility to Product Cost
- Increased Visibility of SKU Performance
- Increased Digitization of Quality Data for Recalls
- Increased Inventory Visibility and Accuracy
- Increased Master Data Management Accuracy
- Increased Visibility to Production Consumption
- Enhanced Integration of Demand Planning
- MRP Automation for Efficiency

WHAT ASCENT DELIVERED – L3 PROCESSES



WHAT ASCENT DELIVERED – FIT TO STANDARD AND INTEGRATED SOLUTION



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CONTINUING THE JOURNEY



WHAT'S THE CIO'S REASONABLE REQUESTS NOW?

Walk



Run



Continuous Transformation 

Microsoft Analytics + SAP clean core + Boomi integration

- Low TCO + Low tech debt = nimble

* Nimbleness = shorter time to benefits, higher ROI on future investment

We climbed the first mountain; which one are we scaling next?

Function	FY24	FY25	FY26
Manufacturing	Enterprise Architecture and Planning Location/Supply Chain/Cloud Solution	Wave 1 Digital Manufacturing Integrated Solution	Wave 2 Digital Manufacturing Integrated Solution Learning Management System for Plants
Engineering	OT Network Enabling Productivity Manhattan Analytics	Wave 1 Digital Manufacturing Integrated Solution OT Network Enabling Productivity - Other Plants	Wave 2 Digital Manufacturing Integrated Solution
Transportation & Logistics	Availability Promise (API)* CHEP Fleet Program	Appointment Scheduling Solution Additional Distribution Centers (ADL, DAL, CPL), ARZ (CPL)	Manufacturing MES to SAP TMS Handover
Procurement	Supplier / AP Automation Handover Procurement Process Compliance Dashboard SAP MRP Analytics	SAP Supplier Collaboration Phase 1 - Day 1 Right, Day 1 Right Indirect Vendors (Segment beyond Top 20), Add Direct Vendors	SAP Supplier Collaboration Phase 2 - Day 1 Right, Day 1 Right Direct Vendors (Segment), Add Supplier Collaboration
Supply Planning	PowerOn Automation and SAP Integration Enhancements	Make to Order vs. Make to Stock Process and System Requirements Automated Demand Planning for Stock Turnouts	Enterprise Planning Tool
Corporate Commercial Team		Locality Replatform Regulation/Management Analytics Performance Commercial Data Analytics	Enterprise Planning Tool
Finance	Financial Cash App Solution (AR and Deductions) Handover Financial Close Analytics Decision Support Analytics	Financial Cash App Solution (AR and Deductions) Solution* Consolidation & Financial Statements Consolidation EY/MA Budget Planning AI/Forecasting AP Automation	Enterprise Planning Tool
Strategy		Revenue Growth Management (McKinsey Tool)	
R&D	PLM Analytics Quality History/CAI Data Integration PLM Project/Process Dashboard PLM Replacement Handover	PLM Replacement Handover - Strategic Solution PLM Replacement	IMS (Inventory Information Management) Handover
Retail	Analytics Enhancements Virtual Dressable/Customs Modeling Blend	Trade Promotion Optimization Scale Dressable/Customs Modeling Blend	Enhance Digital Media Activation
Foodservice	Analytics Enhancements ES Suite/Procurement Management System*		
HR	ES Suite/Procurement Management System*	ES Suite/Procurement Management System*	ES Suite/Procurement Management System*
Master Data		ES Suite/Procurement Management System* ES Analytics Master Data Management Tool	
CDE	SAP Rollout to the Global Aviation Medical Desktop (F10) Risk Automation (SAP Cloud)* III Software: Access Management III Software: Access Management	SAP Rollout to the Global Aviation Medical Desktop (F10) Expand Risk Automation (Beyond SAP) SAP Data Archiving SAP Data Archiving Data Classification (DMLG Audit Interest)	SAP Rollout to F10 Global Analytics
Cross Functional Initiatives		Supplier Process Insights New III Data/Supply Chain Contract Management Data Classification (DMLG Audit Interest)	Enterprise Document Management
ESG / Legal	Whistleblower* Anti-Bribe*	ESG Communication Solution, Incident Response/Communication ESG Supplier Procurement and Risk	

WHAT CAPABILITIES DO WE NEED TO SCALE THE NEXT MOUNTAIN?

NOW



Enterprise Master Data and Analytics

Master Data is kept in sync and clear across the enterprise, mostly manual data entry. Data Lake with Core enterprise data models in place.



Footprint for Conversions

Project oriented Deployment Plan for sites converting from Legacy to SAP. Lessons Learned from 6 waves documented (i.e., Sign-On Events).



Roadmap for Future Planning

Fluid 3-year Technology Roadmap funded project by project. Significant backlog of enhancements, projects and programs with largely unknown benefits opportunities.

FUTURE

Automation of Master Data entry with a shift to governance and data driven insights. Expanded Data Lake beyond Core enterprise data.

Deployment Playbook that has a clear mechanism for decisions, scope, timeline, resources, and costs needed to convert existing locations or acquisitions.

Combined 3-year Business Capability and Technology Roadmaps that tie together, have known benefits that support the 3-year business strategy and financial forecast.

NOW



Change Management as an Enabler for Growth

Focused training, comms, and change management on SAP; prioritize Act and Transact for operations.



Enterprise Process Improvement

Documented Process flows for happy path, critical business processes. Manual effort to understand bottlenecks/issues.



Centralized Process for Solution Decisions

Ascent developed a muscle, based on the Office of No, for making wise business process, data, and technical decisions including Releases.

FUTURE

A multi-dimensional change management organization that is core to all Enterprise Modernization initiatives and is integrated with the corporate HR learning strategy.

Broader documentation and awareness of Enterprise Process flows. Implemented Process Mining tools that enable data-driven insights to bottlenecks/issues and exception processes to target for improvement.

Developed Intake process integrated with the Supply Chain and Commercial Program Management that facilitates centralized decision making on corporate investments and benefits.

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THANK YOU