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J. Macedo: Gaining Agility and Expediting Closings with SAP® ERP

J. Macedo S.A. is a Brazilian company specializing in the manufacture, distribution, and marketing of wheat and wheat-based products. When it decided to revamp its business strategy, focusing solely on wheat-based consumer goods, it chose the SAP® ERP application.

Executive overview

Company
J. Macedo S.A.

Headquarters
Fortaleza, Ceará, Brazil

Industry
Consumer products – food

Products and Services
Wheat and wheat-based products, including flour, pasta, cake mix, yeast, and more

Employees
2,700

Revenue
US$150 million

Web Site
www.jmacedo.com.br

Partner
Accenture

BUSINESS TRANSFORMATION

The company's top objectives:
- Implement an IT platform to support a new business model designed to focus solely on the consumer market
- Substitute legacy systems without disrupting operations
- Integrate business processes and ensure compliance with Brazilian regulations

The resolution:
- Implemented the SAP® ERP application to replace legacy systems
- Created an in-house communications team dedicated to the project
- Completed implementation on time and within budget

The key benefits:
- Faster access to reliable data, expediting the accounting and financial closing processes
- Streamlined planning and decision-making processes
- Ability to comply with local regulations

Read more

"The SAP implementation has made us realize the true value of using an integrated IT solution."

Afonso Caetano, IT Director, J. Macedo S.A.

TOP BENEFITS ACHIEVED

87%
Faster system recovery after downtime

86%
Reduction in the number of legacy systems

80%
Improved time for accounting closing

See more metrics

Executive overview

Company objectives

Resolution

Business transformation

Future plans

Business model transformation

J. Macedo S.A., a Brazilian company formed more than 70 years ago, is involved in the manufacture, distribution, and marketing of wheat and wheat-based products such as flour, pasta, and cookies. It markets its own leading and traditional brands like Dona Benta cake mix, Sol flour, and Petybon pasta to retailers and consumers.

System recovery time takes now 6 hours, instead of 48

When J. Macedo sold its wheat-based industrial food service and bakery products business, deciding to focus solely on wheat-based consumer goods, it came up against some significant challenges. With 20 points of sales and a highly complex logistics chain – requiring the delivery of 50,000 tons of product per month – the company needed an integrated IT solution. It wanted a solution that could help it ensure agility, centralize information, and enhance and expedite decision making.

To support this strategic transformation, the company chose to implement the SAP® ERP application, replacing a wide range of nonintegrated legacy systems.

Executive overview

Company objectives

Resolution

Business transformation

Future plans

High involvement of key business users, minimal customization

Once it began the implementation, the company further recognized the need for an integrated and robust technological platform when it acquired the Chiarini pasta factory; at the same time, it realized the software could help it meet the requirements of a new Brazilian law mandating the use of electronic invoices (Nota Fiscal Eletronica).

J. Macedo deployed almost the entire range of functionality found in the SAP ERP application. The implementation involved 80 people – 40 from J. Macedo and 40 from SAP partner Accenture.

Prior to the implementation, which required minimal customization, the company conducted a pilot project; its objective was to identify processes that needed to be created or enhanced as well as those that needed to be eliminated due to redundancies or inefficiencies.

Key professionals from all business areas were involved in the project on a full-time basis, along with an in-house communications team that was set up to expedite change management. After the implementation, key users took on the responsibility of training other employees in their business areas.

Executive overview

Company objectives

Resolution

Business transformation

Future plans

Reliable data, enhanced decision making

J. Macedo now has access to reliable data, which has streamlined the accounting and financial closing processes. Financial closing, which used to take 10 days, can now be completed in 2 days; the accounting closing process, which took 10 days in the past, can now be done in 3 days.

The company has also streamlined planning and decision-making processes and has achieved integration across its various operations: a main data center in Fortaleza; a secondary one in São Paulo; 20 billing points; points of sales in all Brazilian states; and 9 manufacturing centers. In addition, the company can now manage its debentures more effectively using the SAP software while ensuring compliance with Brazilian regulations.

KEY BENEFITS

87%
Faster system recovery

80%
Faster accounting closing process

86%
Fewer legacy systems

70%
Faster financial closing process

Executive overview

Company objectives

Resolution

Business transformation

Future plans

A long-term partner

The agility and efficiency that J. Macedo gained after implementing the SAP software has set the groundwork for further growth and has bolstered the company's confidence in SAP as a trusted, long-term business partner. As a result, the company plans to upgrade its SAP Customer Relationship Management application and take advantage of additional SAP solutions and services.

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CMP17123 (12/01)