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Ahmed Labib, Corporate Supply Chain and IT Director, Juhayna Food Industries

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Company

- Name: Juhayna Food Industries
- Location: Cairo, Egypt
- Industry: Consumer products beverage companies, food companies
- Products and services: Dairy foods and beverages and fruit juices
- Revenue: US\$286 million (2009)
- Employees: 3,000
- Web site: www.juhayna.com
- Implementation partner: SAP® Consulting

Challenges and Opportunities

- Increase harmonization of IT environment across the company
- Improve efficiency of existing solutions
- Pave the way for future growth
- Develop a 5-year road map

Objectives

- Perform in-depth analysis of current IT landscape while avoiding business disruption
- Identify where there is scope for IT improvement
- Create a concrete plan of action for implementing the findings of the analysis

SAP Solutions and Services

- Health check offering
- Trusted advisor service

Implementation Highlights

- Excellent collaboration between Juhayna and SAP
- No disruption to ongoing business operations and processes
- Systematic, efficient approach to performing the assessment

Why SAP

- Existing technology partnership with SAP
- Aim of harmonizing IT across the company based on standards advanced by SAP
- Expertise and experience of SAP consultants

Benefits

- Greater visibility into IT environment
- Ability to pinpoint and solve issues
- Holistic, industry-specific, and neutral assessment of existing landscape
- Impartial advice on how to enhance IT for continued benefits
- Better alignment of IT with company's long-term goals

Existing Environment SAP ERP application





Maximizing benefits of IT solutions is important for companies seeking to secure a good return on investment. And gaining insight into the pros and cons of existing systems and processes is key when it comes to planning ahead. Egypt-based Juhayna Food Industries wanted to take a close look at its SAP® software installation with a view to shaping up for the future. So it turned to experts from SAP Consulting, who performed an in-depth analysis and identified how Juhayna could streamline its business and IT processes to support its ambitious goals.

Headquartered in Cairo, Egypt, Juhayna is a key player on the country's food and beverage market and a well-known, highly visible brand. It develops and manufactures a wide range of dairy products and fruit juices, exporting to Europe, the Middle East, and the United States. The company's corporate clients include the McDonald's Corporation. Founded in 1983, Juhayna has experienced rapid and extensive growth – both organically and through acquisitions. The enterprise employs a workforce of 3,000 and in 2009 posted revenues of US\$286 million.

Commitment to High Quality

Juhayna prides itself on the superior quality of its varied portfolio. It aims to achieve total customer satisfaction by delivering first-class products at competitive prices. Sustainability is also high on the agenda for the food and beverage expert, with programs in place that support a cleaner, greener future.

As a progressive, innovative organization, Juhayna needs a reliable IT infrastructure. In 2005 the company revamped its entire landscape, replacing outdated, heterogeneous software with a central enterprise resource planning (ERP) solution, the SAP ERP application. Ahmed Labib, corporate supply chain and IT director at Juhayna, explains the thinking behind this move: "By bringing our IT onto a single, homogeneous platform, we hoped to improve integration of business processes and create a strong foundation for further growth. SAP ERP gives us total visibility into the enterprise. What's more, it has helped us integrate newly acquired organizations quickly and easily - it delivers the flexibility a dynamic company like Juhayna requires."

Time to Take Stock

Five years after the initial SAP software implementation, Labib and his team decided to assess the value that the

software was bringing to the company – and identify if there was scope for improvement. Their ultimate objective was to draw up a road map for the next five years, detailing how best to align IT with business goals.

Based on previous positive experience working with SAP Consulting, Juhayna invited experts from this organization to make a critical evaluation of its IT landscape - with the help of the health check offering from SAP. This takes a holistic yet in-depth look at IT and business processes based on thorough analysis of key performance parameters. Consultants also hold workshops and conduct surveys to collect employee feedback on a specific set of metrics relating to existing solutions and processes. At the end of the assessment at Juhayna, the experts delivered a comprehensive report. including over 40 suggestions on how the company could maximize the benefits of its SAP software and add value to its processes.

No Stone Left Unturned

Three experts held intensive workshops at Juhayna's Cairo offices for a week, setting aside time for each department separately. They invited senior staff and key users to attend these sessions, which were dedicated to assessing relevant applications and functionality. The experts took this opportunity to interview users about their experiences with the software



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and gather their wishes and requirements. Throughout the week, a rigorous schedule was maintained in order to keep disruption to ongoing business operations to an absolute minimum.

"The health check really was very thorough," recalls Labib. "The professionals from SAP Consulting looked at every aspect of our IT infrastructure and assessed how we were using SAP software to support business processes.

offers impartial, neutral guidance with no bias toward SAP," explains Labib. "That means if he thinks a third party is better equipped to deliver a certain service or solution, he will give us his honest opinion. He is an expert in his field and knows our industry exceptionally well. So we can really rely on his insight."

Juhayna's trusted advisor defined priorities based on the health check report. "These were divided into must-haves.

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At the end, they produced a highly detailed written report, which included concrete recommendations on how we could enhance our architecture, provide better support for business processes, and reap further benefits."

Impartial Advice

After the health check was wrapped up, Juhayna opted to keep one of the SAP experts on-site as a trusted advisor. That role would be to advise and assist Labib and colleagues on how best to implement the proposed enhancements. "The great thing about the trusted advisor is that he

should-haves, and nice-to-haves," remarks Labib. "That helped our decision makers gain a sense of perspective and create a realistic time frame for implementing the proposals. As a result, we were able to draw up a detailed plan of action for the next three years."

A Win-Win Partnership

Juhayna's trusted advisor is now on-site once a week. On a practical level, he helps IT employees identify and solve day-to-day problems. On a strategic level, he advises senior management on how particular software investments

will pay off and suggests ways to achieve rapid ROI. Labib comments, "The trusted advisor acts as a single interface between us and the world of SAP. Not only is he our main contact to SAP, but he also coordinates with third parties and helps us select the best partners for our projects."

In addition, because the trusted advisor gains firsthand experience of business operations in the food and beverages industry, he can draw on this knowledge to benefit other companies. Hands-on expertise helps SAP optimize its industry-specific products and services. As Labib explains, "It really is a two-way relationship – with benefits for both sides."

Positive Effects of Enhancements

Although it is too early for concrete figures, Labib and his team are already noticing the positive effects of the enhancements that have taken place to date. "We have begun to implement the SAP Customer Relationship Management application and expect to feel the benefits of this in the very near future," he says. Furthermore, rollout of planning functionality that focuses on materials requirements is under way, with software from the SAP BusinessObjects[™] business intelligence solutions next in line. "We have taken the results of the health check as a basis for next year's IT budgets - so we are taking the recommendations seriously. We rate this input very highly and are convinced of its long-term value for our business."

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Preparations for Future Challenges

Conducting the health check has helped Juhayna think ahead and prepare for the future. "Things change fast and our IT needs to be able to keep step," explains Labib. "Implementing the SAP team's proposals will help us respond more flexibly to challenges around the corner."

Labib does not expect the successful partnership with SAP to end here. "The health check project and our ongoing partnership with our trusted advisor have demonstrated that close contact with experts from SAP Consulting pays off. We are definitely eager to build on this success in the future."

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