

Mergers and Acquisitions Integration

Integrating Sales and Marketing Systems during a Merger

The Challenge:

Kraft Foods, Inc. (Kraft) purchased the entire Nabisco® Food Service division. An integration effort of this nature required developing a means for merging two different sets of data, from two different order management systems. Though Kraft's and Nabisco's Food Services businesses are similar, there were many challenges with integrating the sales systems:

- The tight integration deadline required carefully managed scope and phased project approach;
- The core data hierarchies were different, including the product hierarchies, sales hierarchy and sales reporting metrics; and
- There were hardware and operating system incompatibilities, disparate corporate networks and security policies.

The Approach:

The Edgewater approach was to:

- Create a common set of customers and customer hierarchy;
- Integrate the sales force and hierarchy;
- Realign customers to the new sales hierarchy;
- Produce a combined product catalog and hierarchy; and
- Extended the existing data repository to support current sales, sales history and invoice data for both organizations.

Objectives:

- Integrate the Nabisco Food Service division into Kraft;
- Build whatever intermediate reporting tools and data marts were necessary to support data analysis during the merger; and
- Combine sales and marketing data into a coherent structure that fit overall Kraft requirements.

Furthermore, Edgewater combined the sales reporting between the organizations in order to:

- Enable sales reporting by integrated product, customer and sales force;
- Support sales history reporting;
- Track sales bonus against objectives;
- Set Food Service objectives (sales budgets); and
- Maintain brand and product information.

The Results:

Over 400 Sales, Marketing and Logistics users in Kraft and Nabisco access integrated sales information for a number of critical activities:

- Sales and Marketing can access sales performance tracking, trend analysis and historical and current sales activity information through the portal;
- Marketing can build and track trade programs that consist of both Kraft and Nabisco products;
- Logistics can access sales history for forecasting purposes; and
- Finance can produce a consolidated business plan based on the integrated sales data in the data warehouse.

Success Factors:

- Experienced data analysis and migration team;
- Extensive experience in sales and marketing data within the Consumer Packaged Goods industry;
- Well organized and planned migration strategies; and
- Extensive involvement of both data and business subject matter experts from both organizations.