





Acquisition drives transformation programme for Marston's

Marston's, the British brewery and pub operator, reached agreement with Daniel Thwaites plc in March 2015 to acquire the trading operations of Thwaites' beer division, including two leading premium brands; Wainwright and Lancaster Bomber ales.

Marston's has been brewing Thwaites' beers since early 2014 and as part of the acquisition, entered into a long-term exclusive agreement to supply all beer, wine, spirits and minerals to Thwaites' pub estate. The acquisition is consistent with Marston's brewing strategy to focus on popular premium ales with local and regional appeal, and provides an opportunity to capitalise on the developing free trade market and a wider consumer interest in craft beers.



The Opportunity

Following the acquisition, multiple legacy IT systems were preventing the level of transparency required to effectively run business operations.

There was a danger of running at higher operating cost with manual processes and the potential for duplication. Additionally, the lack of visibility would prevent effective decision making across the group. Marston's challenge was therefore to align their existing SAP ERP solution with their acquired organisation to standardise business processes within their common SAP landscape.

A primary area of focus was integration to the billing process. With the recently acquired Thwaites beer division, Marston's would need to deliver to 290 pubs on Thwaites behalf, as well as billing them for activities. The deadline of the end of May was set to achieve this, creating an IT project that would integrate Thwaites' billing information to Marston's SAP solution with a timescale of less than two months to complete.

Turning to Edenhouse, with whom Marston's had built a successful partnership over many years, the SAP integration project was initiated.

“*Edenhouse has supported our SAP landscape for the last five years and understand the requirements of our business. They have been instrumental in helping us to define our ERP strategy and have become our trusted advisor for our SAP landscape.*”

*Phil Court
Head of Information Systems, Marston's*

The Solution

Edenhouse developed a framework incorporating a change management programme for integrating core business processes with the acquired organisation. The approach included a number of transitions, documenting standard business processes and subsequent business transformation methodologies to ensure a quick and cost-effective approach that would minimise business disruption. Edenhouse also expanded the corporate ERP Centre of Excellence to drive through the changes and facilitate the phased transformation activities.

A rapid delivery template was adopted to meet the timescales for the initial billing project. Previously, orders were taken by Thwaites outlets with the Thwaites Customer Services team but this needed to be visible within the group's SAP solution. The orders were configured to go to Marston's via Electronic Data Interchange (EDI) with orders created against the Permanent House Code (the master record in SAP for licensed-estate units) and updated in the National On-Distribution channel. The deliveries were then processed and confirmed in SAP. Billing is now done against a single Thwaites bill to customer for all deliveries, but rather than sending Thwaites circa 290 invoices per week, Edenhouse consolidated all of these invoices into a single, weekly bill.

To support the invoice consolidation requirement new sales order, delivery type and invoice type categories were integrated to SAP to allow specific copy control to be put in place without affecting existing business.

KEY DELIVERABLES

- EDI setup
- SD Pricing procedure / conditions
- New Sales Order, Delivery and Billing Types and Copy Control
- Program for Excel output from Billing.

The Result

The restructuring project was seamlessly integrated into the current SAP support initiative and the Edenhouse proven methodology ensured realisation of achievable business benefits. The transformation programme provided control of budgets and has led to streamlined business processes and continued efficient operations.

Phil Court, Head of Information Systems, Marston's commented "This really was an excellent effort and the support we had from Edenhouse was first class. The high quality business consulting, SAP technical capability and willingness of the Edenhouse consultants to work as one team, side-by-side with Marston's staff, was a key factor in the success of the project."

The overall transformation programme comprises a number of ongoing projects. Edenhouse are continuing to migrate Thwaites' legacy systems to Marston's SAP ERP solution and have also taken responsibility for delivering the on-going support and maintenance of the SAP production environment.

This includes development and introduction of change management activities and the provision of tactical updates and enhancement projects involving optimisation of SAP Business Warehouse and Electronic Point of Sale (EPOS) integration.



About Edenhouse

Edenhouse is a full service SAP consultancy providing fully integrated end-to-end business solutions and support services for both new and existing SAP clients. As a Gold Value Added Reseller of SAP solutions Edenhouse is licensed to sell both Cloud and On Premise software. They provide a complete service of enterprise solutions from Licence, Implementation Services, Managed Services, through to Support and Maintenance.

Edenhouse is a trusted partner to over 350 organisations with skills and experience covering all aspects of the SAP application lifecycle, and through their unrivalled SAP support services are dedicated to helping clients optimise their investment in SAP.

www.edenhousesolutions.co.uk

About Marston's

Marston's is a leading pub operator and independent brewer and has been in existence since 1834. It has an estate of around 1,700 pubs situated nationally, comprising managed, franchised and leased operations. The company employs around 13,000 people.

Marston's is the UK's leading brewer of premium cask and bottled ales, including Marston's Pedigree and Hobgoblin. Their beer portfolio also includes Banks's, Jennings, Wychwood, Ringwood, Brakspear and Mansfield beers.

www.marstons.co.uk

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