

### Executive Summary

A Fortune 500 beverages and spirits company had recently made a significant investment for the digital transformation of its supply chain. **Extending over 50 countries and six continents, the successful adoption of the new software and IT program was critical to guaranteeing the freshness of its products and improving operational efficiency.** The Tech Supply Team was spearheading the transformation efforts.

Although analyzing the recent pilot results and creating a plan for the program implementation was a top strategic priority for the client, **the lean and cost-conscious Tech Supply Team team lacked the capacity to tackle new initiatives beyond their existing responsibilities.** Moreover, the implementation of new supply chain applications required specific domain knowledge that was not encapsulated by internal capabilities. To meet expertise and bandwidth needs, the client leveraged Catalant's network of 50,000+ independent professionals to build an all-star team of five specialized experts.

### Business Drivers

**Rapidly evolving market demands.** While the company had established a dominant presence in the global mass beer market, consumers' tastes and preferences continued to rapidly evolve. In addition to the ongoing need around coordinating the company's \$55B+ operations, double-digit growth in the craft beer segment put further pressure on the company to guarantee freshness by fully integrating their highly fragmented network of breweries.

**Lean team & limited resources.** The client prided itself in its ability to maintain a lean organization structure despite their enormous growth. Despite being a high-priority initiative, the Tech Supply

### Project overview

COST	DURATION
\$328,000	4 months

Team was expected to act like the rest of the company: lean, cost-conscious, and rapidly achieving.

**Specific, immediate needs.** Although the supply chain technology was novel, organization leadership were familiar with exact expertise and team configuration required for a successful project delivery. Consequentially, they knew that attracting and onboarding full-time employees of this specialization and caliber could take months—they needed a solution that could overcome the common challenges of bringing on niche expertise, quickly.

### Client Outcomes

**Agility.** The team of internal and external experts was established within a month, quickly ramping to full capacity and working collaboratively without borders.

**Talent access.** The client successfully located and engaged niche expertise from around the globe that would have been difficult to fill independently. The experts they brought on had extensive knowledge in software application development and project management, with world-class experience working on similar engagements.

**Scalability.** As the Tech Supply Team rapidly delivered positive results and established strong credibility within the organization, the team transitioned from working with five experts on short-term projects to creating nine full-year engagements.

### Featured Experts

#### MANUFACTURING EXECUTION SYSTEM (MES) PMO



**Harriet B.**

6+ years in engineering and process management



- Execution of PMO routine
- Driving implementation of deliverables for MES

#### IT SCALABILITY ANALYST



**Michael C.**

30+ years in IT planning and implementation



- Execute scalability analysis
- Develop plan for full scale implementation

#### BUSINESS ANALYST



**Lux C.**

25+ years in IT management and manufacturing systems



- Develop documentation for effective MES implementation

#### TECHNICAL WRITER



**Jeff H.**

30+ years in food and beverage process automation



- Develop manuals for MES and Operations Technology (OT) systems

#### AGILE SCRUM MASTER



**Michael B.**

30+ years in agile software development



- Assist development processes for IT provider
- Work remotely in Belgium