

Campbell Soup Company mixes process integration and a ready-to-use portal from IBM to increase flexibility and responsiveness.

Overview

■ Challenge

Maintain market leadership despite tightening competition—by making employees more productive with the help of continuous process innovation.

■ Why Become an On Demand Business?

To integrate core processes and strategies to foster faster, more-informed decision making and become more responsive to the dynamic marketplace.

■ Solution

Teamed with IBM Business Consulting Services to create an IBM On Demand Workplace foundation and role-based, integrated electronic work environments.

■ Key Benefits

Increased productivity due to improved business-process management and contained costs; more agile processes, increasing market responsiveness.

» On Demand Business defined

An enterprise whose business processes—integrated end-to-end across the company and with key partners, suppliers and customers—can respond with speed to any customer demand, market opportunity or external threat.



While it is most widely known for its soup, Campbell provides a portfolio of more than 20 market-leading brands worldwide.

Campbell Soup Company is a global manufacturer and marketer of high quality soup, sauce, beverage, biscuit, confectionery and prepared food products. The Company is 136 years old, with over \$7 billion in annual sales and a portfolio of more than 20 market-leading brands.

Campbell's long-term market leadership has attracted increased competitive pressure from other brand names and niche entries over the years. To offset these new challenges and protect and expand its market presence, Campbell adopted a sweeping business transformation

“We had two drivers for our portal solution—we wanted to increase productivity and ease of access for employees, and we wanted to reduce the cost and complexity of maintaining multiple, disparate Web-based applications.”

— Tony Messina, director of human resources for IT, Campbell Soup Company

Integrating processes to help enable On Demand Business

On Demand Business Benefits

- Integrating people, processes and information has enabled Campbell to increase responsiveness to employees, customers and suppliers while improving competitive positioning
- Customizable and manageable portal environments and access to real-time information from across the company foster innovation and better decision making
- Increased business agility resulting from the ability to more quickly implement and change applications and processes enables Campbell to rapidly respond to market drivers
- Industry-standards-based, global architecture helped Campbell reduce/avoid costs, minimize implementation risks and synergize IT and business organization goals and processes

The IBM On Demand Workplace Defined

- A set of services and software that simplifies employee access to content, applications, people and processes
- A security-rich companywide online work environment that enables employees to dynamically interact with integrated business processes, other employees, partners, suppliers and customers
- A personalized electronic work environment that becomes a single destination for employees to do work

strategy that was focused on revitalizing U.S. soup sales, driving quality and productivity and, as the foundation for these efforts, strengthening organization excellence and vitality.

As part of its efforts to invigorate soup sales in the U.S., Campbell refined its soup-making processes. For example, it implemented a cold-fusion manufacturing process to improve soup taste. And on the business-process side, it has focused on enhancing employee productivity and driving costs down to create a business that can more easily flex with market trends. In other words, Campbell has been moving toward becoming an On Demand Business. "Only by becoming a more on demand company, could we focus on our core differentiating capabilities," says Doreen Wright, Campbell Soup Company CIO. "And that meant building a new IT foundation that enables each department to operate with clarity and decisiveness."

A mix of processes and applications impede efficiency

As is the case with many long-standing successful companies, individual Campbell businesses have evolved separately over the years, resulting in a disjointed IT infrastructure and hundreds of disparate business processes. And while Campbell's brand and position as a world-class company were not affected, the disconnected processes did create internal inefficiencies and redundancies across the entire organization. With respect to business processes, these issues led to challenges ranging from ill-timed product promotions to delays in product availability.

Campbell also wanted to extend collaboration across the company and with partners, as well as to improve its overall culture of knowledge management. For example, with respect to human-resources (HR) processes, if employees wanted information about their stock options, they either had to wait for their annual statement or go to someone in HR to look up the information. The latter option wasted the valuable time of both the employee and the HR staff, increasing company costs and often frustrating personnel. Campbell had unnecessary costs associated with maintaining multiple, disjointed Web-based HR applications.

Campbell knew that continued reliance on processes and systems grounded in legacy technologies would make it more difficult to respond to changing market conditions. And the company recognized an opportunity to enhance its position and better respond to the changing marketplace by establishing a more integrated, flexible and efficient information systems foundation. To do this, it needed to create a more agile, responsive enterprise based on a business-oriented IT infrastructure. Most critical, it had to get its new infrastructure up and running rapidly. “We didn’t have time for long, expensive studies on each component for our on demand infrastructure,” explains Wright. “I wanted to operationalize my IT budget by making each dollar count toward something tangible. That’s why it made sense to turn to IBM—they had both an integrated software suite that got us ahead of the game, and the technology and business-process experience to deliver real outcomes.” Once the foundation was in place Campbell planned to transform and streamline employee-facing processes followed by market-facing processes in the future.

Mixing integration and open technology: a recipe for business success

“We had no question of who our partner would be,” Wright says. Campbell teamed with IBM Business Consulting Services to implement a new standards-based IBM On Demand Workplace environment as a foundation for electronic work environments, with IBM providing guidance on the architectural definition. The integrated architecture allows Campbell to quickly implement portals that are designed to improve collaboration across and beyond the company and to increase employee productivity by providing employees with access to real-time information and helping them work smarter. IBM also helped Campbell build role-based electronic work environments, as well as implement new enterprise applications (such as customer relationship management, product lifecycle management and enterprise resource planning) that will be accessed through the custom work environments.

Campbell’s HR department was an early adopter of IBM On Demand Workplace technology, using it to provide employees with direct, instantaneous access to a variety of personal data. As a result, inquiries to the HR staff have been reduced. And the time savings to both HR and employees companywide has helped to boost productivity while reducing costs. Since adopting its new strategy, Campbell has become more responsive to customer and employee needs, which will ultimately help it compete.

Key Components

Software

- IBM Software Solution for On Demand Workplace
- IBM WebSphere® Portal Server
- IBM WebSphere Application Server, Advanced Edition
- IBM Lotus® Notes®
- IBM Lotus Domino®
- IBM Lotus Workflow
- IBM Lotus Sametime®
- IBM Lotus QuickPlace®
- IBM WebSphere MQ
- IBM Tivoli® MQ Manager
- IBM DB2® information management software

Servers

- IBM @server® pSeries®
- IBM @server zSeries®

Services

- IBM Business Consulting Services

“The Campbell Soup turnaround is clearly a success, and the approach taken with IT has played a significant role within this transformation.”

—Doreen Wright, chief information officer, Campbell Soup Company

Campbell's new global architecture is specifically designed to provide the organization with the agility to increase productivity and deliver more value to customers. The key underlying technologies in the solution include flexible IBM WebSphere Application Server software to ease integration and IBM WebSphere Portal software, which enables Campbell to quickly build scalable portals that simplify and accelerate access to personalized information and applications. The environment is built on a foundation of IBM @server pSeries and zSeries servers, and includes IBM Lotus collaboration products to improve companywide communication, as well as IBM DB2 information management software to house key company information.

Bringing efficiency and responsiveness to a rolling boil

"Our new, Web-centric architecture enables key business strategies around growth, competitive response and customer experience," says Wright. "This boosts operational excellence and optimizes our IT spending, both of which help our positioning in the competitive field." According to Campbell, by integrating people, processes and information, the On Demand Workplace solution will ultimately help the company become more agile in the marketplace. Increased employee access to accurate, real-time information helps foster innovation and better decision making. And On Demand Workplace technology provides Campbell with a comprehensive, cost-effective solution that is easy to use and manage. It has helped increase the company's flexibility, enabling Campbell to more quickly launch new business applications to respond to changing market requirements and opportunities. And the global architecture extends existing IT investments, which helps Campbell reduce and avoid costs—creating synergy between IT and business organization goals. Campbell's budgetary realities were addressed by wrapping IBM software and services together in a three-year IBM Global Financing package that helped Campbell achieve functionality with the new system and secure an attractive return on investment.

For more information

Please contact your IBM sales representative or IBM Business Partner.

Visit us at:

ibm.com/ondemand



© Copyright IBM Corporation 2006

IBM Corporation
Corporate Marketing
New Orchard Road
Armonk, NY 10504
U.S.A.

Produced in the United States of America
01-06
All Rights Reserved

DB2, Domino, @server, IBM, the IBM logo, Lotus, Notes, the On Demand Business logo, pSeries, QuickPlace, Sametime, Tivoli, WebSphere, Workplace and zSeries are trademarks of International Business Machines Corporation in the United States, other countries or both.

Other company, product and service names may be trademarks or service marks of others.

References in this publication to IBM products and services do not imply that IBM intends to make them available in all countries in which IBM operates.

This customer story is based on information provided by Campbell Soup Company and illustrates how one organization uses IBM products. Many factors may have contributed to the results and benefits described; IBM does not guarantee comparable results elsewhere.