

# Background

When, in 2014, Hovis Limited became a standalone company under the majority ownership of the Gores Group, having previously been part of a much larger PLC which continues to retain a 49% share, it faced several key challenges, including an IT landscape that was not suited to the high volume, low margin bread category. The legacy promotion solution did not provide the flexibility, nor the reporting or insights that were required to efficiently plan, manage, and execute promotional activity. Users had to log in to multiple systems, yet information did not flow freely and large slices of customer investment were not being included or even reported in the systemized P&L.

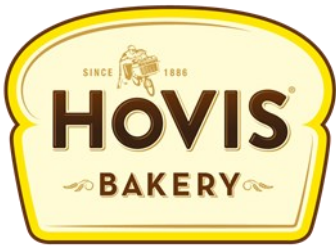


A new solution was needed therefore to improve processes and ways of working, by removing the dependency on off-line spreadsheet workarounds and multiple systems, to provide financial visibility and enable users to make fact-based decisions.

*"We needed the capability to accelerate our S&Op process, and be able to assess the true financial impact of our decisions in near real-time rather than only at month end. We needed a commercial system that facilitated our growth ambition"*

Dominic Howson

# UpClear Case Study Hovis' Business Transformation Project



Deploying a new Revenue Management solution was the catalyst for an entire 'Business Transformation' project across Hovis. The project was delivered in two streams: 'Data and Tools' and 'Process and People', by a dedicated team led by Dominic Howson, IS Director.

The 'Data and Tools' focus was on providing UpClear's BluePlanner solution as a 'One-Stop Shop' for the Sales and the Commercial teams. Hovis wanted to bring all the data into one system, where they could plan, execute and evaluate all their promotional activity to deliver trade spend efficiency.

## "BluePlanner as a 'One-Stop Shop' for the Sales and the Commercial teams."

The wider ambition was for the solution to drive all the commercial cash flow and financial processes, plus Revenue Management capability across Pricing and Trade Terms Management, to S&Op planning. All of this within a cloud solution that was fully integrated into the wider IT landscape, across the ERP and the demand planning solutions.



"Boy on Bike" (1973) - Ridley Scott's famous Hovis TV advert

The second 'Process and People' stream not only focused on the change management associated with deploying a new Revenue Management solution, but also wider changes to ways of working. The Project Team demonstrated the solution top down across the organisation from Executive to Accounts Receivable. The 'user friendliness' of the solution, getting access very quickly to a 'Pilot' system, and the promised benefits helped massively to drive adoption and gain business wide acceptance.



MODULAR AND SCALABLE

COLLABORATIVE AND ENABLING

EASILY CONFIGURABLE

DEPLOYABLE IN RECORD TIME

# We Make It Easy

...for global clients,  
by rapidly deploying  
through an 80/20  
template approach

...for IT,  
by supplying  
managed integration  
and data security

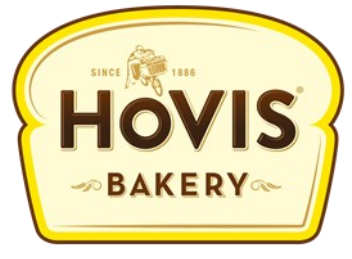
...for users,  
by providing an  
intuitive UX and  
access from anywhere

*"Over the past 10 years, our BluePlanner solution has proven its benefits to Consumer Goods users, whether through improvements to process and collaboration, increased visibility on customer profitability or greater insights on promotional effectiveness. We are passionate about what we do and committed to our principles: industry focus, on-going client collaboration, continuing solution evolution, and our SaaS, Cloud model."*

**Thierry Soudee**  
CEO

UpClear serves clients in over 20 countries across America, Europe, Asia, and Africa, from our offices in New York, London and Hong Kong. Clients we work with include Danone, Equal, Ferrero, Hovis, King's Hawaiian, LALA U.S., Reckitt Benckiser, Splenda, Treasury Wine Estates, and Twinings.

# UpClear Case Study Hovis' Business Transformation Project



**"Users thank us for deploying the new system."**



A step change in commercial capability



Dramatically reduced planning time allowing increased focus on R&Os' and course correction resulting in significant ROI benefits



Budgeting process completed quickly, including the Tesco annual plan in one and a half hours, rather than six weeks it took previously



Full visibility of the P&L, trade investment ROI, and cannibalisation, identifying activities that will not be repeated



Significant improvement in financial control and governance, recognized by external auditors as a significant shift in controls

*"BluePlanner was the enabler within the wider business transformation project that allowed Hovis to completely focus on our revenue management strategy. This was based around creating a new pricing ladder, with defensible terms across all customers and SKUs and new trade spend 'buckets' to link trade investment to tangible deliverables, driving mutually beneficial activities for Hovis and our customers."*

**Dominic Howson**  
IT Director

