



A premium chocolate company adopts Anaplan to centrally manage supply chain data and optimize demand, supply, and sales & operations planning

Customer Story

SOLUTIONS: Supply Chain

INDUSTRY: Consumer Products

Godiva Japan, Inc., supplies premium chocolates to a broad base of loyal customers in Japan. After establishing a network of shops in department stores and shopping malls, the company expanded its sales channels to supermarkets, convenience stores, and e-commerce websites. This expansion made it difficult to quickly process information needed for supply planning, so the company turned to Anaplan's cloud-based planning solution. By combining this solution with an Enterprise Resource Planning (ERP) system, Godiva Japan is now able to collect and analyze sales and inventory data, and promptly produce reports necessary for Sales and Operations Planning (S&OP) in a timely manner. As a result, the company has significantly reduced workloads required for data analyses and reports, which had been done manually, and established a base for accurate demand planning.



Company

Godiva Japan, Inc.

Godiva is a premium chocolate brand. In 2022, Godiva Japan celebrated the 50th anniversary of Japan's first Godiva shop, opened in 1972. Today, the company operates about 330 stores nationwide, mainly in department stores and shopping malls, but also has eight "Godiva cafés" based on the theme "Elevating My Everyday" in Tokyo area. Concept stores called "Atelier de Godiva" have also been established in Tokyo, Kyoto, and Fukuoka.

Use Case:

- Creating of an environment that provides access to all supply chain-related data in a timely manner in order to optimize purchase/supply operations.

Challenges

- Data needed for analyzing sales and inventory statement were dispersed throughout the company, making it difficult to oversee the entire supply chain
- Collecting data on retained inventory from multiple spreadsheets required excessive amounts of time and labor
- Compiling data for S&OP from every department in the company was complicated, and analyzing and reporting on varied and disparate spreadsheets was labor-intensive work

Goals

- Establish a platform for centrally managing data needed for supply chain management
- Raise the productivity of inventory data collection and S&OP reporting to reduce burdens on assigned personnel
- Speed up supply planning decision-making to prevent lost sales opportunities and retained inventory

Why Anaplan?

- The system was highly customizable to match the company's operations
- The solution could be applied in both supply planning and S&OP
- The spreadsheet-like user interface is easy to use

(As of February 2023)

Sales channel diversification leads to sales growth despite the pandemic

Godiva was founded in 1926 as a family-run chocolate factory in Belgium. In 1945, the company opened its first shop in Brussels under the name "Godiva." After opening a shop in Paris in 1958, Godiva expanded its business in various countries, attracting customers worldwide with beautifully packaged, artistically designed chocolates. Its first shop in Japan opened its doors in 1972. Now, a half century later, Godiva Japan, Inc., operates about 330 stores across the country, and "Godiva cafés" and "Atelier de Godiva" concept stores.

In addition to its many shops in department stores, Godiva Japan recently expanded its sales channels, diversifying into e-commerce websites, convenience stores, and supermarkets. According to Shinya Kushiyama, who oversees the company's supply chain, IT and product operations as a Director: "At Godiva Japan, 'creating memorable occasions of happiness' is our mission. We focused on an omnichannel marketing expansion in order to realize this mission by bringing 'happy moments' to customers as soon as they want them."



Shinya Kushiyama
Director, Supply Chain/IT and Product Operations

During the COVID-19 pandemic, Godiva Japan has increased sales through its e-commerce site, and sales at stores also rebounded. Godiva Japan's business performance has been growing the last few years supported by the diversity of its sales channels that can flexibly respond to changes in society. Another important factor for the company's success in weathering the pandemic has been its proactive initiatives to facilitate teleworking. Tsuyoshi Tachibana, an IT manager at the company's department overseeing IT and supply chain operations, explained: "As part of the workplace reforms we initiated after Godiva Japan became independent from Godiva Chocolatier, Inc. in 2019, we shifted to a cloud-based information network, which allowed employees to work easily without having to come to the office."

Aiming for a comprehensive view of the entire supply chain whenever needed

Godiva Japan chocolates are imported from Belgium and are kept in several warehouses in Japan. However, some products



Tsuyoshi Tachibana
Manager, IT Section, Supply Chain/IT and Product Operations Department

are produced and distributed domestically, including baked confectioneries and ice cream. The total number of products handled is huge, with over 10,000 items recorded in a master database for the company's ERP system. The data required for analyzing these inventories and their sales had been dispersed throughout the company, which made it difficult to oversee the supply chain as a whole and smoothly share data among departments and managers. Kazumi Nomura, a supply chain and supply planning manager in the company's administration division described the problem: "To formulate monthly supply plans, we had to examine the latest inventories along with monthly sales volume and forecasts, but analyzing the data took a long time because spreadsheets were provided by each department supervisor." The inventory data amounted to thousands of lines in spreadsheets, so the work involved in aggregating the data and identifying retained stock was extremely burdensome.



Kazumi Nomura
Manager, Supply Planning, Supply Chain/IT and Product Operations Department

To solve these problems, the company initiated a project to improve the supply chain, specifically through the optimization of purchase and supply operations over three phases: "supply planning," "sales and operations planning (S&OP)," and "demand planning." The goal was to create an environment that would give all employees instant access to a broad range of supply chain-related data whenever they needed it.

Naoko Watanabe, a supply chain associate manager of the company's IT and supply chain operations department, took the lead in setting up the S&OP system. Looking back on that time, she described the issues: "We needed about a year to specify the company's S&OP processes and create spreadsheet and database tools for collecting necessary data, but retrieving the data itself was not easy because we had numerous sales channels. The data also lacked uniformity because it was compiled by every person in charge, so two of us needed about three days to analyze it and produce a monthly report. On top of that, whenever a data item was changed in the S&OP management process, we had to change the format, which took even more time."



Naoko Watanabe
Supply Chain Associate Manager, Supply Chain/IT and Product Operations Department

Expectations for planning productivity boost and more efficient collect and aggregate data

Godiva Japan looked to adopt a new solution for reducing these workloads. After studying numerous candidates, the company chose Anaplan's cloud-based planning solution, as it enables efficient collection and aggregation of internal data, and simplifies analyses and simulations needed for S&OP. Tsuyoshi Tachibana explained this choice: "The decisive factor was the ability to oversee the entire supply chain by incorporating data that had been entered manually by each supervisor. Moreover, the user interface was intuitive to use since it is similar to spreadsheets, which many of our employees are familiar with. Among the other solutions we looked at, some were designed especially for supply planning but were not suitable for S&OP and were not easy to customize to suit our operations. In comparison, Anaplan seemed highly adaptable and flexible to use across a wide range of our operations."

As mentioned above, Godiva Japan had been shifting its information network and authentication platform to the cloud. Because that environment had been set up, adopting a software as a service (SaaS) product was easy, which was another reason that led the company to choose Anaplan. It launched a project in July 2021 to integrate Anaplan's services, and full-scale operations began in February 2022.

A huge contribution to the optimization of the supply chain management

Once Anaplan was fully operational, Godiva Japan’s supply chain management became much more efficient. Instead of relaying spreadsheet data among assigned personnel, Anaplan was now linked up with sales, inventory, and point-of-sale data imported from an ERP system, allowing everyone to share it in real time.

The impact was substantial. As Naoko Watanabe recounted: “The monthly S&OP report, which used to take three days for two people to prepare, almost does not take time anymore. We expect to save about 300 work hours annually.” Kazumi Nomura described similar results: “Compiling data on retained stock, which used to take three of us a full day to do, can be completed in an instant. The time we previously spent on secondary data processing for S&OP is no longer required, because we can just use the data assembled by Anaplan. I estimate that my team can save 1,476 work hours per year.” Shinya Kushiyama added, “The solution has not only saved on labor but also sped up decision-making about supply planning, helping us prevent lost sales opportunities and excess stock.”

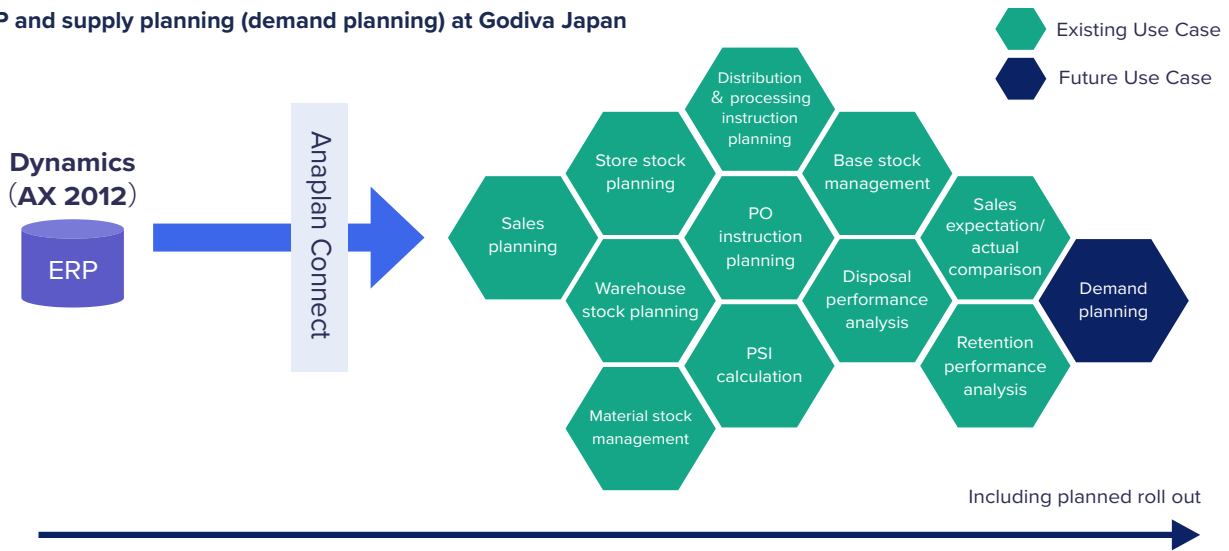
Most of the information in Anaplan is directly imported from the ERP system, but the system is specially devised to handle master data. This is important because new product development in the food industry, in particular, has accelerated in recent years. In the

case of Godiva Japan, an especially large number of products featuring local specialties from various regions of the country were released in 2022 to celebrate Godiva’s 50th anniversary in Japan. Due to the importance of conducting supply planning as quickly as possible, some master data is fed into Anaplan early on using a separate management tool as an interface before finalizing the master data in the ERP system. In addition, information about product best-before dates, a vital aspect of inventory management unique to the food industry, is also specified and configured for Anaplan, which then reflects the data in production, sales, and inventory forecasts.

Tsuyoshi Tachibana gave high marks to the solution: “In the past, information needed for management decisions came from different sources inside the company, so collecting all of it was cumbersome for people in charge of reporting. Now that we use Anaplan, we just have to drill down as needed because the data is already assembled.”

Likewise, Shinya Kushiyama expressed his optimism: “Thanks to Anaplan, the company’s supply chain improvement project has made excellent progress and we are set to move ahead with the third phase, demand planning. By using Anaplan to place orders with the Belgian factory and our suppliers, and integrating it with our finance system, we will work to make our supply chain management even more efficient going forward.”

S&OP and supply planning (demand planning) at Godiva Japan



About Anaplan

Anaplan is a transformative way to see, plan, and run your business. Using our proprietary Hyperblock™ technology, Anaplan lets you contextualize real-time performance, and forecast future outcomes for faster, confident decisions. Anaplan enables connected strategy and planning across your enterprise to move your business forward. Based in San Francisco, Anaplan has over 200 partners and more than 2,000 customers worldwide.

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