



Case study

Ajinomoto Frozen Foods Co., Inc.

Eat Well, Live Well.



Company

Ajinomoto Frozen Foods Co., Inc.

Industry

- Frozen food industry
- Research, development, manufacturing, and sales of frozen foods

Uses of CCH Tagetik software

- Budget planning and preparation
- Performance management
- Budget vs. actual management
- Multi-level allocation processing
- On cloud

“We reduced Excel work related to budget preparation by approximately 120 hours and have achieved same-day P&L reporting. We simplified version management during budget creation and eliminated concerns about input errors and accidental deletions. By automating budget vs. actual management and allocation calculations in CCH® Tagetik, we reduced the time spent on budget preparation and data aggregation tasks by 88%.”

Ms. Noriko Fujii, Domestic Business Planning Group, Domestic Business Planning Department, Sales and Marketing Division, Ajinomoto Frozen Foods Co., Inc.

“In CCH Tagetik, we can check progress on sales and profit margins from various perspectives: by product, business division. This has prompted data-driven actions and decision-making across our sales, development, and manufacturing departments.”

Mr. Hideaki Kawasaki, Manager, Accounting and Finance Group, Corporate Planning Department, Ajinomoto Frozen Foods Co., Inc.

The challenge

Facing rapid changes in its business environment, Ajinomoto Frozen Foods urgently needed to build a data infrastructure to support swift decision-making. The company confronted three major challenges in its accounting operations:

- **Annual budget preparation**
Preparing the annual budget took around three months. Business units divided the work and entered individual product sales target quantities into Excel sheets, which were then passed to manufacturing department for cost calculation input. Fixed and logistics costs were later added to determine profit targets. This process required significant time and effort.
- **Aging monthly performance management system**
The company relied on the same performance system for over 20 years. While it remained essential for aggregating monthly performance and distributing insights to key departments, it had become increasingly difficult to implement budget vs. actual tracking to monitor progress against budget plans.
- **Reorganization**
A division reorganization in 2021 created a new “key accounts department” targeting major customers, such as convenience stores, and large restaurant chains. This complicated allocation processing.

Key facts

- Leading manufacturer in the frozen food industry
- Wide range of products
- Founded in December 1970
- Approximately 5,000 employees (as of April 2025)

Requirements

- Automate complex multi-level allocation processing
- Streamline budget preparation
- Implement monthly budget vs. actual management
- Reduced reliance on Excel for data aggregation and analysis

The objectives

To solve these challenges, Ajinomoto Frozen Foods need a CPM software that could:

- **Reduce reliance on Excel:** The solution had to automate budget preparation and eliminate version management concerns and input errors.
- **Standardize multi-level allocation processing:** The solution needed to standardize allocation calculation logic and unify allocation rules across both budget preparation operations and monthly budget vs. actual management.
- **Enable monthly budget vs. actual management:** The solution had to support budget vs. actual management from multiple perspectives—by product, business unit— and promote data-driven decision-making.

The solution

Business transformation through multi-level allocation support and data integration

Ajinomoto Frozen Foods selected CCH® Tagetik for the following reasons:

- ✓ **Multi-level allocation functionality:** CCH Tagetik allows you to allocate fixed costs and other expenses to various departments using different rules, supporting the most complex allocation requirements.
- ✓ **Large-scale data handling:** CCH Tagetik efficiently processes millions of detailed data records.
- ✓ **Flexible response to organizational changes:** Designed for growing and evolving organizations, CCH Tagetik accommodates frequent organizational changes and business segment modifications.
- ✓ **Integrated platform:** CCH Tagetik is an integrated platform that supports budget preparation and monthly budget vs. actual management.

Results and benefits

Reduced annual budget preparation time by 120 hours

Using CCH Tagetik, Ajinomoto Frozen Foods spends significantly less time in Excel. Automated process workflows with built-in version management help prevent input errors and accidental deletions.

Same-day P&L reporting

CCH Tagetik enables same-day P&L reports, dramatically accelerating management ability to make timely and accurate decision-making.

Automation of budget vs. actual management and allocation calculations reduced time spent on budget aggregation and related tasks by 88%.

By automating budget vs. actual management and allocation, CCH Tagetik has freed up time high-priority analytical work.

Multi-dimensional performance management

Ajinomoto Frozen Foods can now check sales and profit margin progress from any perspective—by product, business division, and key accounts. This visibility supports data-driven decision-making across sales, development, and manufacturing.

More “thinking time”

With time saved by CCH Tagetik automation, the Ajinomoto Frozen Foods team focuses on deeper analysis of year-over-year and budget comparisons and delivering higher quality reports to senior management and other departments.

Future expansion

Ajinomoto Frozen Foods plans to expand CCH Tagetik automation to new overseas customer segments and the preparation of its parent company reporting package.

Implementing CCH Tagetik

For this management control system implementation, TIS Corporation, a solution partner of CCH Tagetik, handled the system implementation. TIS Corporation possesses extensive knowledge and expertise in CCH Tagetik, and through meticulous project management and close information sharing via twice-weekly regular meetings, successfully advanced the understanding and implementation of complex multi-level allocation rules. TIS's dedicated business understanding and agile development approach enabled implementation using only CCH Tagetik's standard functionality, significantly contributing to schedule adherence.

About the customer

Ajinomoto Frozen Foods Co., Inc. is a leading manufacturer in the frozen food industry and a 100% subsidiary of Ajinomoto Co., Inc., engaged in the research and development, manufacturing, and sales of frozen foods. The company offers a wide range of product lineups from household to commercial use.



About the partner

TIS Corporation, as a solution partner of CCH Tagetik, possesses extensive implementation experience and deep product knowledge. Prioritizing customer business understanding, the company provides solutions that maximize CCH Tagetik's standard functionality even for complex business requirements, ensuring reliable project execution. TIS provides comprehensive support from advanced management control implementation to operation and maintenance using CCH Tagetik.

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