

CASE STUDY

Digital Transformation of an SME

Väcka – Digital Production and Inventory Management (ERP)

Analysis in the Context of DigComp 2.2 Competences and SME
Digital Resilience



**Co-funded by
the European Union**

Co-Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the Foundation for the Development of the Education System (FRSE). Neither the European Union nor FRSE can be held responsible for them.



<https://creativecommons.org/licenses/by-nc-nd/4.0/deed.en>

1. Organisational Profile and Strategic Context

Väcka is a small manufacturing company based in Barcelona, specialising in the production of plant-based cheese alternatives. The company operates in the premium food segment, driven by growing demand for plant-based products and sustainable production.

Dynamic sales growth and the expansion of distribution channels (B2B and B2C) increased operational complexity — particularly in the areas of:

- raw material and semi-finished product management,
- production batch control,
- production schedule planning,
- inventory monitoring,
- operational reporting.

The increase in operational scale required a transition from fragmented tools (spreadsheets, manual summaries) to an integrated management system.

2. Diagnosis of the Operational Problem

Business growth revealed typical scalability barriers for small manufacturing companies:

- Lack of a central ERP system integrating production, warehouse, and sales.
- Manual updating of inventory levels.
- Limited real-time data visibility.
- Difficulties in forecasting raw material demand.
- Risk of losses resulting from product expiration.
- Limited ability to generate analytical reports supporting managerial decision-making.

In the food industry, the absence of precise batch and inventory tracking constitutes a significant operational and reputational risk.

3. Technological Intervention – ERP System Implementation

The company implemented an integrated Enterprise Resource Planning (ERP) system, including modules for:

- inventory management,
- production planning,
- batch tracking,
- business intelligence reporting,
- integration with sales tools.

The system enabled:

- automatic updating of inventory levels,
- production planning based on sales data,

- monitoring of raw materials and expiration dates,
- real-time generation of financial and operational reports,
- reduction of manual work and data duplication.

The ERP system became the central operational hub, increasing transparency and process control.

4. Analysis of Results (Operational and Strategic)

The implementation delivered measurable results:

- improved inventory accuracy,
- reduced losses related to overproduction and expiration,
- increased predictability of production schedules,
- faster reporting for management,
- improved raw material cost control,
- greater readiness for business scaling.
- From a financial perspective, the transformation contributed to:
- improved operational efficiency,
- better working capital management,
- reduction of hidden costs resulting from warehouse errors.

5. Risk Analysis Before and After Digitalisation

Before implementation:

- Data fragmentation and lack of a single source of truth.
- High risk of human error.
- Limited auditability of production processes.
- Low operational resilience to business growth.

After implementation:

- Data centralisation and increased control over information flows.
- Standardisation of operational processes.
- Greater transparency and audit capability.
- Increased digital resilience.
- Improved ability to respond to demand fluctuations.

6. Alignment with the DigComp 2.2 Competence Framework

The transformation aligns with key competence areas defined in the document:

European Commission – DigComp 2.2 – The Digital Competence Framework for Citizens:

Information and Data Literacy

– analysis of production and sales data in real time.

Digital Content Creation

– generation of operational reports and documentation.

Safety

– data access control, operational security, and risk management.

Problem Solving

– system integration and process optimisation in response to increasing operational scale.

The transformation did not focus solely on marketing or online sales — it addressed the operational core of the enterprise.

7. Value for Educational Projects (e.g., DigiSecureSMS)

The case study may be used as:

- an example of production process digitalisation in a micro or small enterprise,
- material for analysing “as-is” and “to-be” process mapping,
- an exercise in operational risk assessment before and after ERP implementation,
- a model example of building digital resilience in the food sector.
- It demonstrates that SME digital transformation can be:
 - incremental,
 - focused on the operational core,
 - directly linked to improved profitability and quality control.

Source

The material was developed based on:

a) Case study from the Acelera Pyme programme (Spain)

Väcka: *El crecimiento de una pyme a partir de sistemas de gestión empresarial*

Acelera Pyme Portal – Digitalisation Support Programme for SMEs in Spain.

b) Digital competence framework

DigComp 2.2 – The Digital Competence Framework for Citizens

European Commission – Joint Research Centre.