

## Chocolate company finds its sweet spot with digital twin project

### Key takeaways



RSM implemented a digital twin model to help Guittard Chocolate Company simulate and optimize production processes without disrupting real-world operations.



By testing hypothetical changes virtually, Guittard avoided costly trial-and-error approaches and enhanced strategic planning.



The digital twin became a reusable asset that aligned teams, supported long-term growth and balanced tradition with innovation.

Founded in 1868, Guittard Chocolate Company is the oldest continuously family-owned chocolate company in the United States. With its roots in the San Francisco Bay Area, Guittard has become a respected name in pastry, baking and confectionery. Under the leadership of the fourth and fifth generations of the Guittard family, the company faced the challenge of maintaining its hard-earned legacy for delivering quality products and services while evolving with modern manufacturing and supply chain demands.

### Phased approach

Guittard was searching for a streamlined approach that could help them ramp up production, simplify shared processes and optimize the value stream. With these goals in mind, Guittard called in RSM US LLP to implement a digital twin model that would enhance the company's operational efficiency and support strategic decision making. RSM created a pivoted scenario analysis to quantify the impact of potential operating changes such as staffing and/or capital investments.

### A bold solution with long term benefits

A digital twin is a virtual model of a physical system—such as a manufacturing line, warehouse or supply chain. The model allows businesses to simulate operations, test improvements and explore “what-if” scenarios without interrupting real-world activities.

I'm really proud of our ability to walk the fine line of preserving what makes us special as a family-run business that's fifth generation, but then also blending in new technologies and techniques to run our business like a modern factory.

**Jesse Guittard**, General Manager,  
Guittard Chocolate Company



RSM believed implementing a digital twin would allow Guittard to enjoy the following benefits:

- Greater visibility into manufacturing operations
- Improved decision making through data
- The ability to identify bottlenecks and inefficiencies
- Robust tools to support strategic capital investments
- Better alignment of supply chain planning with real-time operations

RSM conducted detailed assessments to understand Guittard's operations and long-term goals. This process included stakeholder interviews and iterative discovery workshops. After synthesizing all this information and real-world data, RSM built a virtual representation of Guittard's business system, modeling everything from equipment needs and demand flows to business requirements and everything in between.

The digital solution allowed Guittard to simulate, analyze and optimize various operational scenarios before implementing them in real life. In this way, the company could run through the potential outcomes of multiple options before committing to one. This insight proved invaluable to Guittard. By testing hypothetical changes in a virtual environment, Guittard avoided the cost and risk of real-world implementation issues.

## The takeaway

RSM's commitment to understanding Guittard's culture, history and people was an essential aspect of the engagement. The firm prioritized clear communication, and it strove to develop a deep understanding of Guittard's current state and future needs.

In this way, RSM is helping Guittard to preserve its artisanal roots while positioning itself for sustainable growth in a competitive global market. The engagement proved that legacy and innovation are not mutually exclusive.

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