Florette

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Harmonizing business processes

With the Floris project, Florette put an end to the reign of their heterogeneous information system. The alliance between the ERP Microsoft Dynamics AX, and the vertical solution, ADAX by TVH Consulting allowed Florette (Group Agrial) to harmonize business processes across multiple countries. Substantial gains were crucial. *By Catherine Batteux*

To harmonize business processes of a varied information system across multiple subsidiaries- that was the objective of Florette, a European specialist of ready-to-eat vegetables and fresh salads. Florette launched project Floris (Florette Information System) and chose the ERP Microsoft Dynamics AX alongside the vertical ADAX by TVH Consulting.

Florette is a subsidiary of Agrial (turnover: 4 billion euros), an international food and agricultural cooperative based in Normandy, France. Florette is a part of the Agrial vegetable branch (5,000 employees) which contributes as much as a quarter of the group's turnover and half of its EBITDA. The company employs more than 3,000 people across 11 production sites, produces 77,000 tons of finished products a day, and sells a million units daily. Their principle clients are large food and catering retailers across Europe.

Taking into account Florette's sector of activity, they face logistics challenges on 4 axes: upstream production (European provisions), production, distribution and marketing (products expire within 5-7 days).

"Stock doesn't exist with ultra-fresh products," reminds Hervé Petit, CIO of Agrial's vegetable branch. "We cultivate plants each week based on sales forecasts from supermarkets. Then our process is very swift. Orders arrive around noon and will leave at 2:00 PM the same day. Therefore, we have to find a balance when it comes to scheduling. This is key."

HETEROGENOUS SYSTEMS

When the Floris project began in 2004, the Florette information system was in a state of assortment. France and Great Brittan sites used an old ERP, whose editor later declared bankruptcy. Upgrades were out of the question. Florette's architecture revealed clusters of specifics; in Spain, the solution was developed internally by the only person who had the competency to do so. It was a dire situation.

"We wanted to implement a durable, dependable, and robust solution- a single information system for everything, defined by business for business with an ROI in mind. We wanted a standardized system harmonized by best practices that would allow benchmarking between different entities," adds Hervé Petit.

After soliciting tenders, the choice was the ERP from Microsoft, Dynamics AX.

"The publisher then put us into contact with an integrator, TVH Consulting," says Hervé Petit. The system was finally completed by adding ADAX, a vertical in Food Distribution, by TVH Consulting. Florette needed to implement a swift solution that would resist internal changes. The solution needed to be capable of managing multi-country, diverse approaches and sufficiently agile to be deployed in other branches of the Agrial Group. He adds, "The approach we agreed on with our partner, TVH Consulting, leveraged functional workshops to build a unique European Core Model. These workshops were composed of key users from our principal subsidiaries."

Guy Tubiana, president of TVH Consulting, explains, "In this workshop approach, we take into account the most critical processes in order to eliminate gaps before they happen."

FLORETTE LOGISTICS (BOX)

16,000 clients

Each day:

- 2,000 orders
- 3,000 production orders
- 300,000 scanned packages
- 1,500 invoices
- 200,000 inventory transactions
- 2 million packages
- 2,000 EDI messages
- 700 trucks

IMPROVING FUNCTIONALITIES

The deployment happened in two batches: finance and purchasing, and commercial production. The first subsidiaries deployed would be France, Great Britain, and Spain. Switzerland, Portugal, and Germany would follow. The project was then expanded to two other brands in the vegetable branch, Priméale and Créaline.

"Today, more than 600 users in Europe across 18 sites are using Dynamics AX and ADAX simultaneously. The TVH Consulting approach consisted of putting in place a progressive knowledge transfer to the Florette IT teams, so future deployments could be rolled-out by our internal teams," emphasizes Hervé Petit.

Ultimately, the Floris project identified 250 more functionalities that would be implemented across all entities but were not available in the previous system. New functions included: order preparation, dashboard and scans, traceability of finance information, planning and logistics of purchasing raw materials, transport management and pre-invoicing in upstream production, 12 week provisioning, management of non-conformities (for sales), management of profiles, and a single tool for the planning module.

With its centralized architecture, Floris made gains in reducing solution evolutions (1 update instead of 3), technical resources to administer the information system (5 instead of ten), development resources to maintain the solution (5 instead of 10), and computer processing rooms (2 instead of 10).

A UNIFYING COMPANY PLAN

Globally, this approach will allow Florette to replace the assortment of systems in each subsidiary with a unifying project. The best testimony comes from the users. In their feedback, they consider the system to be reliable without any significant interruption in service since its implementation. They also cite that the structured solution standardizes functions and reporting, all while adapting to the particularities of each entity. They indicate that sales information is easily accessible in real time and that the system is user-friendly. Hervé Petit concludes, "It's a revelatory project that has led to a number of internal promotions."

QUOTE with photo: We wanted to implement a durable, dependable, and robust solution.

FOOD & BEVERAGE

A vertical solution in 7 points

- ➢ Manages sales conditions applied to each transaction, manages advanced pricing and promotions
- ➢ Delivers traceability and quality control at every level, monitors processes from raw materials to the final client
- ➢ Blocks quotes or orders which do not align with rules (i.e.: credit limit reached, insufficient margins, excessive discounts, exceptional orders)
- ➢ Defines restocking rules and adapts them to each article to prevent gaps in logistic chain
- ➢ Manages targeted marketing campaigns and retailer branded products
- ➢ Client scheduling, raw materials purchasing, optimization of transport management
- ➢ Manages production with infinite and finite capacity scheduling

ABOUT TVH

Founded in 2003, TVH Consulting is an international independent software company specialized in systems integration, business consulting and support of major international ERP solutions (Microsoft Dynamics AX, SAP All in One and Sage X3 and Geode). In its R&D centers, they develop targeted, industry solutions for multichannel distribution. TVH Consulting developed ADAX (Advanced Distribution for Microsoft AX), a solution based on Microsoft AX with more than 100 added functionalities. Clients include brands like Fleury Michon, Florette, Pierre Fabre, and Raja. TVH Consulting is present across Europe and internationally with a solid network of global partners. TVH Consulting commits to exceptional project management, thorough solution support, and delivered results. With a turnover of 17 million euros in 2013 and 110 employees, TVH Consulting is a subsidiary of TVH SA, a Luxembourg entity owned 70% by Guy Tubiana and 30% by 11 TVH Consulting partners (employees).