

CASE STUDY:

Amadori

Strong Roots Support a Focus on Transformation

Amadori is a leader in the Italian agriculture-food sector and a specialist in the poultry market, servicing over 20,000 customers with more than 500 products and 1,700 items. Founded almost fifty years ago (1969) in San Vittore di Cesena (in the Emilia-Romagna region), the company accounts for more than 30-percent of the Italian poultry market, with annual revenues of more than 1.2 billion Euros. Relying on its own integrated supply chain, Amadori can count on more than 7,600 workers across farms, industrial plants, subsidiaries and branches in Italy.

Amadori's success lays in the company's strategy to integrate and directly manage its production cycle, from selecting raw materials to managing facilities, processing, packaging and delivering its wide range of products across a trusted distribution network. This allows for thorough and certified control of all production phases and guarantees the highest quality of fresh, healthy and safe products for its consumers every day. Amadori blends solid roots with a passion for innovation and an orientation to define the future of the Italian agriculture-food industry.

THE SITUATION

Like nearly all major organizations, Amadori's technology landscape consists of a heterogeneous collection of monolithic Enterprise Resource Planning (ERP) implementations, legacy packaged systems, custom-developed applications, as well as numerous unstructured processes. Lack of integrations created multiple manual steps and task handoffs that were difficult to monitor, resulting in poor insights on work status and lack of visibility across operations. Error rates and redundancies were high as people shared key information via email and phone calls, and then manually entered data across multiple systems. Amadori's legacy applications also delivered poor mobile user experiences due to outdated interfaces that limited user adoption and impeded rapid collaboration.

Amadori wanted clear visibility and accountability across departments and business processes to enact continuous process improvement and ensure operational excellence. The company aimed to simplify work for all of its employees, partners and customers across the supply

chain. That means providing technology solutions that are easier to use and reducing the number of applications that employees need to access. Amadori planned to make its applications mobile so employees could access the information and processes they need anywhere. Also, the company wanted to deploy applications faster with less up-front investment by leveraging cloud technologies.

In short, Amadori sought a new way to modernize its technology infrastructure for the Digital Age.

THE APPROACH

Amadori believed that its many unstructured processes presented great opportunities for digitization, provided the company could 1) assert greater structure and automation for highly-repeatable steps, while 2) simultaneously increasing business agility in handling more collaborative and exception-based work. Amadori chose Appian as its platform for digital transformation because it delivers on both of these fronts while creating a faster, more flexible,

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and future-proofed technology infrastructure.

Using Appian, Amadori set out to create a series of new, modern and connected digital business applications.

Amadori's goals included:

- Filling the “white spaces” between legacy applications to reduce manual processes
- Improving data management, access and reliability
- Supporting knowledge worker collaboration in a structured way
- Enabling continuous improvement across its core business functions and operations

THE IMPLEMENTATION

Amadori chose to deploy Appian in the cloud for faster access to the environment without any delay waiting to procure and provision in-house servers. Long-term, it also means a lower total cost of ownership as all upgrade and infrastructure management is handled by Appian. Data security in the cloud was initially a concern, as agriculture is a highly-regulated industry. Appian's list of application Platform-as-a-Service (aPaaS) certifications and accreditations, from PCI to HIPPA to FedRAMP, allayed those concerns. Appian's “open cloud” architecture further reduces risk by enabling easy migration among different clouds, on-premise, and across hybrid environments.

Amadori wanted to hit the ground running with a strategy to:

- Use Appian Professional Services consultants to jump-start initial delivery of an application
- Accelerate development of internal competencies to maximize self-sufficiency and quickly rollout multiple applications

- Create a Center of Excellence with representatives across business and IT functions to centralize Appian program management
- Leverage resources from KPMG, a trusted Appian partner in Italy, for larger projects

Appian Professional Services partnered with Amadori to identify a relatively low-risk but high-impact solution. In a matter of weeks, the team delivered a streamlined application for Fleet Management and Procurement. Through a single development effort, the intuitive application works across web and mobile devices, connecting Amadori employees with each other and with the 40 different suppliers that maintain the company's fleet of more than 300 trucks and other corporate vehicles.

THE SOLUTION

The application showed the power of Appian Records, a unique solution to the problem of data silos. Records gives a comprehensive, 360-degree view of a topic – such as “Vehicle Fleet” – by displaying relevant data from across the organization on a single intuitive interface. Automated processes related to that topic initiate next steps and actions from the Record, moving with it as the data changes, and always remaining visible to all authorized users. Understanding the power of Records and related processes, Amadori set off on an ambitious digital transformation program using the Appian platform.

To-date, Amadori has deployed numerous applications touching Sales, Marketing, Finance, Research & Development, Quality, Production and Logistics across the organization. A sample of these applications include:

Customer File

An application for the Credit Office that creates a repository of all customers' business information and documentation. When requested by business referrals, the application synthesizes and presents information

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stored across Oracle's JD Edwards ERP and other internal systems, as well as external agencies such as Dun & Bradstreet. The application manages the process of preliminary assessment of customer prospects, and requests from sales to modify credit lines. The entire story of the customer, complete and always up-to-date, is organized in a single place, accessible at any time by authorized users. The complete customer data view enables better decision-making. Automation accelerates review and approval tasks, while all actions and collaborations are captured by the system in a complete audit trail.

Innovation Management

Through a product development application, Appian manages all the development and production processes for product changes. Amadori's legacy Product Lifecycle Management solution offered a poor user interface and was too complex for most users to learn. Appian's intuitive interface allows all product stakeholders to collaborate effortlessly and easily, while Appian's process and content management system track all the requests and artifacts, making everything visible to senior management with analytics and reports. This means Research, Marketing, Production, and other teams now have a unified and simplified environment in which to focus on product innovation in a structured way.

Procure-to-Pay

Amadori uses Appian to manage the complete procurement cycle from request to payment. Appian's integration capabilities enable employees to enter requests directly in Appian or in other systems, with Appian automatically generating orders in Amadori's ERP system. Appian then automates the request across the review and approval chain. Intelligent business rules and algorithms determine the appropriate path based on the request to automate and simplify the complex decisioning process. Automatic alerts and escalations minimize bottlenecks in the process, while the application tracks every decision for visibility and compliance audits. All non-stock item purchase requests and orders go through Appian. All approval processes and vendor invoicing also run on Appian.

Contract Management

Amadori has streamlined its legal processes using Appian, starting with the management of commercial agreements that Amadori signs with large retail clients. Appian manages the contracting processes to define, evaluate and deliver rewards to clients that accomplish agreed activities and objectives such as commercial marketing, sponsorships, installation of exhibition spaces, and more. All commercial supply agreements also run on Appian, including payment and delivery terms, invoice conditions, and discounts. The agreements are signed by Amadori's customers from large supermarket chains. This application replaced the use of paper documentation and emails. It generates electronic documents and enables electronic signature across the process.

THE RESULTS

Fleet Management and Procurement:

The digitization of the traditional paper-based maintenance approval process delivered these results:

- Paperless order and invoice management for more than 1,800 transactions per year
- Automation of order and invoice approval process across departments
- Integration with Oracle JD Edwards Order Management System
- Significant improvement in business visibility and regulatory compliance with audit trails, process analytics and reporting
- Better operational efficiency by reducing lead time by 466% between maintenance and order generation: what used to take at least 2 weeks now takes about 3 days

Customer File

In the first month of use, the application managed more than 3,500 requests for credit limit change and reduced the average lead time from one week to 2.5 days.

Innovation Management

In the first 4 months after production, the product team managed more than 150 projects and completed 3,000 tasks with 50 employees.

Procure-to-Pay

Instead of paper invoices, manual processes, and email correspondence with limited tracking and auditing capabilities, Amadori digitized its procurement to payment process. The company made big improvements in compliance and for the first time, has better visibility and control of this core finance process.

Contract Management

In the first year, Amadori digitized and managed about 1,000 contracts with significant time savings. They reduced time spent on emailing, tracking, following-up, monitoring and completing multiple contracts from start to sign with more process automation and visibility.

We chose Appian as a strategic platform for cloud-based digital transformation because it allows us to be agile in how business and IT respond to the changing environment. The mix of Business Process Management (BPM) and low-code development supports our focus on process monitoring and continuous improvement, collaboration within and outside of our company, and visibility into our records across applications.

SANDRO SALVIGNI, IT & DIGITAL TRANSFORMATION MANAGER AT AMADORI

Appian

Appian provides a leading low-code software development platform that enables organizations to rapidly develop powerful and unique applications. The applications created on Appian's platform help companies drive digital transformation and enables competitive differentiation.

For more information, visit www.appian.com