Amadori

Organization overview.

Founded in 1969, Amadori is a leading company in the Italian agri-food sector. With a share of about 30% of Italy's total poultry market, Amadori has now expanded to include a wider range of proteins, including chicken, turkey, pork, and plant-based meat alternatives.

Amadori, which depends on the collaboration of over 9,200 people, is an outstanding player in the market by virtue of the integrated management of its Italian supply chain. Consisting of six food processing plants, five hatcheries, four feed mills, over 800 breeding farms, three logistic platforms, and 19 distribution centers, Amadori provides widespread distribution throughout Italy.

The challenge.

Like many large organizations, Amadori's technology landscape consists of a heterogeneous collection of enterprise resource planning (ERP) implementations, legacy packaged systems, and custom-developed applications, as well as numerous unstructured processes. A lack of integrations across these systems 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. Amadori's legacy applications also delivered poor mobile user experiences due to outdated interfaces that limited user adoption and impeded rapid collaboration.

Amadori aimed to simplify work for all of its employees, partners, and customers across the supply chain. That meant providing technology solutions that were 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. They also wanted to deploy applications faster with less upfront investment by leveraging cloud technologies. In short, Amadori sought a new way to modernize its technology infrastructure for the digital age.

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 process improvement across its core business functions and operations.

Industry:
Retail

Size:
9,200 employees

Headquarters:
San Vittore di Cesena, Italy

The solution.

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

Procure-to-pay.

Amadori uses Appian to manage the complete procurement cycle from request to payment. All non-stock item purchase requests, orders, and invoices go through Appian. Additionally, vendor invoicing registration and all approval processes are run on the platform.

The use of RPA capabilities streamlines the end-to-end process and reduces the need for manual intervention. Automatic alerts and escalations minimize bottlenecks, while the application tracks every decision for visibility and compliance audits.

The process is now enriched with vendor onboarding and vendor management applications as well as a special application to onboard and manage all new independent sellers.

Results.

Instead of paper invoices, manual processes, and email correspondence with limited tracking and auditing capabilities, Amadori has digitized its procure-to-pay process.

The company made big improvements in compliance and, for the first time, has strong visibility and control of its core finance process. The Appian solution has delivered these results:

- Management of more than 100,000 invoices per year, with more than 25% totally automated.

- Automation of the order and invoice approval process across departments.

- Integration with the pre-existing order management system.

- Significant improvement in business visibility and regulatory compliance with audit trails, process analytics, and reporting.

Customer file.

The Amadori team built 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 stored across the ERP and other internal systems as well as data from external providers.

The application manages the process of preliminary assessment of customer prospects and the requests from the sales department to modify credit lines.

Amadori believed that its many unstructured processes presented great opportunities for digitization and orchestration.

Amadori chose Appian as its platform for digital transformation to create a faster, more flexible, and future-proof technology infrastructure.

Results.

The entire history of the customer is now organized in a single place, accessible at any time by authorized users. This complete customer data view enables better decision-making.

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

Innovation management.

The product development application manages and monitors all the tasks related to new product development or product changes. Appian's intuitive interface allows all product stakeholders to collaborate effortlessly and easily, while Appian's process and content management system tracks all the requests and artifacts, making everything visible to senior management with analytics and reports.

Results.

Research, marketing, production, and other teams now have a unified and simplified environment in which to focus on product innovation in a structured way.

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

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 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 the use of electronic signatures.

Results.

Every year, Amadori has digitized and managed about 500 contracts with significant time savings. They reduced time spent on emailing, tracking, follow-up, and monitoring and completed multiple contracts from start to sign with more process automation and visibility.

IT asset and fleet management.

The asset management solution manages IT assets (purchasing, requests, inventory, management) for more than 2,500 devices as well as the fleet of cars and vans owned by the company. To better orchestrate the maintenance of the fleet, external car dealers have access to the Appian Platform to perform tasks related to car maintenance.

Results.

In 2022, Amadori managed about 3,300 cars maintenance, starting with 81 external cars' maintenance. In the first three months, they were able to manage about 300 IT assets.

Packaging labels management.

Amadori uses another application built on Appian to manage the exchange of graphics files and the approval of packaging labels. The app orchestrates marketing agencies, quality assurance offices, and the marketing department.

Results.

In one year, the solution streamlined the management of 1,600 graphics changes and completed approximately 8,000 tasks.

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), RPA, 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.

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