

CASE STUDY

FOOD PROCESSING INDUSTRY

COMPANY IS A PRIVATE LIMITED, MULTI LOCATIONAL, MULTI ENTITIES, FOOD PROCESSING UNITS HAVING AROUND A BASE OF ABOUT 1,000 EMPLOYEES SPREAD OVER WESTERN AND NORTH-EAST REGION OF INDIA.

OUR CLIENT

Our client is one of the large privately-owned companies operating in processed food industry. They are a leading manufacturer of pickles, instant mixes, blended spices, ketchups and sauces among others. They are geographically spread with two offices and 4 manufacturing plants. In addition, they have multiple state-of-the-art manufacturing facilities including microbial and quality control labs. These manufacturing facilities are ISO and HACCP certified with hi-tech automation.

The company has a history of over 5 decades of successful operation and significant growth. They employ over 1,000 employees across locations. They sell their products globally in countries like France, Australia, South Africa, Malaysia among others.

Our client had a manual, people dependent and ad-hoc compliance program. They lacked any centralized document management repository to manage their compliance documents and working files. The client was grappling with delays and associated penalties and interest expenses which ran into significant values each year.

AVANTIS SOLUTION

Our client approached us for a discussion and product demonstration in the first quarter of 2017 and the implementation began thereafter. The complete implementation of AVACOM (Avantis Compliance Automation Solution) was initiated in February 2017.

1) PROJECT SCOPE

Our client wanted to include all its legal entities in India. These entities included multiple offices and manufacturing plants based in western and north-east parts of India.

2) IMPLEMENTATION APPROACH

Avantis adopts a 3 phased implementation approach. The phases are:

(a) Assessment

Organizational Review and Compliance Applicability Assessment – In this phase, a team of experts from Avantis work with a team at Client organization and understand their business, clients, entities, locations, products etc and develop a list of Acts and Compliances applicable to their business. At the end of this phase, a comprehensive list of compliances is submitted to the client for discussion and fine tuning.

(b) Implementation

Compliance and User Mapping – In this phase, the entire organization along with all its entities, locations, users and the approved list of Acts and Compliances is mapped in AVACOM. At the end of this phase, all compliances are mapped to the responsible users as per their defined roles (Performer, Reviewer, Approver and Management)

(c) Go-Live and Post Implementation Support

User Training and Go-live: In this phase, all the mapped users are trained based on their roles and the

Product is activated. Post implementation support and hand holding is provided to all the users until they become comfortable using the product.

3) ACTUAL IMPLEMENTATION

Avantis did a comprehensive study of the client organization and all its entities. Based on the discussion with individual Department Heads and other representatives, Avantis identified a list of Acts and Laws applicable to each entity, location and department. The following were identified:

(a) 75 Acts in total which involves government authorities like Ministry of Corporate Affairs (MCA), Reserve Bank of India (RBI), Ministry of Finance (MoF), Food Safety and Standards Authority of India i.e. FSSAI, State Pollution Control board, Ministry of Human Resource, etc.

(b) 550 event-based compliances

(c) 3,000 other compliances (including checklist items)

Our client worked closely with us and helped identify employees who would be the users of this system and play various roles such as Performer, Reviewer, Approver and Management. A total of 45 users were created in the Product to play various roles. The relevant compliances were mapped to each one of these users and their user IDs created.

Our Client had identified a liaison from their organization who was senior and well versed within their organization structure, roles and business. This individual played a key role during all the phases of the product roll out. He coordinated internally and helped

Avantis team work through various issues such as user availability, role mapping among others. He also becomes the point person who learnt all features of our products well for future.

Comprehensive Product training was imparted to each user, Company Admin and Management Roles.

Over a period of a few weeks the product implementation became stable and got effectively used by the organization. Management has visibility to lowest level of compliance details on their "Mobile" itself and compliance presentations are done directly through the Product.