



### BUSINESS PROFILE

LEADING PROVIDER OF SWEETENERS, ANIMAL FEED INGREDIENTS, DAIRY PRODUCTS, SPECIALTY PRODUCTS, AND VEGETABLE OILS

### BUSINESS / IT CHALLENGE

FIND A SOLUTION THAT EFFECTIVELY REPLACES AND OUTPERFORMS A LEGACY SYSTEM THAT NO LONGER SUPPORTS THE NEEDS AND DEMANDS OF A GROWING DISTRIBUTION COMPANY DEDICATED TO PROVIDING HIGH QUALITY PRODUCTS

### SOLUTION

- TECTURA PROCESS MANUFACTURING
- MICROSOFT DYNAMICS NAV

### BENEFITS

- INCREASED MARGINS
- INCREASED PROFITABILITY
- HEIGHTENED EMPLOYEE PRODUCTIVITY
- MORE TIMELY DECISIONS
- REAL-TIME VISIBILITY INTO CRITICAL BUSINESS DATA

## THE INTERNATIONAL COMPANIES STRENGTHENS ITS ABILITY TO “MAKE IT RIGHT” WITH TECTURA PROCESS MANUFACTURING

In 1959, a company out of St. Louis, Missouri, by the name of International Distributing Corporation, began providing sugar for the feed industry. Although remaining a private company since its origination, it has grown substantially over the years to include several subsidiaries, namely International Food Products Corporation, International Ingredient Corporation, Dairy House Company, and CHP Blenders. Working through its various companies, The International Group has become a major ingredient supplier in several different industry segments, including baking, dairy processing, animal feed, and pet foods among others. Its strong reputation and mission to “Make It Right” stems from the company’s ability to create value for its worldwide customers and stakeholders by providing service backed, research proven, high quality products.

With a global customer base consisting of major food processors, animal feed manufacturers, pet food manufacturers and livestock and poultry integrators within the United States, coupled with major feed importers and distributors in Latin America, Canada, Asia and Europe, the International Group must make sure that it remains flexible and that it keeps its operations working as efficiently as possible. After successfully managing operations for the past fifteen years off of a custom developed Enterprise Resource Planning (ERP) system, it was time for a software upgrade. A growing business added new demands and new levels of complexity that its existing system could not handle “as is”. Due to old hardware, a new software investment would also require an investment in new hardware. Now was an opportune time for International to investigate all of its ERP options and decide whether to invest in a brand new ERP solution or build an updated solution in house.

### A SEARCH FOR QUALITY INGREDIENTS WITHIN AN ERP SOLUTION

Regardless of what ERP solution International selected, it believed that bringing on an expert consultant to work cooperatively with its internal project committee would be beneficial. This vendor-neutral consultant would assist with the Request for Proposal (RFP) process, instilling best practices, and overall project management. And after International’s fifteen-year history with its legacy system, the consultant would also be invaluable in working through the inevitable process change that would result from implementing a new financial system.

Daugherty Consulting was selected by International's project committee to lead this particular portion of the project in cooperation with the International team, led by Dave Wymer. Around the same time, another decision was made by the committee members to move forward in evaluating packaged solutions rather than bringing the project in house. Even though the existing solution was working efficiently, the disadvantages of maintaining another proprietary system on an ongoing basis simply outweighed the benefits.

After researching approximately 10 different ERP vendors, International was able to narrow its options down to a short-list of solutions from vendors including Microsoft, Epicor, and Best, among others. From there, the team began an intense

product evaluation where each vendor was scored across multiple criteria. Due to the large scope of the project, Microsoft referred International to one of their larger, experienced ERP partners, Tectura.

Initially, there was some apprehension related to working through a channel partner rather than working directly with the vendor. However, both the International Group and Daugherty Consulting knew that they would come to rely heavily on the vendor (or in the case of Microsoft, the reseller) for product knowledge and guidance. And, it became quite clear during the product evaluation phase that Tectura had a solid understanding of Microsoft technology, including the Microsoft Dynamics® products.

Following a full needs discovery, Tectura built and delivered a product demonstration of the Tectura® Process Manufacturing solution, based upon Microsoft Dynamics® NAV. Through the evaluation process, the International Ingredient project committee not only became very comfortable with the basic ERP functionality that Microsoft Dynamics offered, but were also very impressed with the unsurpassed process manufacturing capabilities within Tectura Process Manufacturing - much of which was not available in other solutions under evaluation. Functionality such as the ability to track lots, manage recalls, and

obtain enhanced quality control were key components of running the International Ingredient business and Tectura Process Manufacturing delivered these.

Beyond the typical process manufacturing features, International also had complex sales contract management requirements that were crucial to its business. While other vendors urged International to modify its existing business processes to fit the software, Tectura demonstrated their flexibility in offering International a more attractive alternative - customizing Microsoft Dynamics NAV to support both its process manufacturing and contract management business requirements. "We understand and accept that some historic business processes would have to- and in many cases should - change to fit the software," states Dave Wymer, director of Information Services for the International Group. "However, that wasn't an acceptable option with our particular contract management requirements. Tectura put us at ease with their flexibility and willingness to make this happen." Although once an area of apprehension, it became clear how working with a reseller such as Tectura had its benefits.

So, the decision to move forward with Tectura and Microsoft was finalized. With Microsoft's viability, breadth of technology,

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Director of Information Services  
International Group

and appealing product look-and-feel, combined with Tectura's depth of Microsoft and process manufacturing expertise, International and Daugherty Consulting now had the confidence that they would gain more out of their new ERP solution than originally anticipated.

### AN ERP IMPLEMENTATION FILLED WITH SPECIALTIES

Once the decision to move forward with Tectura Process Manufacturing was made, the project quickly kicked off in January 2005. The goal was to work through four company deployments within two-month intervals. The four companies involved in the implementation process were made up of 14 different locations with key project stakeholders at each location. This added a slight level of complexity. Therefore, International Ingredient and Tectura worked collaboratively on a plan that ensured all International Ingredient stakeholders were included in the process and received the training they needed for success. The plan also provided an extra benefit of stirring up momentum for the new solution from one office to the next. In mid-February (2005), Tectura took the lead in facilitating an initial training session with the design and development teams while a train-the-trainer approach followed for the others.

A large portion of International's ERP project depended on the custom development required for contract management. This critical functionality ensures that International has a constant supply of raw materials and products, providing visibility into orders placed with suppliers. At the same time, the sales teams gain a solution that allows them to negotiate and track contracts with customers, ultimately enabling the company to track its purchases to its sales. While the software development was taking place, Tectura also worked on rebuilding International's IT infrastructure into a more Microsoft-supportive environment. This effort would not only provide International Ingredient with a strong infrastructure to support its future ERP solution, it would also provide a flexible IT foundation to build and grow upon.

With a lot of energy focused on getting the technology implemented, there was equal energy going into managing the change associated with introducing a new solution into the International Ingredient community. As users went through solution training and implementation, more and more positive comments could be heard around the offices regarding the new ERP solution. Microsoft Dynamics NAV was extremely user friendly and provided deeper accessibility to data. Beyond

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this, the fantastic level of executive sponsorship and support provided by the International Companies' Chief Operating Officer, Clayton Brown, created additional momentum for the project. By the time the final implementation was complete, there was little resistance to learning the new system, which had previously been a concern as many of the users had been using the old system for 15 years.

Overall, the combined team of the International companies, Daugherty, and Tectura hit the project timelines and budget targets. Tectura's primary contribution to the team was their ability to draw upon a deep and experienced resource pool. "Tectura not only provided the Microsoft knowledge we required from a partner, they also offered strong process manufacturing and development skill

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sets that were key to our implementation process,” mentions Wymer. “As with many implementations involving custom development, there was a slight delay with one implementation phase, but in the end, we gained the custom functionality we needed.” Tectura also delivered outstanding solution documentation so that International Ingredient can rest assured that it has the information it needs about the new ERP solution in order to move and grow forward with it. In conjunction, International Ingredient sent two members of its team to Tectura-sponsored sessions on solution development and education. The sessions proved to be successful and thus, International expects to send more members for training. This will aid in the effort to ensure that International Ingredient’s documentation matches Tectura’s documentation whenever changes and modifications occur.

## RECOGNIZING VALUABLE BY-PRODUCTS OF ITS NEW ERP SOLUTION

The Tectura Process Manufacturing solution has offered International end users a user friendly system to work from and functionality that is making lives much simpler. The ability to point-and-click, filter, and drill down has made it extremely compelling for the majority of 150 users to easily adopt the new solution. “Of course, it was a concern that our users would be moving from 15 years working off of a green screen to now working with a graphical interface. However, it quickly became apparent that the new solution would save us time,” comments Wymer. “The old days where users had to spend hours physically digging through file cabinets or starting other computer sessions are gone.” International Ingredient team members are now saving time on transactions and gaining access to data that they previously were not able to access. Business functions are continually getting easier and therefore more productive due to efficiencies such as these.

Beyond some of the end user results realized thus far by the International Companies, there have also been valuable results based upon some of the process changes. First and foremost,

International is now able to obtain much more reliable data. Having reliable data at their fingertips, such as costing data, has allowed the company to walk away from business that they would have previously taken - and, at an expense. This ability has also made it possible for International Ingredient to adjust its pricing, influencing increases in its margins, and thus increasing profitability. Equally as important, management personnel is ecstatic over having anytime access to real-time information rather than waiting for weekly or monthly reports from the company’s old batch system.

“So many ERP implementations never reach completion,” states Wymer. “The fact that ours did and that we’re already seeing results so soon after our final go live is fantastic.” The International Group and Tectura look forward to achieving even more positive by-products and results as they continue development on the existing implementation as well as work together on new IT projects.

**TECTURA**<sup>®</sup>

### FOR MORE INFORMATION

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Partner

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