

## Salvest – 75 years of food production history



Established as state owned in 1946

100% Estonian equity since 1992

Owner Mr. Veljo Ipits

Number of employees ~180

Turnover (2020) 20 M €



## As local as possible



70% of raw materials grow within a range of 100 km





## The task – status aprill 2017

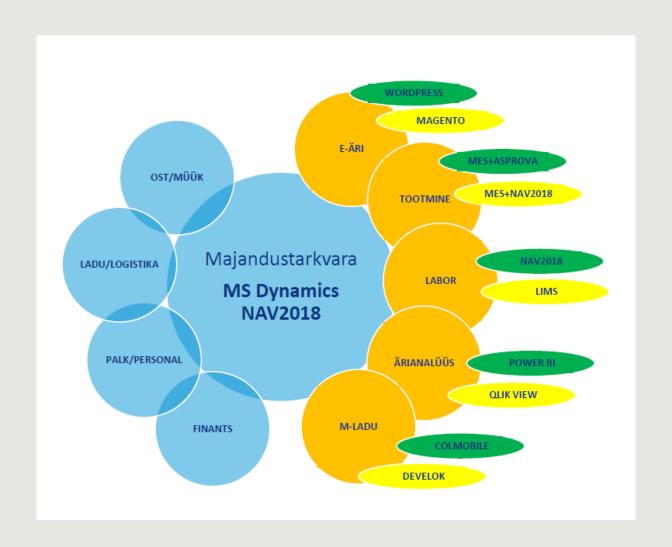


- Unsupported and outdated ERP solution (AXA 4.0)
- Outdated IT infra both hardware and software
- Many processes purely human controlled and decided
- Many blind spots in planning
- Difficult routes to reporting
- High business risks due to ERP or infra breakdowns

## The process and the vision



- IT audit with Leego Hansson
- Bid process to find the partner
- Mapping the **AS-IS** and **TO-BE**
- Lot of internal communication and selling
- Decision on future partner(s)
- Agreement of timeline and process with partner
- ON THE SHELF DOES NOT FIT about 60% of solutions have to custom made



## The complexity



#### - Food Industry governing laws and regulations

- Traceability in every process + ingredient
- Mandatory analysis + quality requirements

#### - Complexity of recepies and technologies

- 1 recepie = 10+ ingredients = 2 5 processes + 8 15
   subprocesses
- 1 ingredient = different patches/suppliers = quality
   analysis = 5+ recepies

#### Seasonality, OEE and losses

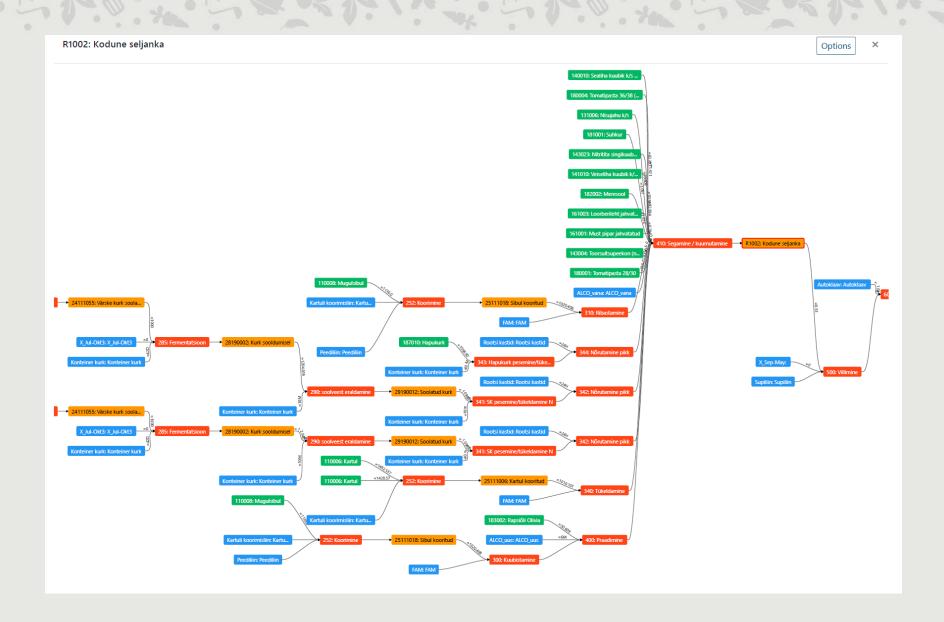
- Vegetable seasonality + planning
- Multiuse of equipment/different (packaging) lines
- Outcome dependant on raw material quality and skillfulness of employees

R1002: Kodune seljanka	Date 25,05,21								
Process	Code	Item	Prev Nr	Kogus	Protsessi kaod				
300 Kuubistamine	Mat01	25111018: Sibul kooritud	-1	1000	KP13: Tükeldamine				
310 Ribastamine	Mat01	25111018: Sibul kooritud	-1	1000	KP13: Tükeldamine	×			
840 Tükeldamine	Mat01	25111006: Kartul kooritud	-1	1000	KP13: Tükeldamine	×			
841 SK besemine/tükeldamine N	Mat01	29190012: Soolatud kurk	-1	999,999	KP07: Inspekteerimine, pesemine, peenestamine				
842 Nõrutamine pikk	Mat01	30190002: Soolatud kurk pestud/tükeldatud	341	999.999	KP23: Nõrutamine	,			
843 Hapukurk pesemine/tükeldamine N	Mat01	187010: Hapukurk	Ä	999.999	KP07: Inspekteerimine, pesemine, peenestamine	1			
844 Nõrutamine pikk	Mat01	30187010: Hapukurk pestud/tükeldatud	343	999,999	KP23: Nõrutamine				
400 Praadimine	Mat01	34111008: Sibul tükeldatud	300	189.99	KP24: Praadimine  KP10: Segamine, kuumutamine				
					KP12: Täitmine				
400 Praadimine	Mat02	183002: Rapsiðli Olivia	-1	30	KP10: Segamine, kuumutamine				
					KP12: Täitmine				
410 Segamine / kuumutamine	Mat01	R1002-400	400						
410 Segamine / kuumutamine	Mat02	34111008-2: Sibul tükeldətud	310	168.492	KP12: Taitmine  KP10: Segamine, kuumutamine  KP24: Praadimine				
410 Segamine /	Mat03	140010: Sealiha kuubik k/s 14x14x14 mm	-1	80	KP01: Defrosteerimine				
kuumutamine					KP12: Taitmine				
410 Segamine /	Mat04	141010: Veiseliha kuubik k/s 14x14x14 mm	.1	70	KP01: Defrosteerimine				



Consultate 1	AVE										(55.55.5)	ph - ■ Raports - Kulunormid	
General info	ME											Modified by Marika Kramin on 28.04.	2021 11:09:06
Nr	Process	Operation Specs	Instruction Code	Resource/Item		Prev Nr	Setup	Production	Valid Condition	Valid From/To	Instruction Specs	Operation Split Size Max	x Yield rate
300	00 Kuubistamine × ▼	ProcessSpec: Kuubik 10*10 SeguSplit: Yes	Mat01	25111018: Sibul kooritud	× •	-1		1020.4081632653061			Tükeldamine: 2		1000
			М	1 - × FAM	× •							86.1544	
			Out	34111008: Sibul tükeldatud	× •								
310	Ribastamine × ▼	ProcessSpec: Riba 6*6 SeguSplit: Yes	Mat01	25111018: Sibul kooritud	× •	-1		1020.4081632653061			Tükeldamine: 2		1000
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			Out	34111008-2; Sibul tükeldatud	× •								
340	Tükeldamine × ▼	ProcessSpec: Kuubik 10*10 SeguSplit: Yes	Mat01	25111006: Kartul kooritud	× •	-1		1010.1010101010102			Tükeldamine: 1		1000
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			Out	34111006: Kartul tükeldatud	× •								
341 SK pesemine/tükeldamine N	SK pesemine/tűkeldamine N × ▼		Mat01	29190012: Soolatud kurk	× •	-1		1098.90			Inspekteerimine, pesemine, peenestamine: 9		1000
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342	Nõrutamine pikk × ▼		Mat01	30190002: Soolatud kurk pestud/tükeldatud	× •	341		1162.79			Nărutamine: 14		1000
			М	1 · P Rootsi kastid	× •			24H				61.2176	
			Out01	35190002: Soolatud kurk nõrutatud	× •								
343	Hapukurk pesemine/tükeldamine N × ▼		Mat01	187010: Hapukurk	× •	-1		1098.90			Inspekteerimine, pesemine, peenestamine: 9		1000
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			Out01	30187010: Hapukurk pestud/tűkeldatud	× *								
344	Nõrutamine pikk × ▼		Mat01	30187010: Hapukurk pestud/tükeldatud	× •	343		1162.79			Nõrutamine: 14		1000
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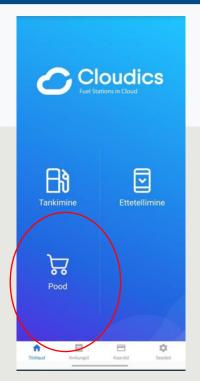
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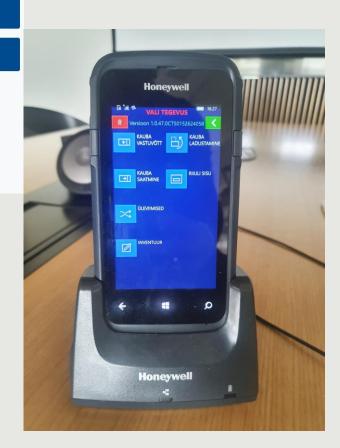
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Pakkimine

Villimine

Tootmine





### The lessons



- Good results take A LOT of time, especially if you must have them custom made
- People get tired and YOU have to keep them motivated and working both in-house and at your partners
- Celebrate the small victories and be honest about failures
- Leave time in time-line for the unexpected
- Project management should be separate from development function
- Good ideas are great but not in the middle of the project and changing many things at once
- Documenting everything is tedious but crucial in the name of success

### The future



- Getting whta we paid for more in detail analysis = decisions for improvement
- Process improvement/development = reduction of losses
- Reduction of losses = better cost prices
- Better cost prices = competitive advantage
- Competitive advantage = more opportunities in home market as in export

- Developing different BI solutions
- Automatization of processes
- Internal communication platform to use
- Etc etc



## Thank you!

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