

CASE STUDY

Ronin Group and Indevin

Crafting the perfect balance

Indevin take the best of New Zealand wine to the world by creating exclusive wine programs for the biggest wine retailers globally. Vineyard and winery operations in the Marlborough, Hawke's Bay and Gisborne regions have been progressively acquired by Indevin to meet a growing offshore market for premium New Zealand wines.

As Indevin has acquired each vineyard and winery operation, it has also inherited many varied business processes and IT systems. Indevin's leadership team identified the need to streamline and develop integration strategies for existing and new acquisitions. Recognising the need for specialised expertise, Indevin engaged Ronin to undertake an independent review of all operational IT systems, mapping them to pinpoint parallel systems along with differing unique-to-site processes across all locations.

After the review, Ronin recommended a future state IT architecture model to incorporate a standardised vineyard work-order engine coupled with a centralised master database. The work-order engine included four sub-systems to manage specialised business processes including labour management, machinery operations, technical viticulture and equipment management.

With the unique business needs established, Ronin surveyed and compared vineyard management systems and shortlisted potential solutions best suited to the proposed future state model. The recommended approach was presented to the Indevin executive team, along with a full project delivery roadmap.

Indevin also had a number of in-house legacy systems for bulk winemaking operations (Bulls-i) and master data management (HQ). Other systems such as MoneyWorks and SharePoint were also used. A review in 2019 looked to migrate to an Enterprise Resource Planning (ERP) solution which was ultimately put on hold due to a number of significant risks identified.

In 2020 Ronin undertook an overall review of all Indevin's systems and their fitness to meet current and future business needs.

All winery IT systems, business processes, work flow and storage of data were reviewed in consultation with Indevin's Group IT Manager and General Manager of Transformation. Working in partnership with Ronin, the future state vineyard model was revised based on a 'best of breed' architecture to deliver a standardised overarching operating model. The architecture provided Indevin with the flexibility to implement best of breed applications for key areas including finance, wine making, HRIS and integrated planning while retaining existing fit-for-purpose applications such as HQ and Bulls-i.

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After a thorough discovery and recommendation process alongside Ronin, Indevin ultimately approved the implementation of a transformational, modernised ERP suite including Oracle NetSuite as its specific financial solution. This aligns with the integration of recently acquired Villa Maria wineries and vineyards and puts the business in an ideal position to continue with its broader growth strategy.

“From the get go I’ve been impressed with how Ronin always keep in touch, work to understand our needs, then match the skills and personalities of their consultants with our brief. These relationships make Ronin different from their competitors. Many suppliers claim a large pool of consultants but with Ronin I get the impression they actually know them all personally.”

JOHN LABOU – GROUP IT MANAGER AT INDEVIN

What makes the partnership a success?

- **Ronin have built a collaborative, long-term relationship with Indevin, gaining trust and confidence in an on-going partnership to deliver successful outcomes.** We pride ourselves in building solid client partnerships. Our inherent understanding of Indevin’s relationship and project needs allowed us select and seamlessly integrate our team into the business. We swiftly understood the challenge and worked with Indevin to provide a perfect fit solution.
- **We understood the need to consider and accommodate Indevin’s existing IT system investment.** At our heart we a diverse team of like-minded people with a client-centric approach to our relationships. With broad, peer reviewed expertise and a healthy lack of preconceptions, we are open-minded around what a best-fit solution could look like.
- **Our expertise in understanding Indevin’s need for complex legacy systems integration meant smarter, more agile ways of thinking to create the ideal project outcome.** We are not afraid of re-framing a problem to come up with a bespoke solution to truly innovate. We believe in out-of-the-box thinking, not off-the-shelf solutions. The need for a fast-thinking approach to a rapidly changing business environment meant we focused on getting our best talent on board in record time. We happily tackle constraints and challenge assumptions to meet any problem head-on and deliver effective solutions.

How can we help you?

We’d love to understand what’s standing between you and success. Visit our website to find out more or drop us an email and we’ll be touch. Even better, call us - we’re still big fans of an old fashioned phone call.