



Breville®

CASE STUDY

Breville expands culinary experiences by entering new markets 80% faster

Future-ready ERP leads the way for more customers to master every food moment

In creating exceptional kitchen products, Breville takes the time to understand both food and the user. This determination to try new and sometimes difficult things is at the heart of the company's vision to help customers "master every moment." Whether it's for the professional chef or the home cook, the company wants to deliver out-of-the-box tools that can help customers create exceptional dishes. However, Breville faced a significant challenge: mastering the process of getting those tools into customers' hands, especially as it prepared to enter new markets and only had a small window of opportunity to attract – and satisfy – new customers.

Situation

Highly customized legacy system complicates and delays growth plans

Breville is a world leader in small kitchen appliances whose success is rooted in keeping the customer at the center of its business. That includes making sure the products customers want are available and accessible. So, when it came time to upgrade its go-to-market tools and processes, Breville applied its "mastery in a box" vision.

Breville's existing Microsoft Dynamics AX 2012 application was region-specific, resulting in over a thousand customizations that required considerable IT support and maintenance. Because each region had its own processes and technologies, there was limited business visibility and no operational support. For example, a supply chain clerk in Prague couldn't call a supply chain clerk in the U.S. or Canada for assistance because each did things differently. "That made every region an island," said Jeff Suellentrop, vice president of enterprise architecture and programs at Breville. As a result, every time the company opened in a new market, it had to increase headcount, which was costly and unsustainable. Such legacy ERP systems are no longer fit for purpose to succeed in today's digitally disrupted market.

Just like its customers look for simpler, more engaging ways to prepare food, Breville wanted an easier and faster way to get its products to customers, particularly as it prepared to expand its global presence. This required more consistent and efficient processes on a scalable, cost-effective platform that would help it increase speed to market. "We wanted to build a platform and a platform

structure that everyone in the manufacturing industry would want," said Suellentrop. "So, we asked ourselves how we could do it differently."

Using leading practices, Breville decided to upgrade its system and processes with a Microsoft cloud solution, helping to support its growth, innovation and customer experience goals.

Solution

A future-ready ERP solution with Microsoft Dynamics 365

After Microsoft introduced Breville to Avanade as a systems integrator that could handle a global rollout quickly, the company chose to partner with us to help it implement Microsoft Dynamics 365. An out-of-the-box implementation was a key requirement, given the issues it had with the customizations on its legacy system. With Dynamics 365 standard processes and tools, it could deliver much faster speed, better support and better uptime.

Equally notable was the use of agile methodologies. This was one of the first-ever agile implementations of Dynamics 365 for Finance and Operations. Using this approach, we started by building a minimal viable product, allowing us to introduce incremental functionality improvements and facilitate change management. We then created a core global template with successive wave deployments across 15 countries using a deployment kit, speeding the go-to-market process.

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The solution integrated warehousing, new regulatory accounting processes and new functions to regional sales channels in order to help achieve double-digit growth. The agile sprints provided frequent feedback to ensure collaboration, speed and success. "Our attitude toward this program was to break out of the traditional paradigms. We wanted to reimagine the way our core systems are designed, built and deployed. This reimagining has permeated through the organization and changed how we think about tools and software," said Nathan O'Donnell, Breville's global program lead, business systems.

With Breville already using Microsoft's modern workplace, it was also able to integrate Power BI with Dynamics 365 for streamlined access to data and analytics, allowing it to infuse intelligence across its business processes.

"The collaboration and partnership between Avanade, Breville and Microsoft to do ERP in a way that's never been done before was pretty special. This shows in the results delivered. We've been able to deliver some incredible working processes that actually performed quite well in live environments around the globe," said Suellentrop.

Results

**Spinning up new markets in weeks,
instead of months**

Even with a short implementation timeline, we were able to deploy the solution successfully during a high retail season, in which Breville exceeded sales expectations.

Now Breville can enter new markets 80% faster. What previously averaged months is now weeks. Additional benefits include lower IT costs and support.

With an exponential growth trajectory, this future-ready solution can support Breville as it expands its business globally. It is no longer constrained by time and resources. "These innovations not only improve our overall business performance, but they will also vastly improve the overall customer experience to help them master those food moments," noted Suellentrop.

The transparency and visibility into the supply chain helps Breville communicate to customers what products are available as well as when they will be shipped and delivered. More functionalities also allow it to add new products and services with speed and ease. More than just understanding what moments matter to customers in the kitchen, Breville can now deliver those "mastery in a box" appliances to kitchens around the world faster and more efficiently.

About Breville

Founded in Sydney in 1932, Breville has become an iconic global brand that enhances people's lives through thoughtful design and brilliant innovation, delivering kitchen products to more than 70 countries around the globe. Breville is the kitchen appliance brand that delivers innovation based on consumer insights, empowering people's potential to do things more impressively or easily than they'd thought possible in their own kitchen.



About Avanade

Avanade is the leading provider of innovative digital and cloud services, business solutions and design-led experiences on the Microsoft ecosystem. Our professionals bring bold, fresh thinking combined with technology, business and industry expertise to help make a human impact on our clients, their customers and their employees. We are the power behind the Accenture Microsoft Business Group, helping companies to engage customers, empower employees, optimize operations and transform products, leveraging the Microsoft platform. Avanade has 38,000 professionals in 25 countries, bringing clients our best thinking through a collaborative culture that honors diversity and reflects the communities in which we operate. Majority owned by Accenture, Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation. Learn more at www.avanade.com

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