Devex Upgrade Experience

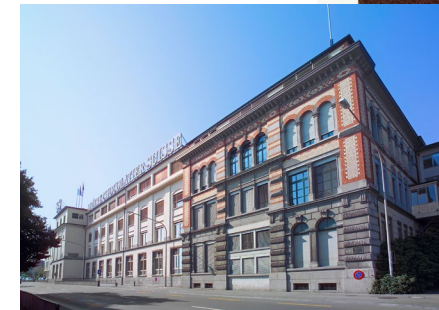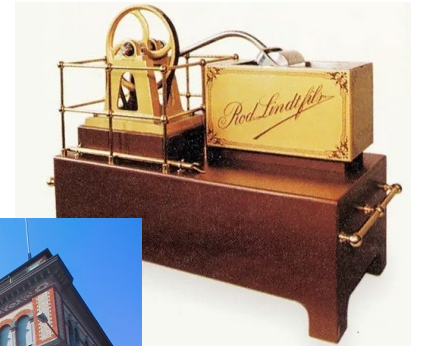# Agenda

- Company background

- System Landscape

- Key issues driving the system upgrade

- Upgrade best practices

- Lessons Learned

- Results of the Upgrade

- Future plans

LINDT & SPRÜNGLI

Company Background

- The origins of Lindt & Sprüngli date back to 1836, when David Sprüngli-Schwarz and his son Rudolf Sprüngli-Ammann bought a small confectionery shop in the old town of Zürich, producing chocolates under the name David Sprüngli & son.

- Domingo Ghirardelli (b. 1817) opens confectionary shop in San Francisco in 1852 known as Ghirardely & Girard which will eventually become Ghirardelli Chocolate Company

- In 1899 when David Sprüngli-Schwarz and Rudolphe Lindt go in to business together as Lindt & Sprüngli

- Lindt & Sprüngli USA Inc. was established in 1989 in Stratham, NH and is one of the wholly owned subsidiaries under Lindt & Sprüngli International based in Zurich, Switzerland

- In 1997 the Lindt & Sprüngli International acquired Ghirardelli Chocolate Company

- In 2014, Lindt bought Russell Stover. Today we operate all 3 brands under Lindt & Sprüngli (North America)

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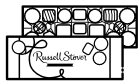
System Landscape

- **United States of America**

  Lindt & Sprüngli (USA) - Stratham, NH
  (75) users

  Ghirardelli Chocolate Company - San Leandro, CA
  (97) Users

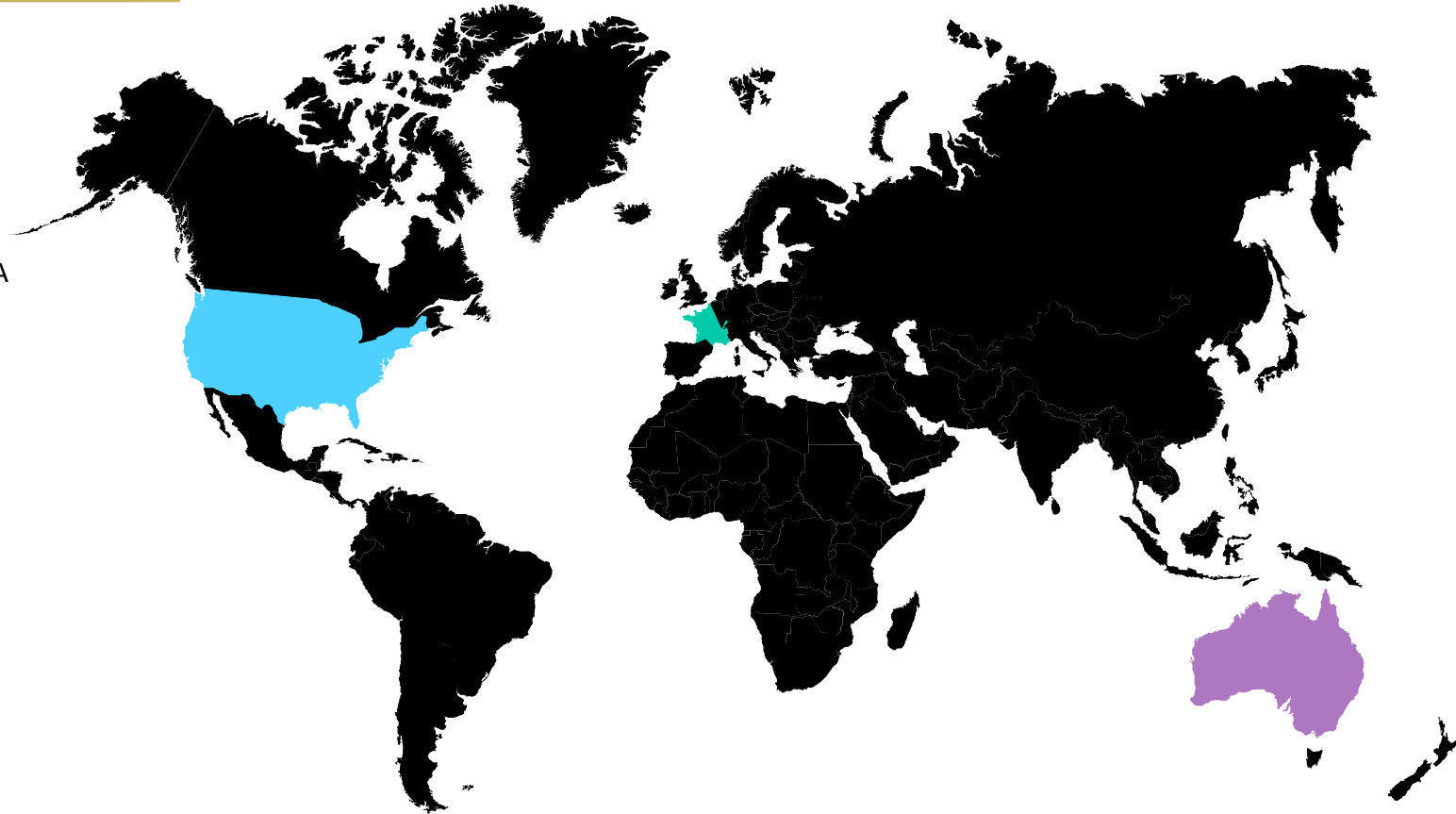 Russell Stover Chocolates - Kanas City, MO
  (10) Users

- **France**

  Lindt & Sprüngli France - Oloron- Sainte- Marie
  (96) Users

- **Australia**

  Lindt & Sprüngli Australia - Marsden Park, NSW
  (35) users

LINDT & SPRÜNGLI

Drivers of Upgrade

- Version Expiration

  - LSNA instance of Devex had been running on version 3.5 since 2016 without update since initial implementation
  - Version 3.5 was reaching EoL

- Lindt France interest in 3.10

- Desire for additional features

  - Project plans in IPMS module
  - Single Formula Editor (no native mode)
  - Internet Explorer reaching EoL

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Timeline of Upgrade

Timeline of major system activities in preparation for, and during, system upgrade project

Lindt France Merge – 2020

- Merge onto existing platform (Devex v.3.5)

- Regression testing needed by all other user groups

- Decision made to merge prior to 3.10 to avoid the need for multiple instances with different versions

System Enhancements Project

Late 2020- Early 2021

- System updates and changes

- Done ahead of upgrade to meet business needs

Upgrade to Version 3.10

Mar. 2021- Nov. 2021

- Selerant Build - Mar- Jul

- UAT 1 – Jul/Aug

- UAT 2 – Sept/Oct

- Cutover – Early Nov.

- 8 months total

Lessons Learned

Plan Ahead

- On roadmap for over a year
- System enhancements before/after upgrade

Identify Team Early

- Team should be users for testing
- Should consist of SMEs, experienced users, process owners
- Recommend identifying alternates and back up personnel

Communicate Early and Often

- Communicate up and down the chain
- Timeline
- Requirements and changes
- Developers/Selerant Team

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Lessons Learned

Build Test Scripts

- Store in accessible location, send copies to Selerant
- Use for guiding testing
- Document other processes (Admin functions, reports, etc.)
- Coordinate use with testing groups

Test…and Test again

- Multiple scenarios (use historical projects, materials, formulas etc.)
- Catalog issues with Selerant for resolution
- Retest

Ensure Training is Available

- Store in accessible location
- Refer to training

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Results

Merged 4 companies on to Devex 3.10

Hyper care completed late December 2021

Improved system performance

Users particularly happy with less reliance on native mode

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Future Plans

- Russell Stover Merge

- LSNA Harmonization

- Lindt Germany Merge (TBD)

- System enhancements

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Thank you.