

TITLE : Business Resilience Game for a fresh vegetables processing plant

AGRIVIVA S.N has been laureate of the **Business Continuity Plan** lump for the project « **Business Resilience Game for a fresh vegetables processing plant** » for an amount of **17 000 €** in the context of **B-Resilient** support.

GLOBAL OBJECTIVE OF THE PROJECT

AGRIVIVA S.N. is a local fresh vegetables processing plant based in Montpellier. AGRIVIVA teamed with two French consultancies, Circulab and Soliance Alimentaire, to use the Business Resilience Game as pedagogical way to approach resilience in the agroindustrial sector, engage Agriviva's team toward resilience topic and build an actionable Business Continuity Plan.

BACKGROUND PRESENTING THE SME

AGRIVIVA S.N. is a French SME based in Montpellier (France). AGRIVIVA runs a medium scale vegetables processing unit that cleans, cuts and delivers fresh vegetables to the local canteens (schools, companies, etc.) and local agroindustrial SMEs (catering companies, etc.). AGRIVIVA has also recently launched a product line for supermarkets. This way, AGRIVIVA connect local farmers and consumers and enable the easy use of fresh, seasonal, non ultra-transformed and local vegetables by every cooker. AGRIVIVA employs 17 people, most of them being under "inclusion" contracts for people "far from the labour market".

Being a local agroindustrial SME makes resilience a critical topic. Threats to our normal business development and operations are of multiple forms: supply (volume and prices), logistics, business development, sanitary practices, etc.

To illustrate, the company has undergone:

- COVID-19 meaning canteens being shut down
- An increase of the cost of vegetables of 20% after the start of the conflict in Ukraine
- A decrease of 30% of the orders of our main customer due to a political decision
- The shut-down of our main supplier for cooked vegetables

The diversity of these threats and the limited size of our management team makes us often react to these kinds of events rather than act based on a prepared plan.

AGRIVIVA S.N. is the first project of a network of local vegetable processing units called Cuisinons nos Paysages ("Let's cook our Landscapes"). Being a part of a larger network is our first resilience strategy. It helps us to share experience and expertise, share risks, etc.

PROJECT OBJECTIVES

To enhance its methodological approach, AGRIVIVA S.N. planned to implement a comprehensive strategy centered around the Circulab tools and the Business Resilience Game. Associated with Soliance Alimentaire expertise, these tools facilitated a collaborative and participative process, engaging all stakeholders in identifying and analyzing potential risks and vulnerabilities within our operations. By leveraging the collective intelligence and diverse perspectives of our team, we aimed to foster a culture of proactive thinking and resilience-building.

The methodology involved several key steps:

- Identification and Mapping of Risks: Utilising the Circulab tools such as the Value Chain Canvas, we will map out potential risks across various categories - supply chain disruptions, market fluctuations, environmental factors, and political changes.

- Scenario Planning and Simulation: Through workshop and game sessions, we will simulate different scenarios, enabling our team to visualise and understand the impact of various threats. This will help in developing adaptive strategies.
- Stakeholder Engagement and Feedback: Involving employees from the different parts of the company in the game sessions will provide valuable insights and foster a shared understanding of resilience strategies.
- Development of a Resilient Framework (= our business continuity plan): Based on the outcomes of the workshop sessions, we will develop a structured framework that outlines clear strategies and action plans for responding to identified risks.

The deployment of this approach at AGRIVIVA S.N. is seen as a first experiment that can be duplicated to other sites of the “Cuisinons nos Paysages” network.

ROLE OF THE PARTNERS

AGRIVIVA was lead the project and providing its understanding of its business environment.

Circulab is one of the concepor of the Business Resilience Game and brought expertise regarding the methodology.

Soliance Alimentaire is expert of agroindustrial sector and brought its experience of other agroindustrial companies.

EXPECTED BENEFITS

The business resilience game approach enabled AGRIVIVA S.N. to develop a comprehensive understanding of its risks along the value chain. While resilience was mostly seen with a focus on operational concerns, the larger view provided by the business resilience game approach enabled us to consider all aspects and enhance the importance of some overlooked topics (expertise and human resources, regulatory evolutions, etc.).

We developed a clear mapping and characterization of most critical risks and developed strategies to mitigate them. We also defined a clear organisation internally to identify the responsibility of each person.

At the same time, the involvement of the whole team enabled to spread the culture of resilience, including within the operational team. The ludic approach of Business Resilience Game enabled to “put ourselves in colleagues' shoes” regarding the resilience topic.

IMAGE (left: team packing freshly cut vegetables, right: team working on risks identification)



VERBATIM TO PROVIDE

“B-Resilient allowed us to take a step back for our daily operations and work in a very pedagogical way to approach the topic of resilience through the Business Resilience Game. At this end of this project we managed to engage the whole team in this resilience mindset as well as to have a clear and actionnable plan to pursue our growth with confidence”