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## Packing Precision at Scale: How Limoneira Unified Operations and Technology

### A Global Citrus Business Built on Precision

Limoneira is a vertically integrated agribusiness, headquartered in California since 1893. With more than 10,500 acres under management, the company grows, packs, and ships citrus at a scale where operational precision is critical. Every step, from orchard planning to export logistics, depends on accurate data, tight coordination, and systems that can adapt to real-world conditions. Tony Ecuyer, Vice President of Operations and Technology, oversees both operational execution and the technology that supports it. As Limoneira expanded its global footprint, it became clear that legacy systems were no longer sufficient to support the complexity and pace of modern citrus operations.



**“Our legacy systems were rigid and forced work arounds to create a solution”**

### When Systems Lag Behind Operations

Limoneira’s packing houses operate through tightly sequenced processes, including receiving fruit, washing, color separation, storage, packing, and shipping to domestic and export

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customers. Any breakdown in visibility or system flexibility can quickly impact inventory quality, storage utilization, and customer commitments.

Over time, limitations in existing software became more pronounced. Systems were difficult for users to adopt, lacked intuitive interfaces, and struggled to present operational data in a way that supported fast and confident decision-making. From an IT perspective, maintaining these systems increased complexity without delivering corresponding value.

Jacob John, Director of IT Applications, approached the challenge with a clear mandate. Technology needed to become an enabler of growth, not a bottleneck. Vendor evaluations focused not only on features, but also on long-term value, total cost of ownership, and alignment with Limoneira's operational culture.



## Choosing a Partner, Not Just a Platform

During the evaluation process, Radfords distinguished itself by how it engaged Limoneira's teams. While several vendors met baseline requirements, Radfords demonstrated a deeper understanding of agricultural operations and a willingness to challenge long-standing assumptions that were limiting efficiency.



Rather than forcing Limoneira into rigid workflows, Radfords emphasized flexibility, usability, and operational realism, qualities that resonated strongly with both IT and operations leadership.

**“Built as an operations solution, not financial”**

This alignment made it clear that the decision was not just about replacing software, but about choosing a long-term partner.

## Implementation Designed for the Real World

Implementation was approached as a collaborative effort across business, IT, and leadership teams. Early functional-fit exercises helped identify gaps and define solutions that balanced best practices with Limoneira’s unique operating model. Strong executive sponsorship ensured resources were available, while clear project governance kept the rollout on track.

Change management was treated as a critical success factor. Performance incentives were aligned with adoption goals, and users were actively engaged throughout the process. Where resistance or uncertainty emerged, teams focused on education and clearly communicating the operational benefits of the new approach.

**“We collaborated during a ‘functional-fit’ exercise to determine gaps and the best approach to solve them”**

## Operational Impact and Early Results

Once live, the impact was quickly felt on the packing floor and beyond. Employees found the system easier to use, reducing errors and improving confidence in daily transactions. When mistakes did occur, they were easier to identify and correct, minimizing downstream disruption.



Data accuracy improved across day-to-day operations, laying the groundwork for more advanced analytics and reporting. While Limoneira is progressing its broader data and BI journey, the operational foundation is now stable, trusted, and scalable.

**“The accuracy is much better for the day to day.”**

## A Partnership That Extends Beyond Go-Live

Radfords’ role did not end with implementation. The team remained closely engaged, providing responsive support, hands-on assistance, and rapid turnaround on post-production issues. This level of involvement helped build trust among users and reinforced IT’s ability to deliver systems that genuinely made work easier.

As Limoneira’s business evolved, Radfords adapted alongside it, supporting new third-party warehouse integrations and collaborating with industry partners to align systems and processes.

**“Radfords team was one of the best that I have worked with so far.”**

## Looking Ahead: From Data to Direction

With a modern operational platform in place, Limoneira is now focused on unlocking deeper insights from its data. Investments in a data lake and reporting aim to transform operational data into KPIs and predictive tools that guide storage strategy, production planning, and future growth.

In an increasingly global and competitive produce market, accurate, timely, and actionable data is essential. Limoneira views Radfords as a key partner in that journey, supporting both current operations and long-term innovation.

**See how Radfords helps citrus leaders connect data, people, and performance.**

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