

Case Study

Australian Farming Services Outgrew Xero. NetSuite Was the Answer for Their Needs.

How Australian Farming Services (AFS) consolidated three farm entities, a processing plant and management company while unlocking multi-currency reporting, and building the financial infrastructure to compete globally.



Industry:
Agriculture



Location:
Mildura,
Victoria,
Australia



Services:
NetSuite
Implementation
& Customisation
Services



Technology & Integrations:
Oracle NetSuite: SuiteSuccess Financial
First, NetSuite Fixed Asset Management,
NetSuite SuiteAnalytics Connect, NetSuite
Inventory Management
Integration: Zone&Co

THE ORGANISATION

From Orchard to Global Market

Founded in 2017, Australian Farming Services (AFS) is an institutional farmland management company specialising in the development, growing, and processing of almonds. In under a decade, AFS has grown three almond orchards to early maturity across New South Wales and Victoria, becoming one of Australia's largest almond producers and managing over 4,500 hectares of productive orchards.

AFS operates as a vertically integrated almond business, overseeing the full value chain from orchard management and harvesting through to processing, packaging, and global distribution. Its three orchards, Augusta, Cadell, and Canally, feed directly into the Murray Downs Processing facility near Murray Downs, NSW. The state-of-the-art plant, which became operational in April 2024, has an initial capacity of 17,500 tonnes and is purpose-built for expansion to 35,000 tonnes. It is also home to the Southern Hemisphere's largest almond dryer.



Australian Farming Services



THE CHALLENGE

Scaling Beyond Spreadsheets and Xero

As AFS transitioned from a pure almond-growing operation into a vertically integrated processor preparing for its first commercial harvest, the business faced a significant operational inflection point. The new Murray Downs Processing Plant was nearing completion, capable of hulling, shelling, and packaging almonds for global distribution. With it came a projected workforce expansion from approximately 60 to 70 permanent employees to around 200 individuals including a seasonal workforce, significantly higher transaction volumes, and new complexity across inventory management, grower settlements, and investor reporting.

AFS's existing finance stack, anchored by Xero, was not built to scale with the business it was becoming. Many core processes were still manual, finance functions were yet to be fully defined, and the incoming processing operation would demand a level of system integration, auditability, and multi-entity reporting that Xero simply could not provide. With an institutional investment group already running NetSuite globally and requiring consolidated, multi-currency reporting, the pressure to modernise was both operational and structural. AFS engaged OneKloudX to deliver a solution before the processing plant came online.

Operational Gaps That Could Not Be Patched:

- ✓ **Physical, paper-based approvals** for procurement and finance with no formal delegation of authority framework in place
- ✓ **Non-standardised processes** resulting in inconsistent ways of working across the business
- ✓ **Over-reliance on manual spreadsheets**, duplicated data, and limited end-to-end process visibility
- ✓ **No streamlined ability to report in USD** for US-based investors, or to consolidate financials across six farm entities and processing plant
- ✓ **Manual payroll and HR processes** unable to support a growing permanent and seasonal workforce
- ✓ **Insufficient auditability** as the business prepared to meet institutional investor reporting standards

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We were heading into a significant expansion, new processing facility, new markets, new investor reporting requirements, and our finance systems simply weren't going to keep up. We needed a platform that could consolidate seven entities, sell in multiple currencies, and give us genuine visibility across the business. NetSuite, implemented the right way, delivered exactly that.”

- Stuart Monger, CFO, Australian Farming Services

THE PARTNERSHIP

Why AFS Chose OneKloudX

AFS selected OneKloudX for a combination of reasons: a structured implementation methodology, demonstrated agricultural industry experience, and a collaborative working style that suited AFS's tight timeline and unique operational requirements.

What differentiated OneKloudX was a deliberate approach of prioritising configuration over unnecessary customisation, while still committing to the bespoke requirements that define almond farming, processing and marketing, seasonal workforce management, and the specific accounting logic required to allocate returns across farm entities equitably.

Even when mid-project team changes created handover challenges, OneKloudX adapted without disrupting the client, drawing on institutional knowledge to maintain delivery continuity.

THE SOLUTION

A Tailored NetSuite ERP for Agribusiness

OneKloudX implemented Oracle NetSuite as AFS's core ERP across two delivery phases: core financials went live in April 2024, with more complex bespoke modules following in December 2024. The full implementation was completed in under twelve months.



NetSuite Modules Delivered



SuiteSuccess Financials

General ledger, chart of accounts, cost centre reporting, intercompany eliminations, multi-currency accounting via OneWorld.



Fixed Asset Management

Full asset register with multiple depreciation methods and revaluation for infrastructure and processing equipment



Purchasing

Automated purchasing function across all entities for all procurement that routes according to our Delegations of Authority



ZoneCapture (OCR)

Automated invoice capture and processing, eliminating manual data entry in accounts payable.



Payroll & HR Module

Full employee lifecycle management including automated tax, superannuation, and leave calculations, with integration to PeopleKey for time and attendance data



System Integrations

Additional integrations were delivered with PeopleKey, Active Directory, and Aus bank feeds, making NetSuite a great support to the operations of the business.

Bespoke Customisations Built Around How AFS Works

Almond farming operates on commercial and financial processes that are far more complex than those supported by a standard ERP implementation. Australian Farming Services required NetSuite to support export documentation, logistics integration, sophisticated procurement controls and complex approval structures that extended well beyond out-of-the-box functionality.

Rather than forcing the business to adapt to generic software processes, OneKloudX designed and delivered a suite of bespoke NetSuite customisations tailored specifically to how AFS operates. This included sales and export documentation processes, deposit management controls, commercial invoicing and shipping documentation, quarantine declarations, consolidated shipment processing, and integration with the ALMADS logistics platform to automate dispatch and work order creation for the packing and dispatch of product.

The solution was further enhanced through the implementation of sophisticated Delegation of Authority workflows, allowing procurement approvals to be managed by subsidiary, employee and purchasing category, while supporting complex approval hierarchies and governance requirements. These customisations provided AFS with stronger financial controls, improved visibility across purchasing activities and significantly reduced the administrative effort associated with managing approvals and operational processes.



The result was a purpose-built platform aligned to AFS's unique operating model, reducing manual processing, improving governance and reporting accuracy, and providing a scalable foundation to support future growth and ongoing business transformation.

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Agriculture is one of the most demanding industries to implement ERP in. The requirements are highly specific, the operational systems are bespoke, and the business processes don't map neatly to out-of-the-box configuration. With AFS, we leaned into that complexity and built something that fits the way they actually work”

- Robert Jurcec, Group CEO & Sales Director, OneKloudX

THE RESULTS

A Scalable Foundation for a Global Almond Business

The NetSuite implementation gave AFS the operational and financial infrastructure to transition confidently from almond grower to vertically integrated processor and global distributor, with the reporting capability, auditability, and integration depth required to satisfy institutional investors.



Operational Impact

Procurement workflows previously relying on physical approvals are now governed by automated delegation policies within NetSuite. Accounts payable, supported by ZoneCapture OCR, significantly reduced manual invoice handling. Payroll, previously managed manually across a growing workforce, is now fully automated within NetSuite with PeopleKey feeding time and attendance data directly into the system, reducing both administrative burden and compliance exposure.



Financial Visibility and Investor Reporting

For the first time, AFS's finance team has real-time visibility into per-farm and processing performance. Intercompany consolidation and multi-book accounting via NetSuite OneWorld mean that USD-denominated reports for the business's US-based institutional investors can now be produced on demand, a capability that did not previously exist.



A Long-Term Partnership

Following go-live, AFS has continued to engage OneKloudX as an ongoing NetSuite consulting partner, iterating on the system, resolving emerging requirements, and extending capabilities as the processing operation matures. The engagement has evolved from implementation delivery to long-term strategic advisory.

WHY ONEKLOUDX

Unique Industry Capability OneKloudX

The AFS engagement illustrates a core capability of OneKloudX: the ability to implement NetSuite ERP in industries with genuinely complex, non-standard operational requirements, and to do so within a tight timeline without sacrificing the customisation depth the business actually needs.



Agriculture presents implementation challenges that generic ERP projects rarely anticipate: seasonal workforce complexity, real-time operational system integration, and multi-entity structures serving both local operations and international investors reporting. OneKloudX navigated all of it.

If your business is preparing for a period of operational growth or transformation and your current finance stack is not equipped to scale with you, we would welcome the conversation.



OneKloudX is an award-winning ANZ NetSuite Solutions Partner with a people-first approach at our core. We believe technology should empower people, not overwhelm them, which is why we provide



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