



Project One

Project execution in a shifting environment

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Agenda



1. This is Orkla
2. Project One in a nutshell
3. Project One in Orkla Foods Sweden (OFS) – major challenges and how we tackled them
 - a) A roll out project that became template part 2
 - b) Cost increase and prolonged timeline
 - c) Changed operating model for Orkla
 - d) Covid 19
4. Our Critical success factors

This is Orkla



- Leading supplier of Branded Consumer Goods to sectors grocery, out-of home, specialised retail, pharmacy and bakery.
- Main markets: the Nordic and Baltic regions, selected countries in Central Europe. Strong positions in selected product categories in India.
- Orkla ASA is listed on the Oslo Stock Exchange
- Approximately 18, 000 employees
- Turnover 2020: NOK 47.1 billion
- The headquarter is at Skøyen in Oslo

#1

The leading branded consumer goods company in the Nordic and Baltic regions



>300

local brands with strong positions

Market positions typically in the range of

30% - 80%

PROJECT ONE

Orkla business areas

Orkla Foods



39% of Orkla's operating revenues. Grandiosa, TORO, Stabburet, Felix, MTR (india).

Orkla Confectionery & Snacks



15% of Orkla's operating revenues. KiMs, Nidar, Sætre, OLW, Panda.

Orkla Care



20% of Orkla's operating revenues Möller's, Maxim, Nutrilett, Define, Blenda, Jif, Sun and Zalo.

Orkla Food Ingredients



23% of Orkla's operating revenues. yeast, butter blends, plant based products, marzipan and margarine.

Orkla Consumer & Financial Investments



- Consumer Investments: Orkla House Care, Lilleborg and Pierre Robert, Kotipizza and Gorm's
- Industrial & Financial Investments: Hydro Power, Real Estate, Orkla Ventures and Orkla's minority share in Jotun.

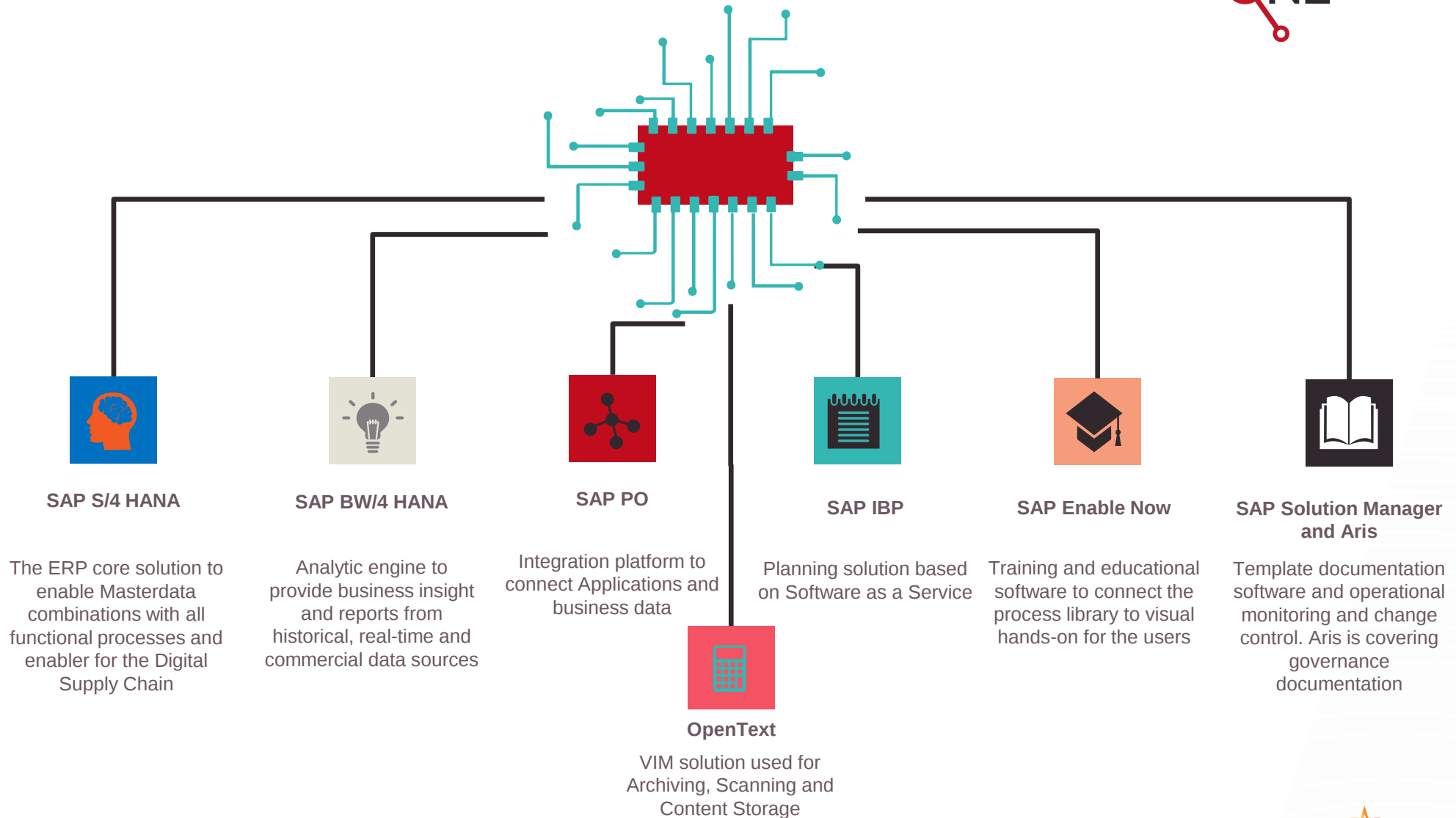
WHAT IS PROJECT ONE?



- Creating a common ERP Template for Orkla Branded Consumer Goods
- Template based on SAP S4/Hana
- Orkla Health Norge AS (Pilot), then Orkla Foods Sverige AB, then the rest of Orkla BCG
- Accenture selected implementation partner
- Project One was important for establishment of the One Orkla vision



ONE – ERP Platform



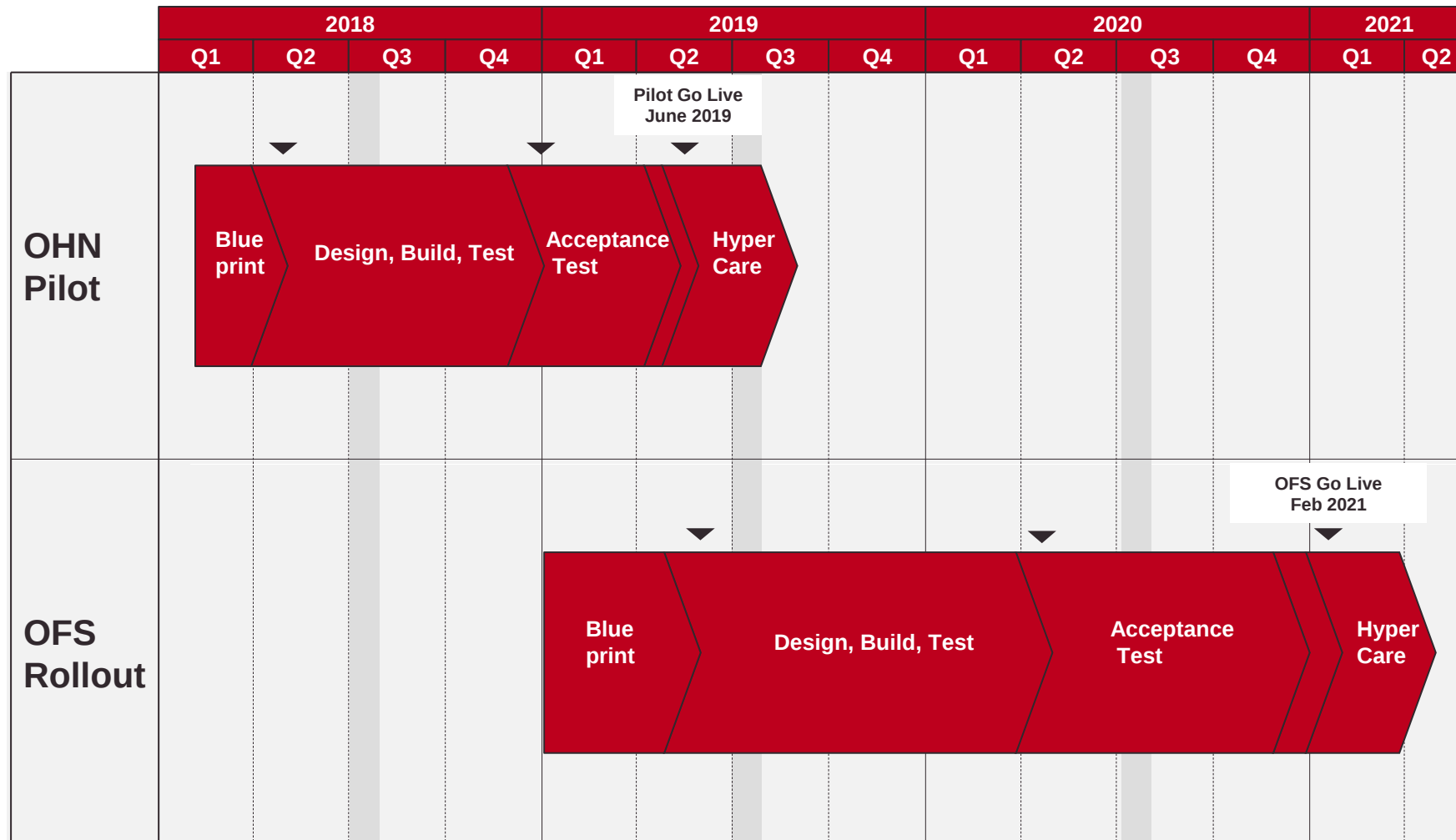


Project One Solution Scope

Front End	SAP Fiori	SAP GUI	Custom Apps	BO	Present Data
ERP and Applications	SAP BW/HANA	S/4HANA (on-premise version) Finance Plant Maint EWM PLM Sales Quality MDG PPDS Production Procure DMS			Combine and Process Data
	IBP				
	Open Text				
Master Data	Master Data Mangement Tool (SAP MDG – Core S/4)				Input Data
Middleware	SAP PO	SAP Data Services	SAP Integration Services (SCP(I), SDI, SDA)		Integrate Data
Operations	SAP Solution Manager		ARIS		Manage Systems
Testing	Worksoft		Load runner		Quality Check
Tech and Tools	Check point VPN	Citrix	Terminal Server		
	Web Dispatchers	ADS	Print Management		
Deployment model	Azure Cloud		SAAS		Host Systems and Data



Project One Timeline



Orkla Foods Sweden

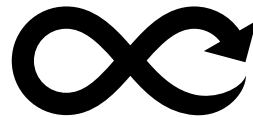


PROJECT ONE



Major challenges

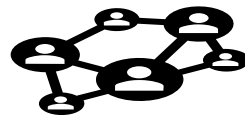
From Roll out to «Template 2.0»



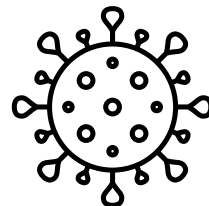
Cost increase and prolonged timeline



Adjusted operating model



Covid 19



PROJECT ONE

Major challenges

From Roll out to «Template 2.0»



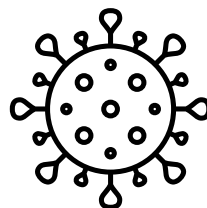
Cost increase and prolonged timeline



Adjusted operating model



Covid 19



Challenge

- Project One started as a template project, based on requirements from all Business Areas
- Additional complexities at OFS were discovered later – major addons to template required
- Integration and migration from new partners and legacy systems limited template reuse



Solution

- Extending plan and scaling the project team to adapt to increased scope
- Adjusting data and test activities to reflect data and integration challenges
- Postponing planned parallel rollouts to allow full focus on OFS

Major challenges

From Roll out to «Template 2.0»



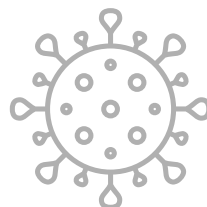
Cost increase and prolonged timeline



Adjusted operating model



Covid 19



Challenge

- New requirements surfaced after initial design
- Data quality challenges
- Original timeline based on a roll out
- Adaptions to COVID required longer duration



Solution

- Strict prioritization of go live critical requirements
- Adjusting project plan to fit scope
- Replan while delivering
- 5 data MOCKs and dress rehearsal
- Scale project team according to plan

PROJECT ONE

Major challenges

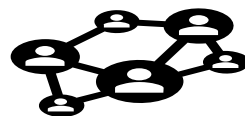
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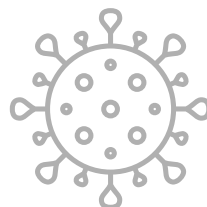
Cost increase and prolonged timeline



Adjusted operating model



Covid 19



Challenge

- Operating model was adjusted, strengthening business units and reducing central staff
- Governance of the solution was changed



Solution

- Decision to terminate the program after OFS implementation
- Establish a new setup for governance
- Roll out organized as separate projects

Major challenges

From Roll out to «Template 2.0»



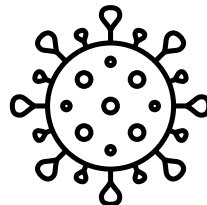
Cost increase and prolonged timeline



Adjusted operating model



Covid 19



Challenge



Solution



7 Key Success Factors



1

FIT TO STANDARD

2

**DESIGN AUTHORITY
EMPOWERMENT**

3

**END TO END FOCUS
INKL. 3. PARTIES**

4

PRIORITIZE DATA

5

**DEPLOYMENT
PLANNING**

6

**SKILL SET, COLLABORATION and
COMITTMENT**

7

**DESIRED and LEADERSHIP
DRIVEN CHANGE**