

Record-fast decisions behind Estrella's success

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Anders Ivarsson, CIO, Estrella

Swedish snack food producer Estrella started working with QlikView because there was basically no other system that could solve the company's problems. The fact is, it was urgent. Terribly urgent.



Photo: Mats Udde Jonsson

Estrella was bought from Kraft Food in the fall of 2008, and one of the conditions of the deal was that Estrella could only continue using Kraft Food's IT systems during a transition period of six months. Estrella CIO Anders Ivarsson's task was thus to build what was essentially a completely new IT structure from the ground up in record time.

At the same time, the company had an enormous need for information and a basis for decision-making during this period. There was no CEO, hardly any

administrative staff and only a small number of management personnel in place. For that reason, the new owners, the Norwegian company Herkules Capital, really needed to be able to monitor the company's development, to an even greater extent than usual, through a number of key figures. You might say that the company, whose factory is located in Angered outside Gothenburg, needed to be guided by remote control from Oslo.

During its time as part of Kraft Food, Estrella had used an ERP solution from SAP for many years. Anders Ivarsson did not have time to procure and put in place such a large and complex system.

“We didn't have the means either,” says Ivarsson.

After a record-fast procurement process, Lawson M3 was chosen as the ERP system instead.

“We were really looking more for a partner that could help us put the system in place quickly than for a specific system,” says Ivarsson.

“Obviously there were certain functions that we had to have, such as the kind that are important when you're working with the grocery industry. But basically we wanted a standard turnkey system with minimal adaptations. And we wanted to pay as little as possible.”

Overview

Estrella

Estrella is one of Sweden's largest producers of snack foods – chips, cheese puffs, dips, etc. The company is owned by the Norwegian company Herkules Capital, which bought Estrella from Kraft Food in 2008.

Industry

Production of snack foods

Functional area

Company-wide reporting and control

Geography

EMEA (Sweden)

Challenge

To quickly produce decision support for an organization with basically no existing IT system

Solution

QlikView was implemented on the ERP system from Lawson, and provides decision support with regard to production, sales, financial monitoring and follow-up

Value

Getting good decision support out to many important user groups quickly enables good control over the operation

Source system

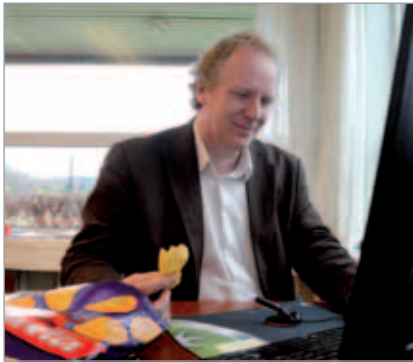
Mainly Lawson M3

QlikTech partner

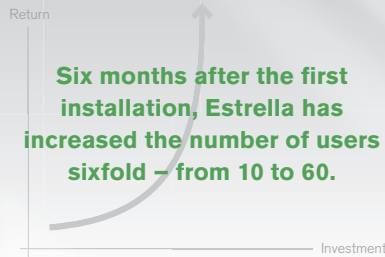
Under procurement



Photo: Mats Udde Jonsson



Increased decision-making power



Time to Value



Once M3 was in place, with minimal adaptations, a sales support system could also be integrated quickly. However, it became apparent that the reporting modules in M3 were not at all suitable.

“The reporting module was rigid and slow,” says Ivarsson.

“Our budget people simply could not get sufficient control of their work; they needed better, more visual tools. We then decided to quickly see whether there was a system on the market that could solve these problems. That was when we found QlikView.”

It took five (5) days to put QlikView in place, integrated and ready for M3.

“That’s unbelievably quick,” says Ivarsson.

“No other solution could have been put in place faster, not even Lawson’s own solution.”

With QlikView, numerous different users can now quickly get the decision support

they need. This includes the majority of important functions, such as production, sales, management, etc. The new owners in Norway get simple access to the key figures they need, and can monitor the company’s development.

“QlikView’s flexibility also means that we can adapt the solution quickly as new needs arise,” explains Ivarsson.

“Our organization and operation are changing, and our systems must reflect that. We can meet local and functional needs in a good way with QlikView, and we do it in a secure way by centrally determining exactly what it is that data of a certain type should reflect. This means that we avoid a situation where, for example, the concept of “customer” means one thing to the sales people and something else to our accounting department.”

So was it an easy decision to invest in QlikView?

“No,” admits Ivarsson.

“QlikView is so unique, compared with

other decision-support systems, that you have to think a bit differently when you’re developing solutions. It can be a little frustrating. But on the other hand, the system provides a tremendous amount of functionality in an extremely intuitive, easy-to-use way. It’s clearly worth having to think in a somewhat new way.”

And this new way of thinking is spreading throughout the organization. Anders Ivarsson initially bought licenses for 30 users, never thinking that Estrella would need more than that. But only six months after the first installation, there are now some 60 users.

“It’s unbelievable,” says Ivarsson.

“Most of our departments have started using QlikView, because they see what great benefit the first users are getting from the system. It’s also interesting to see how strong the interest is from our sales people. The need for goods sales statistics has spread deep into the sales organization, in a way we never could have dreamed of.”

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