

Customer Case: Fortum Recycling&Waste

Keto[®]



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Keto®



Driving change where it matters

Fortum is a European energy company providing its customers with electricity, gas, heating, and cooling as well as smart solutions to improve resource efficiency.

Together with its subsidiary Uniper, it is the third-largest producer of CO2-free electricity in Europe. With around 20,000 professionals and activities in more than 40 countries, Fortum has the competence and resources to grow and to drive the energy transition forward.

Fortum's business area Recycling&Waste provides recycling and material efficiency services, environmental management, and waste treatment in the Nordics.

With approximately 700 employees in Finland, Sweden, Denmark, and Norway, Recycling&Waste offers sustainable turnkey solutions of the highest quality to treat hazardous waste and ensure safe final disposal.

This includes, among others, recycling services for plastics, metals, and lithium-ion batteries.



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Full visibility increases efficiency

Before implementing the Keto platform, Fortum Recycling&Waste faced a **lack of visibility over the project portfolio** since different teams used different project management practices.

It was difficult and time-consuming to get a complete overview of all the projects that the different teams and departments were working on, which also made project prioritisation challenging.

“Our project managers and teams were doing great things and working really hard, but **we had the potential to make even better strategic portfolio decisions and bring more transparency to our project portfolio**”, says Heidi Perchtold, Manager, Strategy and BI at Fortum Recycling&Waste.

Therefore, the management team initiated the decision to look for a solution that would help Fortum Recycling&Waste to improve their project and portfolio management.

This commitment by the management to find a solution has been of invaluable assistance for the successful implementation and roll-out of a project and portfolio management tool.



Heidi Perchtold is currently working as a Manager, Strategy and BI. She has been responsible for the POC and the successful implementation of Keto Software in Fortum Recycling&Waste.

Full visibility and consistency

“We were looking for a tool that would provide us **full visibility of the project portfolio and a consistent way of comparing projects and their performance.**

It was also important that the tool would allow us to connect the portfolio to our strategy. The tool should provide management, program, and project owners and steering groups with **an overview of all projects and their progress** and how they are related to each other.

At the same time, it was also really important that the software was not just a reporting tool, but it should also **provide value to the project managers and support them in managing their projects.”**

As Keto had already been in use in other business areas of the Fortum Group, it was also considered as a solution for Recycling&Waste.

The positive experience of the other business areas was one of the reasons why Recycling&Waste decided to consider whether a customised Keto Software instance could be a suitable project and portfolio management tool for their specific needs.

Ease of use and versatility

The criteria used when making the decision were especially related to the user-friendliness of the software as well as its flexibility, versatility, and customisation possibilities.

The users want a tool that is easy to use with an intuitive user interface – this is especially important when a tool is not used on a daily basis, so that the users don’t need to try to figure out every time anew how to use the software.

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“One of the most appealing features of Keto Software was its **versatility and the ease** with which any instance can be customised to fit the needs of the company or department using the software.”

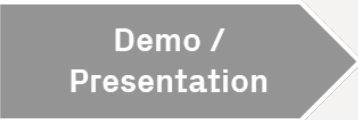
Before making a final decision on the implementation, Keto’s POC (Proof-of-Concept) process was utilised to test the suitability of Keto Software for the needs of Recycling&Waste.

In a series of workshops, Keto’s experts and key persons from Fortum went through the required specifications and defined needed functionalities together.

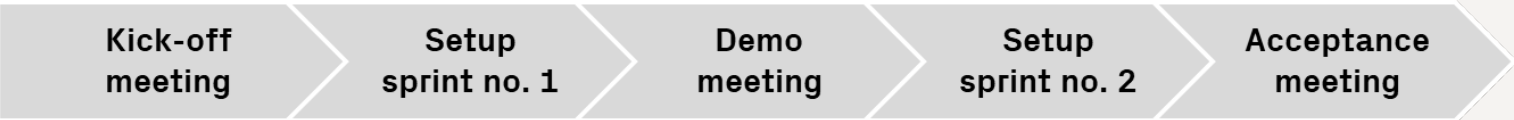
The test users then provided feedback on the implemented functionalities and overall usability.

“**This iterative approach really helped in configuring and setting up a Keto instance that is tailored to our needs.** Based on the successful POC, we concluded that Keto Software fits our needs for project and portfolio management.”

PROJECT SETUP



POC SETUP



LIVE USE



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A key for the successful implementation was to **involve the users in the configuration and customisation of Keto's tool right from the beginning**, thus ensuring that the software really fits their needs.

"The Keto team's help in training the organisation and support in the change management process has been very valuable for a successful adaption of Keto Software in our company."

Beyond a smooth implementation process, Mrs. Perchtold emphasises the **importance of an intuitive user interface**:

"It is important to understand that the tool itself is no magic solution for better project and portfolio management.

The best project and portfolio management in the world will be useless if the users either don't know how to use it or oppose it because they feel that the tool only increases bureaucracy and does not provide any value to them."

In this respect, Keto could convince all along the line thanks to its **human-centric user experience for end-users**.

Further, Mrs. Perchtold adds:

"One of the main competitive edges of Keto Software is their **great customer service and the speed and agility** with which customer requests and issues are being solved."

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A clear overview puts everyone on the same page

Mrs. Perchtold sees another significant benefit of Keto Software's platform in the **ability to easily filter the project portfolio** according to one's needs and quickly set up different portfolio views.

This also allows the team to understand how each project is related to Fortum Recycling&Waste's strategic focus areas.

One of the goals and reasons for implementing Keto Software as a project and portfolio management tool has been to support Recycling&Waste's project managers with project management and reporting so that they have **more time to focus on the project work itself**.



“Keto Software has provided us with a **unified process and reporting method for projects**.

Obviously, the project and portfolio management process is never complete but instead requires constant development. This is something where **the versatility and customisation possibilities of Keto Software really come in handy**.

We can easily collect development ideas in a backlog, go through the requested changes and development activities with Keto's professional team and decide on the implementation.”

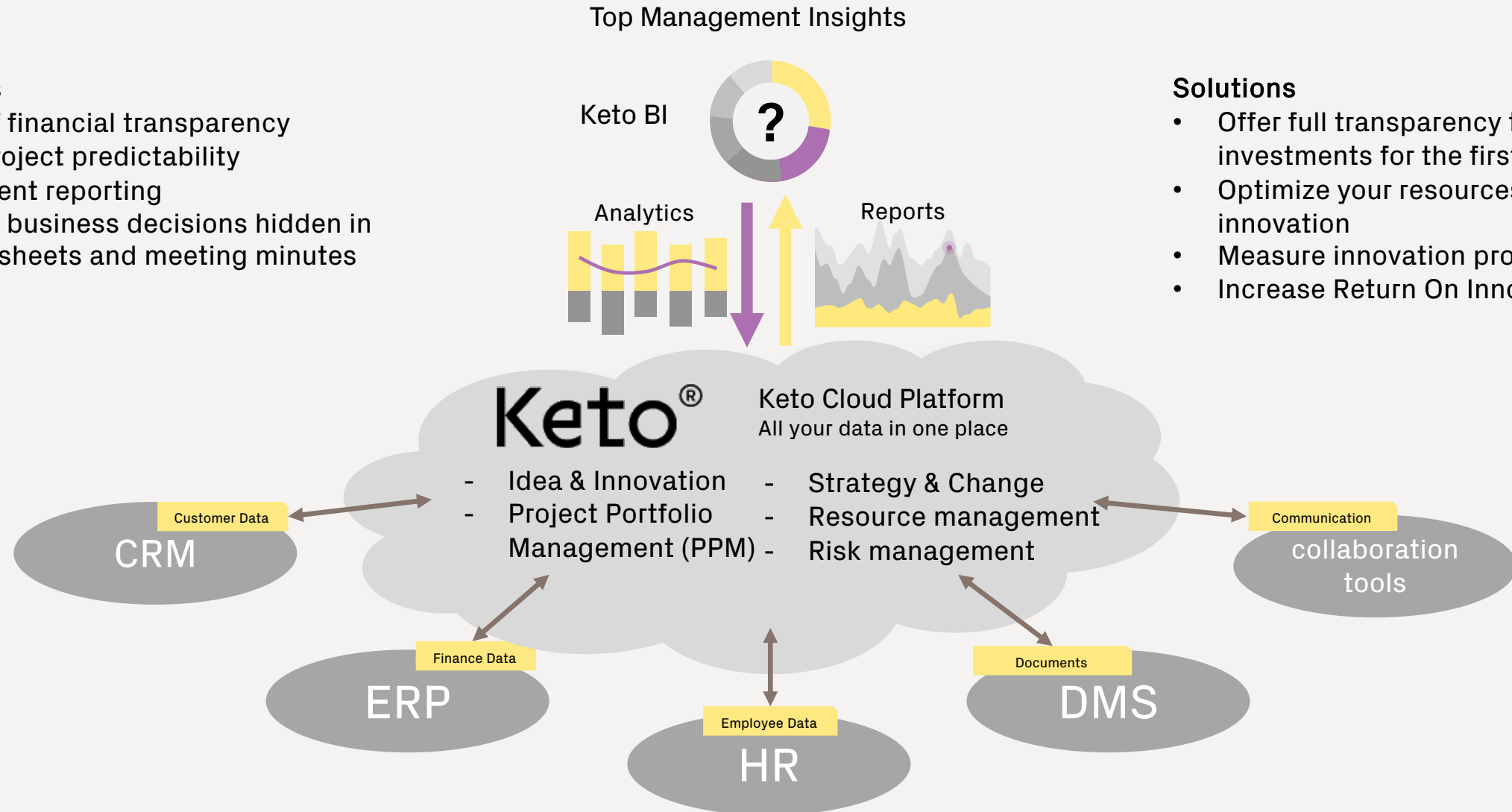
Full Transparency to Innovation and Development

Challenges

- Lack of financial transparency
- Poor project predictability
- Inefficient reporting
- Critical business decisions hidden in spreadsheets and meeting minutes

Solutions

- Offer full transparency to innovation investments for the first time!
- Optimize your resources on innovation
- Measure innovation profitability
- Increase Return On Innovation



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