

Customer case: Walki Group

Keto®





How can a highly innovative company accelerate development?

Walki has a familiar enterprise matrix organisation. R&D and development activities have historically been in the innovation function and also distributed in the different teams and locations of the company's different business areas.

The ability to create new customer-focused innovations is a vital component of company strategy.

Executive Vice President for Innovation, Annika Sundell, highlights Walki's strengths in innovation that contribute to the company's competitive edge:

"Walki has a great history of innovation, it's in the company Dna. In the past, we have been able to deliver very innovative projects, and there's no shortage of ideas from across the organisation."

With innovation activities spread throughout the organisation, projects were successfully delivered.

However, it was not clear if resources were being used efficiently, and with no visibility to the innovation portfolio at group level, it was not clear if projects were aligned or on-strategy.

"We needed to solidify the dotted lines from R&D in our business areas to the group function. We were missing the overview and the ability to **track and compare time to market**. More than we needed to bet on the right horses."

The company has also been a transformative journey, moving from being more manufacturing-oriented to a more **market-oriented approach**, while introducing modern tools. Sundell has many years of experience in product development and R&D and was keen to **avoid becoming too heavily structured**:

*"We wanted new tools **to ensure our project activities connect with our strategy and roadmap**. Our tools have to be versatile enough to fit our innovative culture and **meet the needs of our different business areas**."*

Towards a Zero Waste Future

Walki believes in a sustainable and circular tomorrow. Its mission is to accelerate the world's transition into a zero waste future in packaging and promote energy efficient materials across industries. Walki's product solutions bring value to the customers in many different markets; from sustainable materials for packaging applications to energy saving performance materials.

Walki is a growing international group organized in three business areas: Consumer Packaging, Industrial Packaging and Engineered Materials, with operations in twelve different countries, both in Europe and Asia. In 2019, the Group's annual turnover was approximately 400 million euros, employing around 1,000 people.



Executive Vice President for Innovation, Annika Sundell, is responsible for managing and initiating all of Walki's new product development and R&D activities at group level.

A flexible solution, advanced features and agile options

In looking for a software vendor, Walki needed a solution that was **flexible, easy to implement and with advanced features beyond basic project portfolio management.**

Meanwhile, process-driven manufacturing companies have become increasingly aware of the potential of agile methodologies.

*"We looked at different solutions and Keto was the most convincing. We liked how we could **connect the portfolio to our strategy.** There were many portfolio management features, it was not difficult to tailor and I had another specific demand: I wanted us to have **the option to work in agile sprints.**"*

Walki supplies products to many different industry sectors that each have different development dynamics and processes.

With **diverse internal stakeholders** and different levels of project and portfolio expertise, Sundell highlights the flexibility and simplicity of the Keto Platform and interface:

*"We already had a defined R&D process and our wish was that it should be tailored for different product areas. During the Keto POC and implementation we found it very **fast to adapt and easy to make changes.** Not having to wait for coding was a key factor."*

The adoption of Keto Software has bought a new era of **visibility and transparency** for the organisation.

The innovation team have a holistic view of portfolio with dashboards and analytics, leadership can easily access the portfolio and key performance indicators, and project managers use Keto Software for standardised **low-effort reporting.**

Business case analytics prove strategic value

Walki implemented Keto Software for portfolio orchestration, timelines, task management, reporting, and worked with the Keto professional services team to customise the platform. Together, we developed **the unique Walki solution to project business cases, benchmarking, target effects and strategic alignment.**

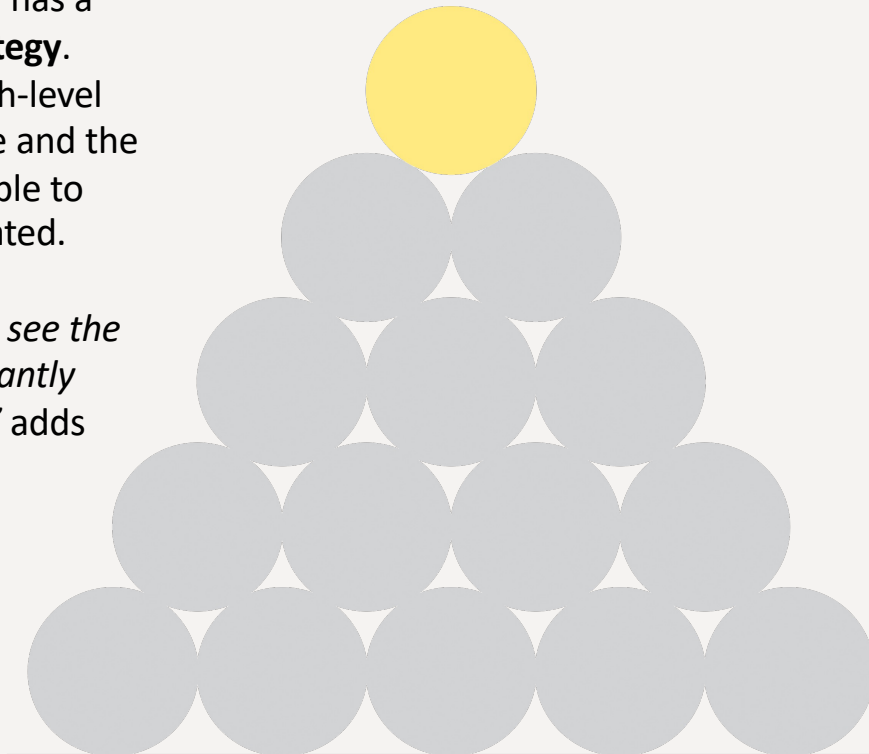
Walki now has a **standardised innovation project business case** with expectations on revenue/profit, technical info, product description, goals, requirements and benchmarks.

“We now have one place to collect and store our innovation project data. It’s a real eye-opener. We can track business case changes over time, product marketing argumentation is present throughout the lifecycle, and we can **easily analyse our historical decision-making data.**”



Sundell and the team developed a “target picture” approach. Each project now has a **breakdown of target effects on strategy.** The company also has important high-level strategic themes, such as sustainable and the circular economy, and it’s now possible to understand how each projects is related.

*“Management teams can now easily see the red lines between projects and constantly **evaluate the value of the portfolio.**”* adds Sundell.



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Key discoveries for Walki Group

There are now KPIs for the innovation portfolio that were not available before, such as size, distribution, progress, etc.

“We are now able to evaluate our growth targets and **make informed decisions about investments in the portfolio**. And we can make the difficult decisions, like when certain projects don’t make it through the next gate. We have such a long development cycles – 18 months plus in food packaging – so we are now starting to get more and more **time to market insight**.”

Organisation-wide visibility was a big change for project managers. There were **new requirements on transparency and visibility** to individual projects. Of course, Walki made use of various permission levels in Keto.

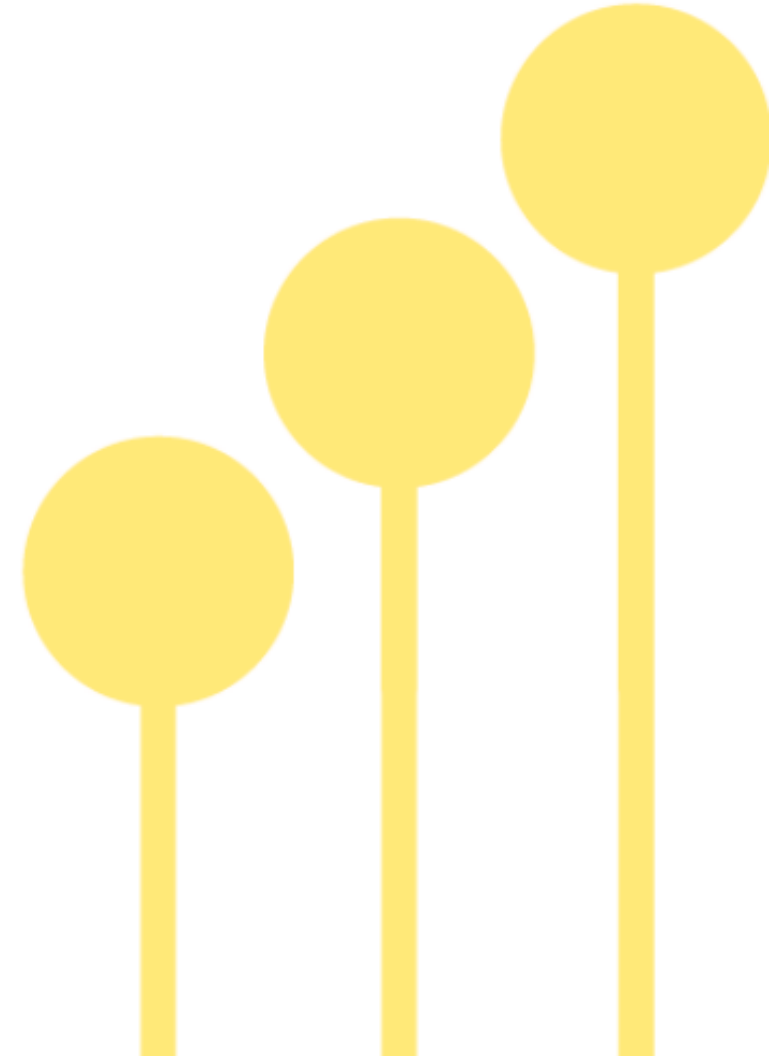
Sundell advises fellow executives to look **carefully at how different vendors approach implementation**:

*“Engagement is crucial. It’s so important to address pain points fast. This was a good thing with the Keto implementation. Face-to-face sessions for our key people had immediate concrete output, and colleagues got their requests actioned so fast it gave them **confidence in the platform and this new transparent way of working**.”*

Sundell concludes on a high note about Walki’s potential to continue to accelerate its efforts:

*“We have a powerful combination: an **innovative culture, proven processes and efficient tools for rapid decision-making**. We have some recent proof points for very fast innovation where we have been able to identify market needs, build the right team, rapidly innovate and **take products to market faster than we thought possible**.”*

Walki management continue to make their lives easier by ramping up their adoption of Keto Software reporting capabilities, and the company is looking forward to making more use of Keto’s budget forecasting tools in future.

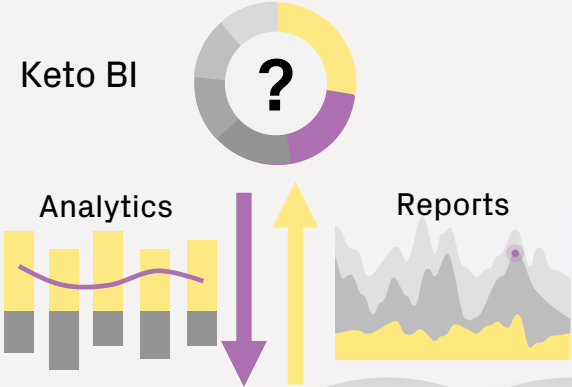


Full Transparency to Innovation and Development

Challenges

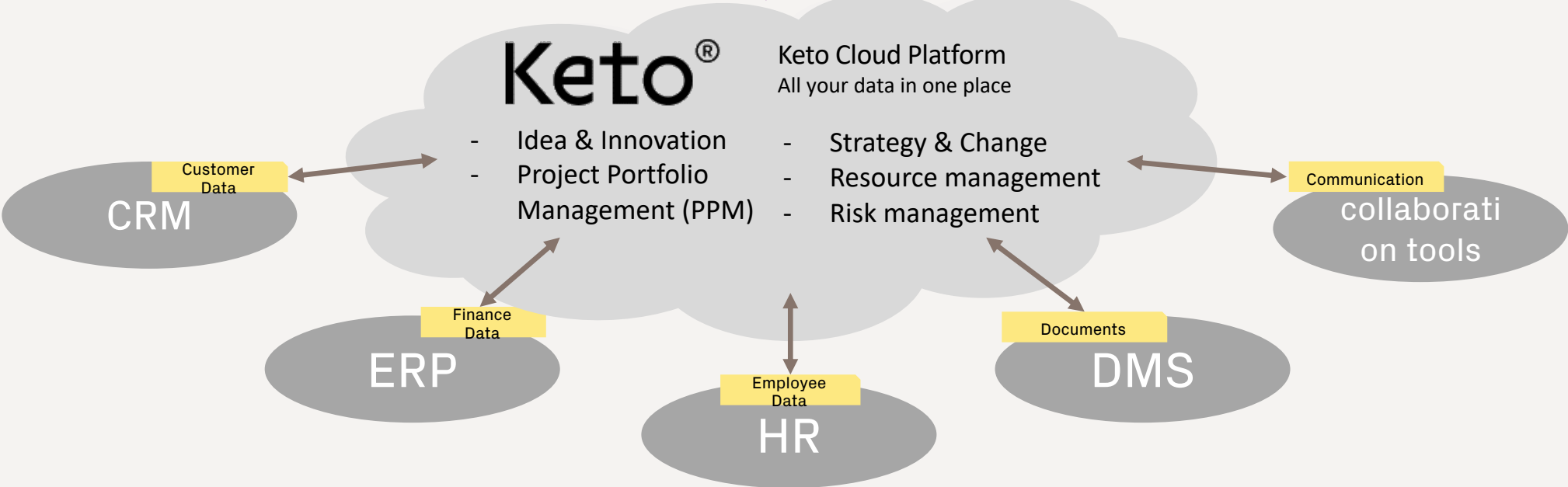
- Lack of financial transparency
- Poor project predictability
- Inefficient reporting
- Critical business decisions hidden in spreadsheets and meeting minutes

Top Management Insights



Solutions

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



Trusted by Leading Innovators

Industry



Kone
kone.com



Danfoss
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UPM
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Valmet
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Services & consumer products



Willis Towers Watson



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British Business Bank



Chartered Insurance Institute
cii.co.uk



OP Bank
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Boots
boots.com



Tikkurila
tikkurila.fi



Brunel Healthcare
ivcbrunel.co.uk

Public sector



BBC
bbc.co.uk



KTN
ktn-uk.co.uk



London Borough of Richmond



Population Register Centre, vrk.fi



City of Helsinki
helsinki.fi



City of Hämeenlinna
hameenlinna.fi



Istekki
istekki.fi



Senate Properties
senaatti.fi



Aalto University
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