# AGENDA

- Company and project overview
- Preparation phase
- Highlights of our successful approach
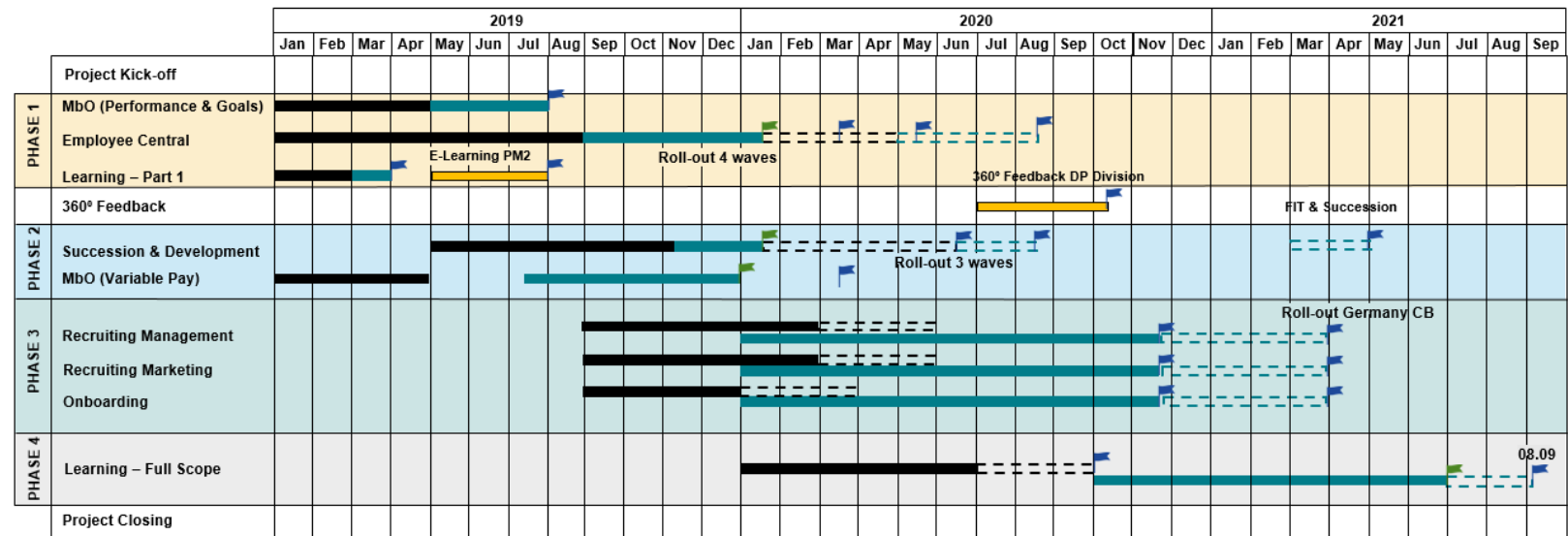- Key challenges, lessons, and contributors

COMPANY OVERVIEW

- Prinzhorn Group is a family-owned company
- headquartered in Vienna, Austria
- 10.000 employees
- 16 countries
- a European market leader in the packaging, paper and recycling industry
- annual turnover of 2.3 billion Euro
- structured in three divisions:
  - ➢ Dunapack Packaging (corrugated packaging solutions)
  - ➢ Hamburger Containerboard (production of containerboard)
  - ➢ Hamburger Recycling (collection and trading of secondary raw material)

Hamburger Containerboard | We will.
PRINZHORN GROUP

Containerboard Production

Dunapack Packaging | We will.
PRINZHORN GROUP

Corrugated Packaging

PRINZHORN
GROUP

Paper for Recycling Collection

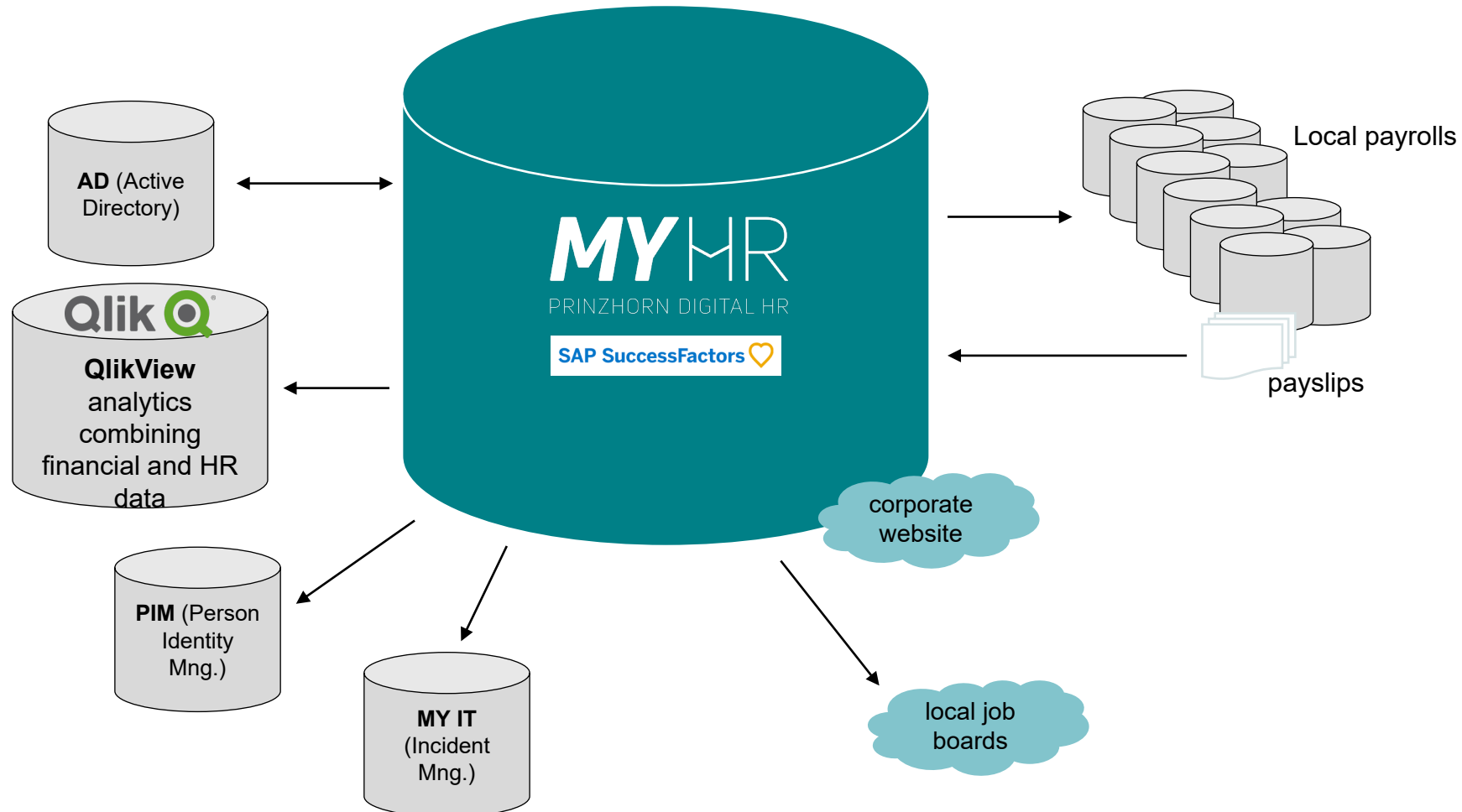Hamburger Recycling | We will.
PRINZHORN GROUP
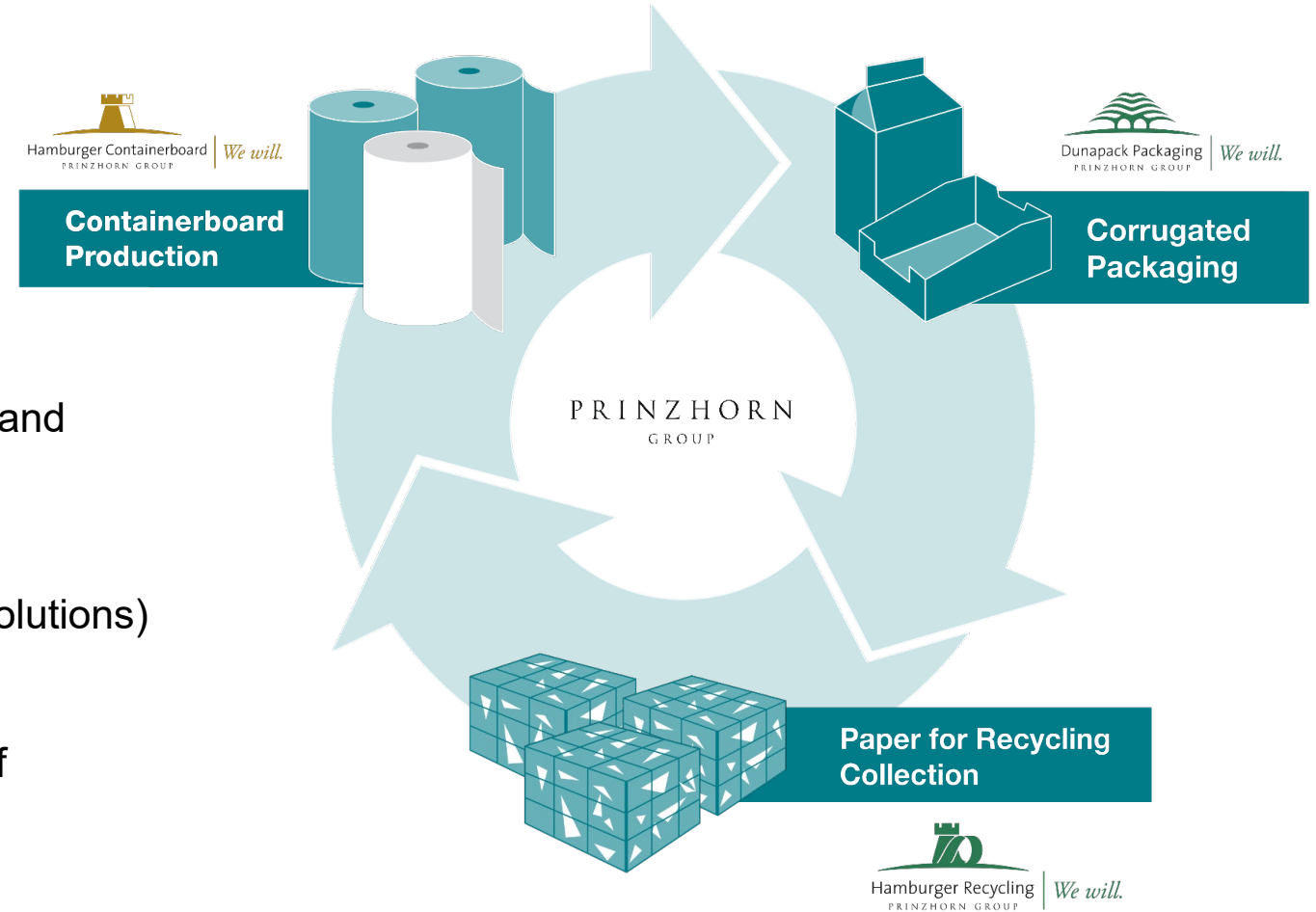
PROJECT OVERVIEW

- 15 countries, 7500 employees (used by all employees, white collars and blue collars, on all devices)

- November 2018 – September 2021

- leading system for employee data in the Prinzhorn Group that feeds 10 payroll systems as well as Active Directory, ticketing system, BI, and different in-house tools

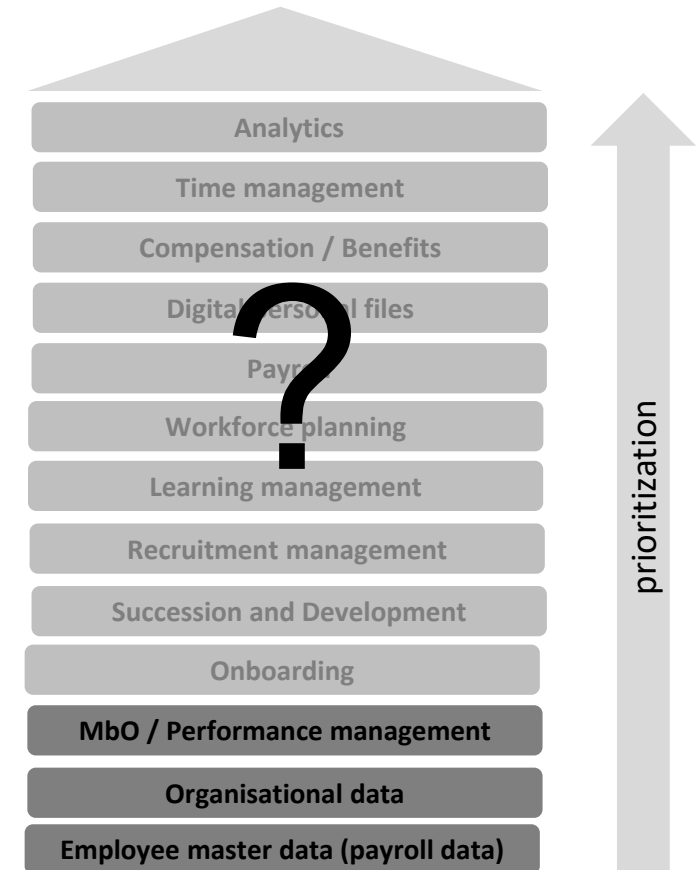- partner(s): SAP Professional Services Austria / TTS GmbH / IGT Consulting s.r.o.

Gantt chart (2019–2021):

	Phase	Task
		Project Kick-off
PHASE 1		MbO (Performance & Goals)
		Employee Central
		Learning – Part 1
		360° Feedback
PHASE 2		Succession & Development
		MbO (Variable Pay)
PHASE 3		Recruiting Management
		Recruiting Marketing
		Onboarding
PHASE 4		Learning – Full Scope
		Project Closing

Chart annotations: E-Learning PM2, Roll-out 4 waves, 360° Feedback DP Division, FIT & Succession, Roll-out 3 waves, Roll-out Germany CB, 08.09

Legend:
- **Planned** (black)
- **Changed-compared to initial plan from 2018 (not contract)** (teal)
- **Additional scope** (orange)
- **Roll-out Planned** (dashed black)
- **Roll-out-Changed-compared to initial plan (not contract)** (dashed teal)
- **Functional Go-live** (green flag)
- **Roll-out Go-live** (blue flag)

7 STEPS PREPARATION

1. AS-IS analysis phase of all HR systems across the Prinzhorn group
2. involving all board managers and business representatives from all divisions
3. deep business requirement analysis – "HR house"
4. creation of the business case
5. getting the commitment and confirmation of top management
6. choosing the right implementation partner
7. planning and prioritizing the implementation

Analytics

Time management

Compensation / Benefits

Digital personal files

Payroll

Workforce planning

Learning management

Recruitment management

Succession and Development

Onboarding

MbO / Performance management

Organisational data

Employee master data (payroll data)

prioritization

MAIN BUSINESS REQUIREMENTS

- ✓ Cloud solution and 24/7 accessibility on all devices

- ✓ Management and employee self-service

- ✓ Seamless integration with current HR applications and job boards

- ✓ Leading system for employee information

- ✓ Detailed reporting

- ✓ Supports all 15 Prinzhorn languages

HIGHLIGHTS OF OUR SUCCESSFUL APPROACH

- ✓ One motivated team that dedicated full time on the project

- ✓ Perfect collaboration between HR & IT

- ✓ On-going stakeholder and risk analysis

- ✓ Detailed cutover and go-live readiness plan

- ✓ Lots of communication and change management strategy and plan

- ✓ Strong learning & adoption strategy with focus on train the trainer and E-learnings (in SuccessFactors)

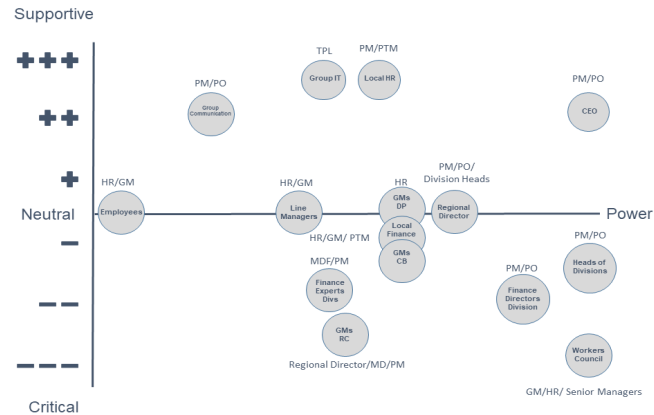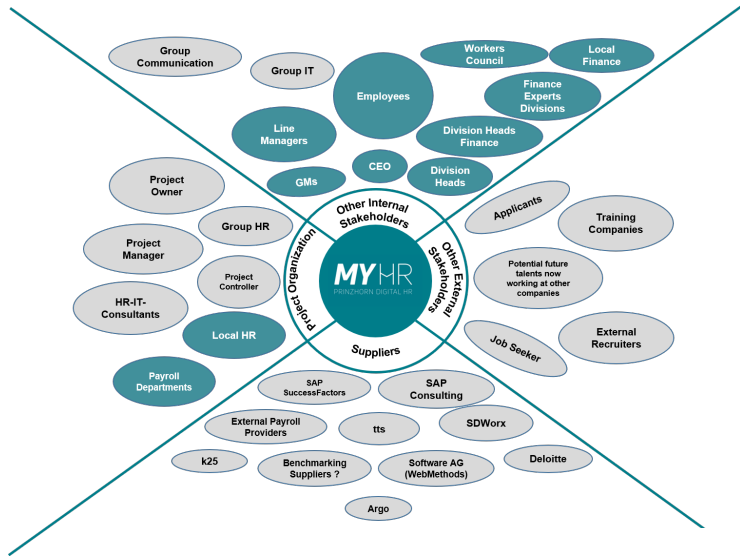- ✓ SuccessFactors as a leading system that feeds all other Prinzhorn systems
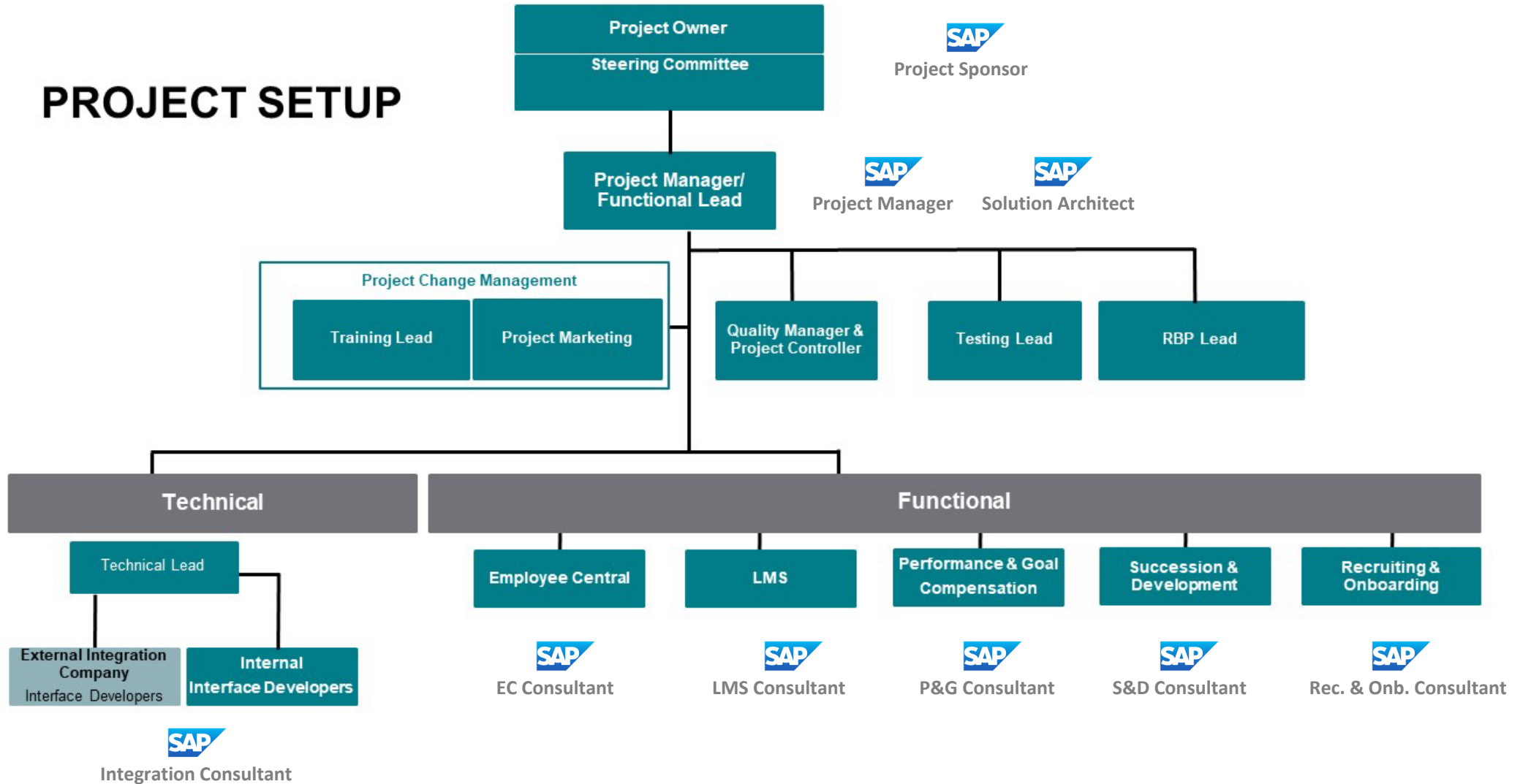
CHANGE MANAGEMENT STRATEGY
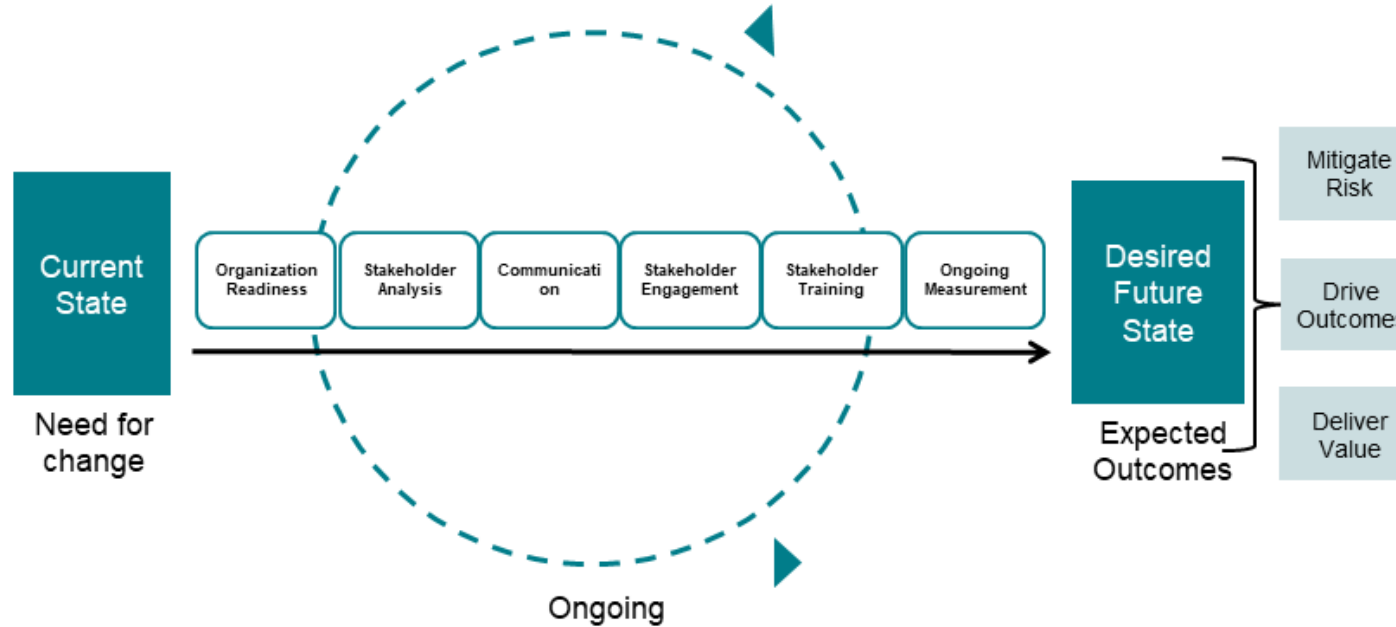
STAKEHOLDER ANALYSIS

Stakeholder Group	Role Description	Number of Stakeholders	Level of Impact (Behavior, Process, Tech)	Level of Awareness	Level of Readiness	Sponsor / Influencer / Resister	Areas of Consideration
Prinzhorn Executives	Extended Management Board	13	High	High	High	Sponsor	• Supporting and Sponsoring Change • Focusing on division rather than group
Prinzhorn Leaders	Leadership Academy Members	Ca. 138	High	Medium	Medium	Influencer & Resister	• Additional work with Manager Self Service. • Transparency
Prinzhorn Managers	Manager Teamleader Supervisor	Ca. 400	High	Low	Low	Influencer & Resister	• Additional work with Manager Self Service
White Collar Employees	Office Employees	Ca.1400	Low	Low	Low	Resister	• Focus on ownership of their career • Not so many functionalities to offer them
Blue Collar Employees	Manual Workers	Ca.4800	Low	Low	Low	Resister	• Not everyone has access to desktop and mobile phone • Not so much functionality to offer them • Kiosks needed

Stakeholders	Interests	What to communicate	Responsible	Communication tools	Communication Frequency
EMB	Short executive summary Project timeline and update	Short executive summary Project status update	Project Owner	Presentation Bilateral Talks Portal	Every EMB meetings Director's table
LA Members	Goals and outcomes Costs Project update What is in it for me- added value? HR Dashboards Analysis at a glance Fast access to FTE/HR Infos/ Competencies/ Comp & Ben/ MbO	**Main focus on benefit of the system** Project status update Issues System Functionalities Management Self-services Cost of the project and annual fee of the system	Project Owner Project Manager Core Team Members HR- Locally	Presentation Email Monthly project Status update Skype calls P-Day (Packaging) CB special Topic Meeting Recycling Division Meeting Portal Q&A	Monthly Ad-hoc Event Dates
Managers	Easy access to employees' data Reducing paper work Access to reports and analysis Absences/ Holidays/ etc. Need of hiring Workforce planning Training and development requests/information Performance reviews Controlling report FTE & HC report	**Main focus on benefit of the system** Project status update Expected benefits Cost of the project and annual fee of the system	Local HR supported by GMs	Presentation Local Management Meetings Local newspaper/ Brochure Info boards Email Newsletter Monthly Meetings Portal Q&A	Constant/ permanent/ Ad-hoc Use every opportunity In case of action immediately General: Monthly

EXAMPLE OF RISK ANALYSIS

Risks	Impact rating 1-5	Proba bility	Risk Assess- ment 1-5	Mitigation Actions
If we go live with EC & Succession & FIT & Compensation at the same time and our core team resources are fully busy with the next waves' roll-outs, they will be overloaded with so many tickets after first go-lives and we cannot make sure that we can **support countries in the best efficient way**. It might even cause delays in the next waves' roll-outs.	4	90%	3.6	1- Hire a person for 12 months to only check the tickets after Go-live and filter them and being able to solve the easy issues. 2- Outsource the support processes to an external company. 3- Hire a junior external consulant (leased staff) to support with tickets. 4- Monitor the risk and go ahead with the current organization and act immediately only when the issues appeared.
Resources: Only single persons from Prinzhorn for each module, and for upcoming REC and LMS same persons are responsible as in phase 1/2. This causes high risk in case of leaves and very high workload starting in 01/2020.	4	80%	3,2	1- Plan clarification done on the 23.10 Workshop on recruiting and onboarding 2- asking for hiring a back-up in the team or engaging some local colleagues in implementation. 3- hiring working students (Junior people) to help in the project and build up their knowledge. 4- postponed LMS to start by Sept. 2020 as additional mitigation.
Parallel Go Live of EC and Succession causes high workload on end-users and local HR colleagues	4	70%	2,8	1- Go-live scenarios with experiences SAP consultants was discussed in workshop. 2- Internally make resource or capacity planning of PH internal resources who are involved in go-live 3- to consider staggered go-live (e.g. Go-live for senior managers and other user later when we have more capacity) 4- we keep the mutual go-live of EC & Succession and they get training one after another.

BRANDING
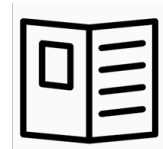
Roll-ups

Logo

Desktop wallpapers

Project Kick-off
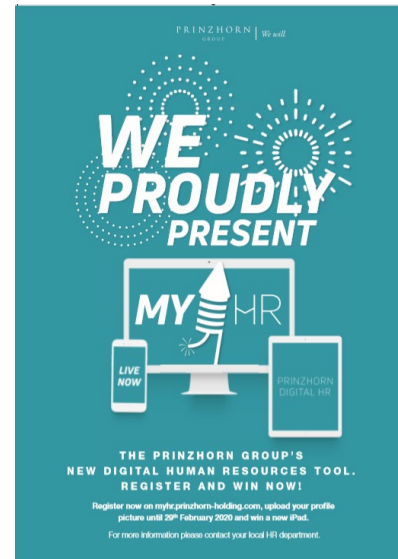
Key challenges faced

- Managing expectations of management and local key users since they never had any experience with a cloud-based solution and working with global processes.

- Interfaces and integration with 10 different local payrolls and still to keep the global processes.

- Not having many processes in place and difficulties to start from the ground zero.

Key lessons learnt

- Not everything is perfect from the beginning. Go live, get feedback, adjust and optimize.

- Communication and dialogue with management and HR is the key.

- In creating processes put the end users and the user experience at the heart of your decisions.

- Managing the expectation is the key point.

- More model company, less self-created complex processes.

- Trust the team, empower and motivate them and see the magic.

Key contributors to the success of our project

- TEAM

- Involving all relevant stakeholders from the beginning

- Change management activities and pro-active communication

- Decision to use global processes

- Carefully selected implementation partner

EMOTIONS ON THE WAY
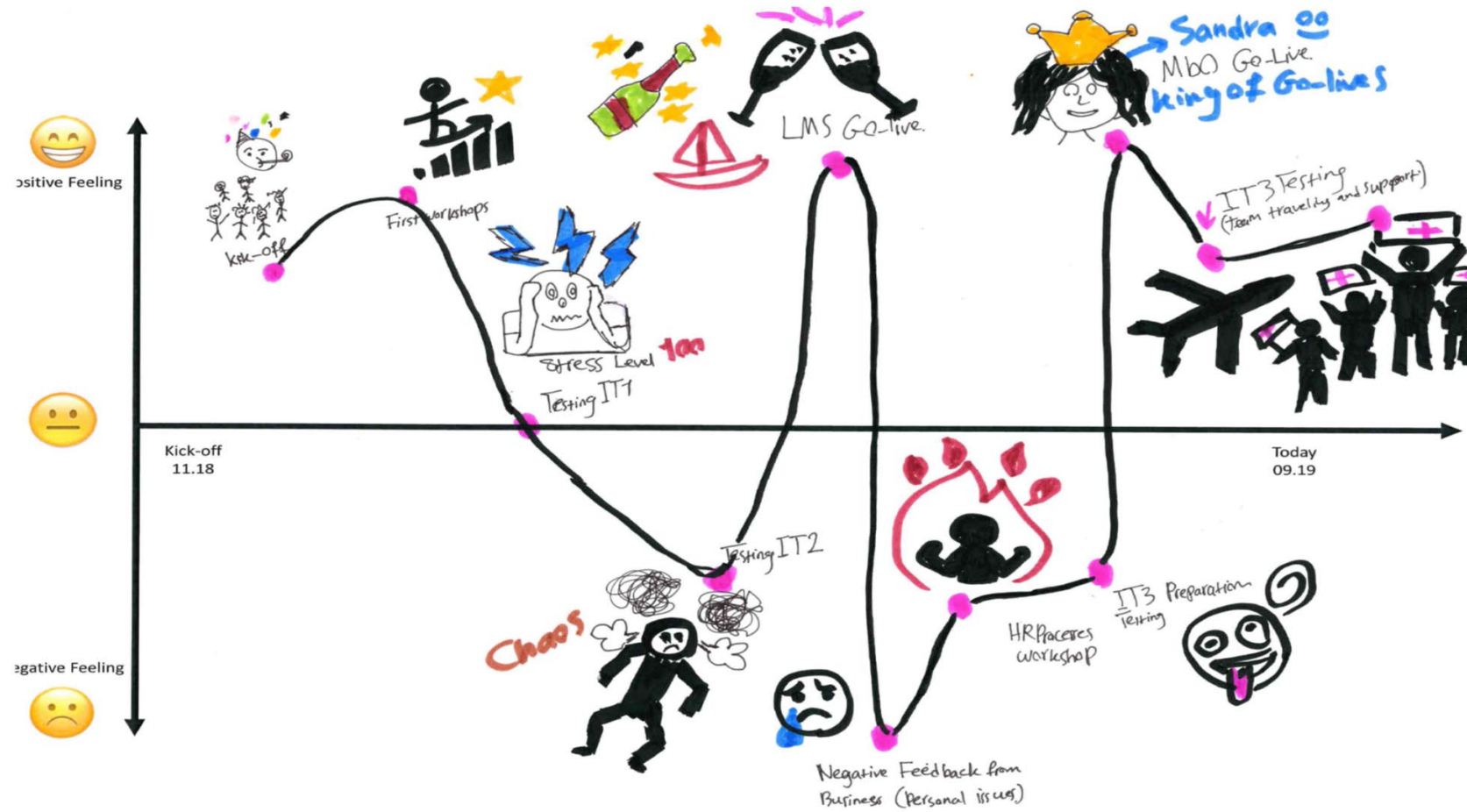
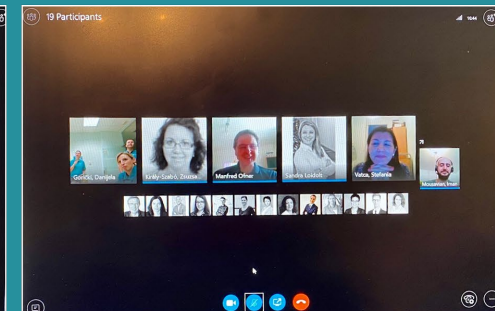# GO-LIVE CELEBRATIONS

HOLDING
16 JAN 20

TURKEY 06 FEB 20

POLAND
11 AUG 20

VIRTUAL GO LIVE PARTY

GERMANY
23 MAR 20

CROATIA & HUNGARY
27 MAR 20

AUSTRIAN QUALITY AWARD GRAND WINNER AND EMEA FINALIST

Thank you.

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