



SAP  
Innovation  
Awards 2019



# SAP Innovation Awards 2019 Entry Pitch Deck

Setting the Precedent and Standard for 'Intrapreneurship' -  
New Zealand's Largest Company Creates "amp"

Fonterra Co-operative Group Limited

THE BEST RUN



# FONTERRA RUNS LIVE



<https://www.youtube.com/watch?v=EULGvChXCO0>

Prior to amp, Fonterra worked with SAP to develop a role-based app that provided our workers a consumer-like experience for creating and managing food process orders at our manufacturing facilities. Using SAP Fiori user experience, it has now simplified about 250 processes performed by operators and supervisors.



# Setting the precedent and standard for ‘intrapreneurship’ – New Zealand’s Largest Company Creates “amp” Fonterra



*“It’s working! Early results are already showing that amp is bringing in fresh ideas from a broader range of people. Its lifting employee engagement, opening doors and helping people embark on new career paths.”*

**Joan Fernandes,  
Program Manager,  
People & Culture**

## Challenge:

Fonterra identified that innovation was a key growth driver for their business and wanted to crowdsource innovation ideas from the people that know their business most intimately; their employees. To best utilize this human resource, they recognized the need to have a platform for its employees to work in different functions to help build new skills, grow their careers, and follow their passions.

## Project:

Project “**amp**” (short for amplify) is a cloud application developed on **SAP Cloud Platform** and integrated with **SuccessFactors**. It is a collaboration tool where managers can advertise projects and give Fonterra’s 22,000 employees around the world the chance to spend up to 30% of their time on projects outside their day jobs across areas where they have special skills or interests.

## Results:

Initial projects on amp have been a success, delivering exceptional value due to how the project teams were formed.



**66 projects** and **122 roles**  
have been placed on amp;  
**80 people** have been placed  
into a role

**500+ active users**  
from **33** locations including  
**8** countries; and all **8** Fonterra  
business units

**18,000 monthly hours**  
unlocked for use  
on projects



## Business Challenge & Objectives

Fonterra identified that innovation was a key growth driver for their business and wanted to crowdsource innovation ideas from the people that know their business most intimately; their employees.

Next, they held a workshop where the Co-op looked at new ways to tackle valuable business concerns, including innovation and employee engagement. One discussion point was “was how to make project opportunities more visible to all talent across Fonterra”. A post-it note solution asked “Could we have tinder for careers?” and that’s exactly what they needed – a platform for its employees to work in different functions to help build new skills, grow their careers, and follow their passions.

### **Key goals and objectives:**

- Unlock talent and capacity to deliver more with people/resources they already have
- Develop employees by enabling them to work in areas outside of their day job
- Break down silos and encourage cross-collaborative project teams
- Support the changing nature of work
- Drive business growth from new and innovative projects



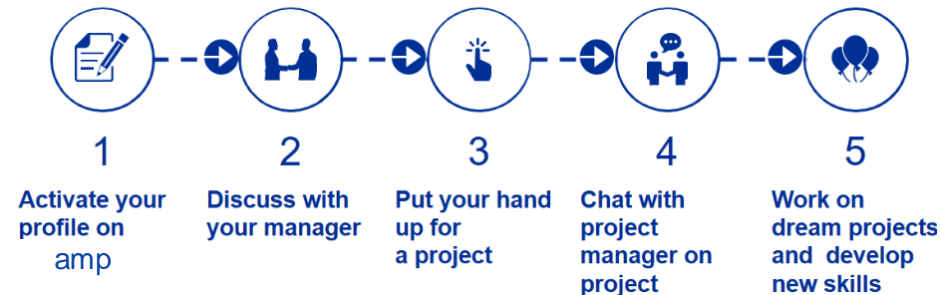
## Project / Use Case Details

**SAP Innovation Business Solutions organization (IBSO)** engaged to deliver a new application, integrated with **SuccessFactors**, and supporting all 22,000 Fonterra employees to provide and promote their innovative ideas. Introducing **amp**!

**amp** is a SaaS, enabled on the **SAP Cloud Platform** and integrated with **SuccessFactors**. It is a collaboration tool or platform where business managers can advertise project roles to Fonterra employees. At the same time, it gives employees an opportunity to work on listed projects beyond business as usual and pursue their interest in areas, enrich their experience at Fonterra and grow in their respective careers. The positions are in addition to an employee's existing workload, so employees are allotted up to 30% of their time to work on projects from amp.

The application fully manages the innovation lifecycle from ideation, to design, development and deployment. Using **SuccessFactors** as the system of record means that specific ideas & use cases can be allocated to employees with specific skills and experiences thereby optimizing the innovation process.

### For Employees – “Find Your Dream Project”



### For Managers – “Find the Right People”







# Benefits and Outcomes

## Business / Social

- New and innovative projects identified
- Reduction in change management
- With all applicants being current employees, significant reduction in training and onboarding time and money.
- One project manager said “The real beauty of amp is that we only got people on the team who were interested, passionate, and knowledgeable about [the project]” – No-one came in with hidden agendas, they were just there to do a job that interested them

## IT

- Quick and easy implementation
- Low maintenance and upkeep for IT department

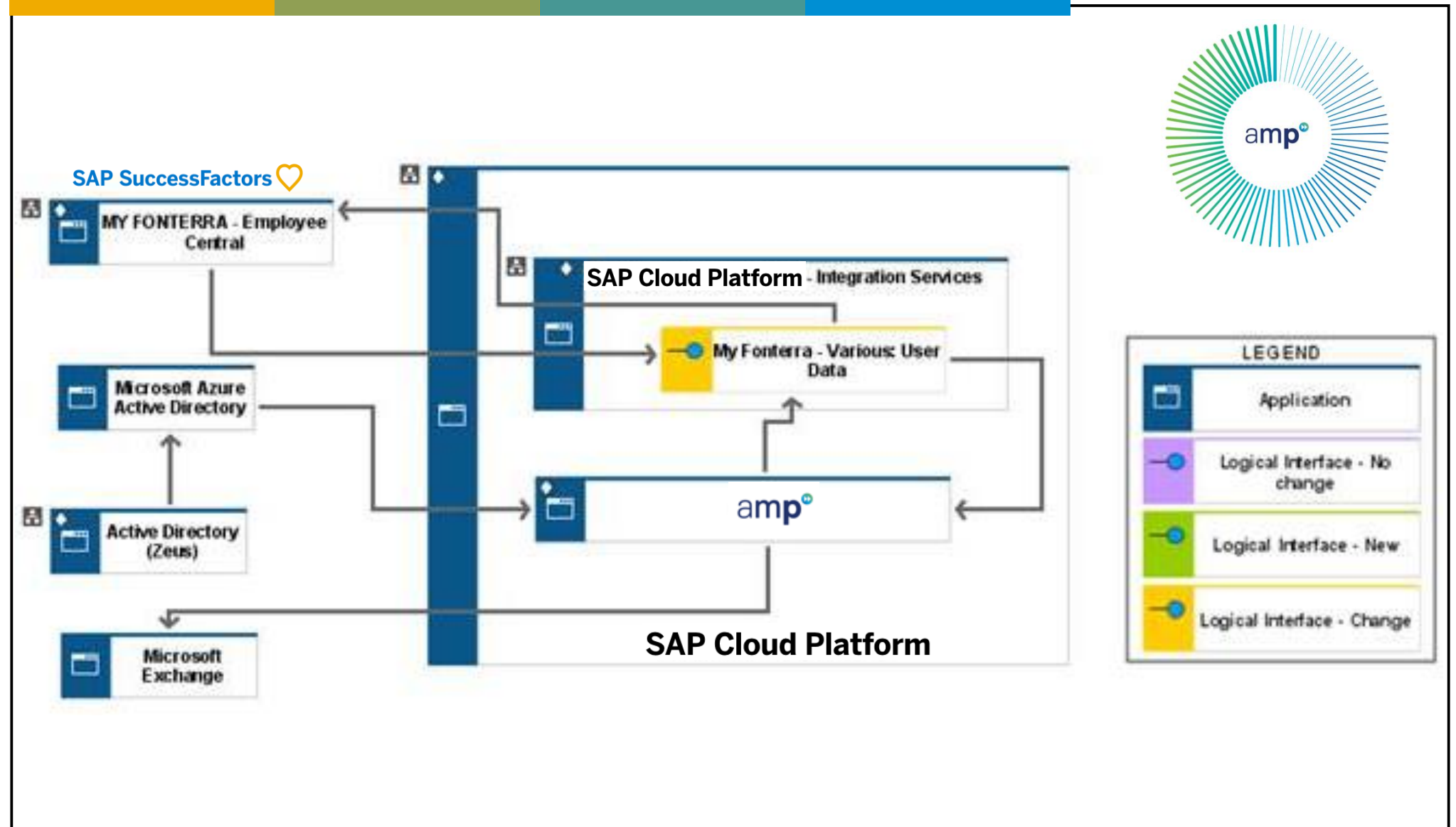
## Human Empowerment

- Users of amp have been able to be placed on projects outside of the scope of their day job
- Employees are exposed to areas of real interest to them
- Increased employee engagement and job satisfaction
- Employees have the ability to grow in skills they would not typically have the time/availability to work on
- New full-time job opportunities have opened up for some users based on their involvement in amp projects



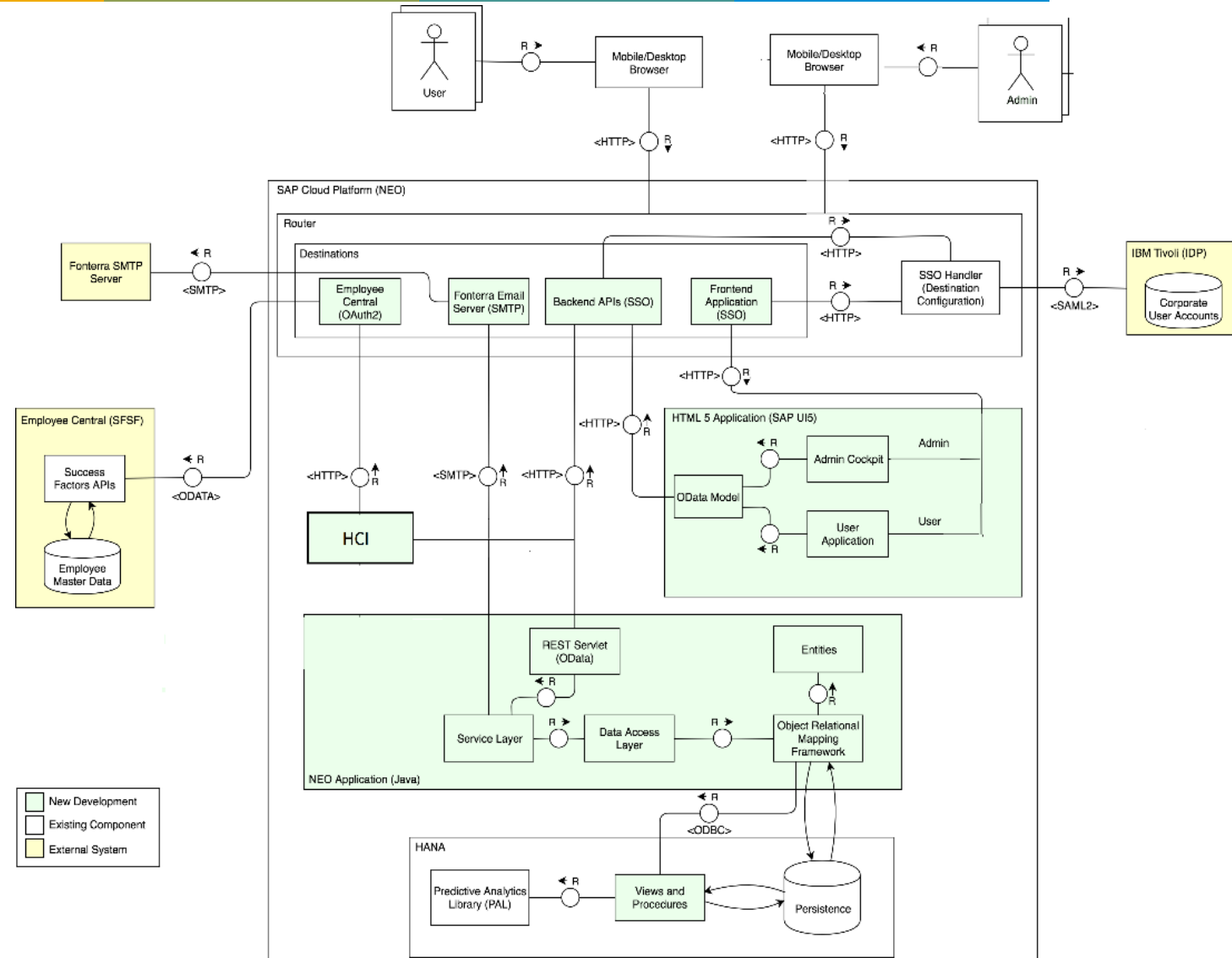


# Architecture





# Architecture







## Deployment

Date of Deployment or POC: Live as of July 2018; Release 2 in October 2018.

Number of live users: Available to **22,000 users**, **500 currently** active in the app

### SAP Technologies Used:

Product	Live	POC	# Users
SAP Cloud Platform	X		500
Business Warehouse			
Success Factors	X		
Ariba			
Central Finance			

Server Processor: Unknown

Linux Distribution: Unknown



## Emerging Technologies and Use Cases

The following Emerging Technologies and use-cases are part of the project and describe the contribution

	Technology or Use Case	Yes/No	Contribution to Project
1.	Machine Learning / Artificial Intelligence	NO	
2.	IoT	No	
3.	3D printing	No	
4.	Blockchain	No	
5.	API Economy / Integrate the Intelligent Enterprise	No	
6.	Cloud Native / Event Based Architectures	Yes	Portal is Cloud Native application in combination of events triggered in Success Factors
7.	Extending the digital core with SAP CP / ABAP in SAP CP	No	
8.	SAP Leonardo Application ( extending SAP application, using Industry Innovation Kits or result of Design Thinking workshop)	TBD	Innovation project done with Design Thinking