



CASE STUDY

# OKQ8 employees get modern tools, insight to adapt to digital future

Avanade delivers global support and employee engagement in Microsoft Dynamics ERP rollout

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## Overview

OKQ8 Scandinavia is one of Sweden's largest fuel companies, operating stations on its own and through franchises. OKQ8 had multiple disparate business systems across Denmark and Sweden. The company decided to introduce a unified business system and to create a platform to standardize business processes. Avanade implemented a company-wide rollout of ERP on Microsoft Dynamics at all of OKQ8's 550 stations.

### Business Situation

#### Wanting to adapt with a unified business platform

As OKQ8 was straddling multiple, disparate business systems, it wanted to create a unified enterprise resource planning (ERP) platform for all of its Scandinavian business, enabling IT to add on services, speed operations and adapt to an ever-changing digital future.

The company introduced a process-driven way of working, to more efficiently handle the extensive range of goods at multiple stations spread across different markets and make the most of the technology shift. As Maja Robertsson, OKQ8 Skandinavia's director of logistics and IT put it, a new ERP represented an opportunity for the company to embrace this new operational approach.

"It was important for us to update our systems, and we needed a partner who understood and could handle the extent of our digital transformation," Robertsson said. "For us, it was a learning experience at all levels of the company to grow and find out what it really meant to be process-oriented."

### Solution

#### Holistic, user-centric strategies drive adoption

Avanade was selected for our expertise in Microsoft technology and our wide experience implementing similar projects for other leading companies.

The project began with an end-to-end process mapping that took a holistic approach and created a jointly documented and detailed working method for each unique process in the extensive business. Avanade was the driving force and established the agenda for the best execution of the various parts of the project and to meet the requirements of the business.

To make the process mapping stage relevant, Avanade conducted several workshops with different parts of OKQ8's operations. The aim was to change as little of the technical systems as possible in order to be cost effective. At the same time, Avanade's team listened to OKQ8's employees to ensure their demands and requests for functionality and ease of use were met.

*"It has been a successful change management process where every employee in different stores in the Nordic region can now work in a more modern and structured way," said Åsa Arvidsson, CEO Avanade Sweden.*  
*"Being able to work side by side with employees at all levels of the business as a business partner to OKQ8 has been crucial to finding the right solution."*

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According to Robertsson, this extensive, user-centric approach paid off in time. "It took a while before the work on change management was embraced by leadership and the rest of the organization could absorb the new process-controlled way of working. But we have received very good response from our employees, both within the stations and the central administrative functions," said Robertsson.

### **Avanade's local touch and global reach were crucial**

The implementation phase consisted of planning, analysis, design, development and testing. The work was carried out by a large global team from Denmark, Sweden and India. Avanade's local presence with a global reach played a major role in the success of this project, according to Kristin Bergman, senior IT project manager at OKQ8.

### **Unified team key to successful implementation**

The success of the project was based on the seamless collaboration between OKQ8, Avanade and other suppliers. There was no "us and them" feelings; all parties worked together as a team to achieve a common goal.

Arvidsson explained that "OKQ8's high ambitions to carry out such a comprehensive digital change journey meant we had to create a one team mentality."

The OKQ8 director of logistics agrees. "We have really gone through this change trip together as a team. There have been many different project streams, yet there was consistently a one team approach. It was an important part of the project's success," said Robertsson.

*"Avanade's ability to support best practices through all phases of the project along with its ability to gather the right skills from different parts of the world, such as ERP set-up and process management, has been very valuable to us," said Bergman.*

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### Results

#### A business system that evolves with the business

The project gave OKQ8 the opportunity to penetrate all processes internally and to establish a modern technology platform that laid the foundation for working seamlessly between the business and IT departments. Now, for example, there is now an opportunity to link the ERP platform with Microsoft Power BI and the company's existing CRM solution from Microsoft.

"Today OKQ8 has a common and modern business system for the whole of Scandinavia," said Joakim Björk, group manager at Avanade Sweden. "It can change and update as customers and suppliers make new demands, giving the company a completely different flexibility."

In fact, the new ERP platform has opened up OKQ8 to completely new business opportunities and greater levels of transparency and insight with end-users, says Robertsson, noting that none might have been possible without the expertise and in-depth support provided by Avanade.

"Such an extensive project as changing business systems and global rollout requires a lot from a supplier. Avanade has shown that they are a company with technical excellence and a deep understanding of the business," said Helle Dahlgren Skov, director of retail manned & business development at OKQ8 Scandinavia.

#### Avanade leads Microsoft Dynamics according to a new report from Forrester

Avanade was appointed as leader in The Forrester Wave™: Microsoft Dynamics 365 Services, Q4 2017, in 2018.

The report evaluates the features and experience of thirteen global Microsoft Dynamics providers. The scalability of Avanade's services, the wide range of industry-specific products and the modern digital working method were the key features behind the appointment. By 2017, Avanade performed more than fifty global ERP distributions of Microsoft Dynamics, almost twice as many as its closest competitor.



#### About OKQ8

OKQ8 Scandinavia is one of Sweden's largest fuel companies. It is an enabler for people in motion and proactively works on new sustainable solutions. The company has approximately 2,200 employees in Sweden, of which 1,500 employees are with partners and dealers. OK Economic Association has about 740,000 members. During the fiscal year 2015/16, OKQ8 Scandinavia's earnings amounted to SEK 960 million for both Denmark and Sweden.



#### About Avanade

Avanade has knowledge and insight into what the customer wants to achieve in the digital economy. Avanade helps its customers understand and use the technology to strengthen their competitiveness in markets where they operate. Avanade is an expert in Microsoft's technology with over 30,000 employees, making it a global player with local excellence. Avanade lacks internal barriers to the country and has systems to quickly scale up as needed. Avanade is jointly owned by Accenture and Microsoft, and was founded in 2000. Visit us at [www.avanade.com](http://www.avanade.com)

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