

Orana

Orana is a multinational company within the food & beverage industry. Born global, with strong roots in Funen in Denmark, they have a sincere and simple aim to create tasteful quality products from natural fruit and plant based raw materials.

CASE: Orana Denmark [Niels Østerberg] are doing extracts from natural fruit and plant-based materials. They are looking for a team of talents who will be able to optimize Orana's current extraction process to improve the yield. The team will also investigate and test new ideas for extractions. If the extractions are successful, the team will need to make a business case for their new extraction ideas and present it for Orana's leadership.

OVERVIEW

Company	Orana Denmark
Location	Rynkebyvej 243, 5350 Rynkeby
Contact Person	Niels Østerberg, Director

COMPANY PROFILE

Orana is a multinational company within the food & beverage industry. Born global, with strong roots in Funen in Denmark, they have a sincere and simple aim to create tasteful quality products from natural fruit and plant based raw materials.

They seek to inspire and present product solutions that are fit for future demands for healthy quality products from sustainable food systems. They explore and challenge taste preferences around the World. They innovate and develop taste experiences based on natural fruit- and plant based raw materials, such as juices, meal drinks, nectars, ice teas, yoghurts, ice creams and jams.

Orana deals with taste and has Innovation Centers in four different countries on different continents. They have extensive knowledge of local taste preferences around the world. They also have a close eye on main market trends, which they use as a compass and base for product innovation. Orana employs more than 400 employees worldwide and have their own factories in Denmark, Egypt, India & Vietnam.

Oranas products are made to inspire and to meet the high and always changing demands of the consumers in different markets and cultures. They ensure food safety for their customers with intensive quality control and assurance, which makes them proud holders of ISO 9001:2008 and HACCP 22000:2011 (including FSSC 22000) certified plants. Orana has prepared a Supplier Code of Conduct based on the UN Global Compact principles and also has its own targets in regard to the SGDs.

CASE DESCRIPTION

The talent team will be working directly with one of Orana's core values; **Explore** - as Orana themselves describes it: *"We challenge local, existing taste preferences. We curiously explore new ideas and concepts. In a market in constant change, we are always on the watch for new market- and product trends as well as new business opportunities and collaborations that give us the possibility to share, learn and expand our skills."*

Orana wants to keep innovating and was founded on the mission of innovation and development. They have the vision of inspiring the world with great taste by working with and for a more healthy and sustainable future.

To innovate you sometimes need an outside perspective to highlight the blind spots within the organization. Orana are hoping that the talent team will be able to bring with them new ideas, new procedures, new laboratory trends and optimize their current extraction process.

Orana Denmark and its director Niels Østerberg wants the team of talents to work with finding ways of improving the yield of their current extracts of natural fruit and plant-based materials and looking into improving the production process as well as the raw materials. To explore new ideas and concepts and work in the laboratory and test their ideas. And to prepare a business case for extracts, existing and new and present it to Orana's leadership.

The team will after the onboarding and shared introduction to all the phases mentioned below be assigned to work with primarily one of the three tasks. The team will still be working together but have different responsibilities throughout the casework. The individual team member will still get experience with and insight to all the tasks but hone their skills in one of the areas.

The team will be working cross-functionally, as the phases are intertwined. An example will be that the people who will be mainly responsible for developing a business plan need insights from phase 1 and 2. The talents assigned to a phase will need to work, calibrate and spar with the other team members throughout the weeks.

SPECIFIC TASKS

The specific tasks for the case are divided into the following phases:

- 0. Phase: Onboarding and calibration of KPI's for the project**
 0. Onboarding to Orana and their industry
 1. Alignment between the team and company regarding the project and expectations.
 2. Calibration of time and tasks for the project

- 1. Phase: Identify how to optimize the yield by looking into the existing extraction process for mainly coffee and elderflower**
 1. Identify the key parameters of Orana's existing extraction process.
 2. Look into existing data and familiarize yourself with the lab and the equipment and procedures used.
 3. Analyze the existing process.
 4. Optimize the process by using the data and results from the previous steps.
 5. Validate the efficiency of the new process.

- 2. Phase: Develop new ideas for extraction of new concentrates, such as ginger and chili**
 2. Do desk research and gather insights from Orana's Innovation Center employees
 3. Experiment with different solvents
 4. Explore different extraction methods
 5. Investigate pre-treatment methods
 6. Analyze the composition of the new concentrates



3. Phase: Make a business plan for the new concentrates and present your results to the management of Orana Denmark

3. Present your findings to Niels Østerberg and other internal stakeholders at Orana which includes a business plan. An example of what a business plan could include is:
 1. Product description of the new concentrates
 2. Market analysis of the target market: target customers, competitors, market trends, distribution channels
 3. Financial projections: Costs, revenue & profit, return of investment

OUTCOME

Wanted outcome after 12 weeks:

- ✓ Optimized processes for the existing extracts hereunder optimization of the extraction yields of concentrates
- ✓ New extracts of ginger and chilies and other ideas
- ✓ A plan to commercialize the extracts, existing and new

PROFESSIONS AND BUZZ WORDS

- Biochemists, microbiologists, biologists
- Engineers
- Problem-solvers and number crushers
- Commercial profiles

TALENT PROFILE

Orana has a value set called “Together we do! Stay curious! Stay authentic!”, which means that together, in partnerships, they create truly unique results. They share know-how, they learn together. They make each other stronger. They curiously explore new ideas and concepts. They want to learn and expand their skills. They are proud of their unique history and the process they have undergone to reach their current position in the market. They want to remain authentic, true to the values that have brought them to where they are today and always with a sincere and simple approach.

The talents who wish to work with Orana can see themselves in the above-mentioned areas as well as the following. You have an international mindset. You believe in sustainability. You are down to earth and do not possess a big ego. You are argumentative and love to solve problems. You are naturally curious and can speak up for yourself.