

# Orana Denmark

Orana Denmark is a part of the Orana Group. Orana is a multinational company within the food and beverage industry and develops, sells, and produces tailor-made fruit-based semi-manufactures for dairies, juice manufacturers and other food producers in more than 50 countries.

To strengthen their operational capabilities and support their upcoming ERP transition, Orana Denmark is launching a strategic supply chain optimization project.

**CASE:** The upcoming team will play a central role to support and shape the future ERP setup and help optimize their demand planning and procurement processes with smarter forecasting and simplified procedures.

## OVERVIEW

Company	Orana Denmark
Location	Rynkebyvej 243, 5350 Rynkeby
Contact persons	Betina Moldt Rasmussen, General Manager Lene Christensen, Supply Chain Director

## COMPANY PROFILE

Orana Denmark is part of the Orana Group, a multinational company in the food and beverage industry. Born global, with strong roots in Funen, Denmark, the company has a sincere and straightforward mission: to create tasteful, high-quality products from natural fruit and plant-based raw materials.

Orana aims to inspire and deliver product solutions that meet future demands for healthy, high-quality products from sustainable food systems. They explore and challenge taste preferences around the world, innovating and developing taste experiences based on natural ingredients. Orana's semi-manufactures are used for products such as juices, juice drinks, nectars, iced teas, sodas, cordials, yogurts, ice creams, and jams.

Orana deals with taste and has Innovation Centers in four countries across different continents. They have extensive knowledge of local taste preferences, combined with insights into global market trends, which serves as the foundation for product innovation. With approximately 500 employees worldwide, Orana operates its own production facilities in Denmark, Egypt, India, and Vietnam.

Their products are developed to inspire and meet the high and ever-changing demands of consumers across markets and cultures. To ensure food safety, Orana upholds intensive quality control and assurance measures and proudly holds ISO 9001:2008 and HACCP 22000:2011 (including FSSC 22000) certifications. Additionally, Orana has established a Supplier Code of Conduct based on UN Global Compact principles and aligned its goals with the UN Sustainable Development Goals (SDGs).

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Orana Denmark is dedicated to optimizing their supply chain to support future growth and improve operational efficiency. To strengthen their operational capabilities and support their upcoming ERP transition, Orana Denmark is launching a strategic supply chain optimization project. This initiative is closely linked to the implementation of a new ERP system that will enable Orana Denmark to create an efficient supply chain that balances demand and supply, reduces costs, and increases customer satisfaction.

The company will transition from Concorde XAL to Microsoft Dynamics AX 2012 R3, specifically the Production and Advanced Warehouse Management modules. With a soft go-live scheduled for October 1st, 2025, and full implementation by the end of 2025, the project represents a significant transformation in how they manage procurement, planning, and inventory across their value chain.

### **CASE DESCRIPTION**

To ensure a successful transition with lasting impact, Orana Denmark is seeking a team of talented, high potential individuals to this critical phase and assist with key assignments supply chain optimizations.

As part of the ERP transition and optimization initiatives, the upcoming team will play a central role in analyzing and shaping key processes for the future. The first step will be to map current challenges and limitations in the existing ERP system (Concorde XAL) and identify how the new platform, Microsoft Dynamics AX 2012 R3, can support more efficient, scalable workflows. This involves understanding current business needs and defining what the new system should be capable of delivering, both from a technical and operational perspective.

Once the system capabilities and requirements are clarified, the team will begin working on data analysis related to raw materials and packaging. A detailed breakdown of existing data will support the setup of accurate calculations, smoother material flows and better decision-making in the new ERP system. These efforts are expected to reduce waste, improve forecast reliability, and ultimately increase return on investment (ROI) across the supply chain.

The talent team will also support the transition by developing accurate demand planning processes for production inventory and help optimize procurement based on real-time orders and forecasts. This includes conducting ABC analyses of raw and packaging materials, evaluating purchasing patterns, and assessing supplier performance. Furthermore, the team will work on optimizing stock levels by defining appropriate minimum, maximum and safety stock thresholds to support a lean and demand-driven supply chain.

Following the analytical phase, and depending on individual competencies, the team will support the development and configuration of automated workflows in the new ERP system. The goal is to implement standardized, automated solutions that enable the business to meet material



requirements based on data-driven forecasts and previously conducted analyses. These solutions should support efficiency, reduce manual work, and increase operational visibility.

Where possible, dashboards and visual interfaces should be developed to enhance usability. Currently, data is extracted manually into Excel, but the integration of tools such as Power BI is encouraged to provide real-time insights and better decision support.

Finally, the team will contribute to a comprehensive implementation and anchoring plan, ensuring that new processes and ERP automation are maintained and continuously improved post-implementation. This plan should cover ownership, routines for updating key parameters, and guidelines for internal training and change management to ensure long-term success.

## PHASES

- 1. To support the ERP transition the team must map the current ERP system to understand current limitations and define the structure and functionality of the new ERP system (AX 2012 R3).**
  - 1.1 Identify and document current system challenges, limitations and manual processes.
  - 1.2 Engage with key users to gather input on current pain points and future needs.
  - 1.3 Define functional and technical requirements for the new system, including reporting, automation, and data needs.
  - 1.4 Outline the desired system structure and workflows (e.g., inventory management, procurement processes, production planning).
- 2. Demand Planning and Supply Chain Optimization. The team must break down current and historical data to build accurate, data-driven processes for planning, procurement, and stock management.**
  - 2.1 Start to break down current data to Demand planning setup, including the design of a streamlined procurement call-off process based on real-time orders and forecast data.
  - 2.2 Compile an ABC and supplier analysis of raw and packaging materials to identify priority items and improve stock control.
  - 2.3 Compile an analysis of purchasing patterns to uncover optimization opportunities.
  - 2.4 Prepare a supplier performance evaluation to improve reliability and cost-efficiency.
  - 2.5 Prepare examples to secure optimization of minimum/maximum stock levels and safety stock settings to ensure materials are available when needed, without excess inventory.

- 2.6 Design a monthly sales forecasting process integrated with AX 2012 to support production planning.
- 2.7 Investigate opportunities for circular production planning to enhance resource efficiency.

### **3. Implement automated solutions and ensure long-term success through training, integration, and ownership.**

- 3.1 Prepare an implementation plan that describes the transition from the current ERP system to the new one. The implementation plan must contain:
  - 3.1.1 Examples of construction/ automated ERP workflows
  - 3.1.2 Examples of dashboards that visualize the workflows in either Excel or Power Bi
  - 3.1.3 Prepare onboarding materials and training sessions
  - 3.1.4 Prepare an anchoring and maintenance plan

#### **DESIRED OUTCOMES**

- ✓ A plan to optimize demand planning and purchasing patterns based on the new ERP system

#### **RELEVANT COMPETENCIES**

- ERP, Microsoft Dynamics, IT integration and IT systems
- Software development, web development and IT architecture
- Business development and Power BI
- Demand planning, procurement and Controller
- Mathematics, Excel, finance, value chain management, and process control

#### **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 born global 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 want to work with Orana Denmark, see themselves in the above-mentioned areas as well as the following. You have an international mindset and believe in sustainability. They are grounded, collaborative and without big egos. They are analytical and enjoy solving problems. You are naturally curious and can speak up for yourself.

Orana Denmark is looking for self-driven individuals with a strong desire to optimize processes. The ideal candidates are proactive, analytical, and thrive on taking initiative. You should possess a natural drive to deliver results, be outgoing and collaborative in your approach, and have the



confidence to challenge the status quo when needed. A hands-on mindset combined with strong communication skills will be key to succeeding in this project.

*Please note: A non-disclosure agreement (NDA) must be signed prior to the start.*

