

IT:n johtaminen organisaatiomyllerrysten keskellä

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Esityksen sisältö

- Ahlstrom-Munksjö
- Yrityksen muutosmatka
- IT:n muutosmatka
- Elementit IT johtamisessa organisaatiomyllerrysten keskellä

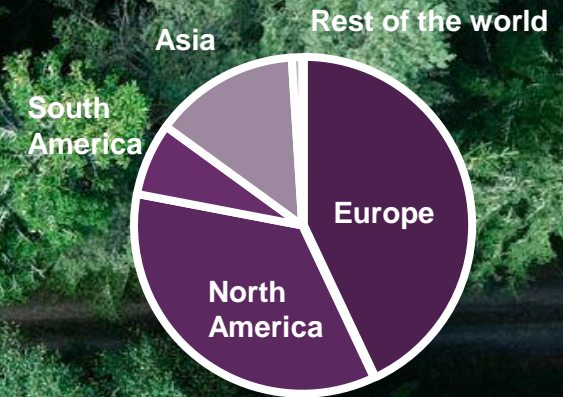


Ahlstrom-Munksjö

Global leader in sustainable and innovative fiber-based solutions

What we do

- Fibers are at the core of what we do and the common denominator for our products and solutions
- Natural fibers represent 95% of our total fiber use
- We offer custom made specialized fiber-based materials
- Our value proposition is based on innovation, quality and service
- Our offering contributes to a more sustainable everyday life



Global presence with 45 plants in 14 countries

- Global network of sales offices and 45 plants in 14 countries
- Approximately 7,800 employees
- More than 6,000 customers in over 100 countries
- Net sales of approximately EUR 2.7 billion
- Head office in Helsinki, Finland



Leading positions in chosen growth segments

Solid businesses that operate in growing markets

Market position in strategic segments

% Market growth in percentage

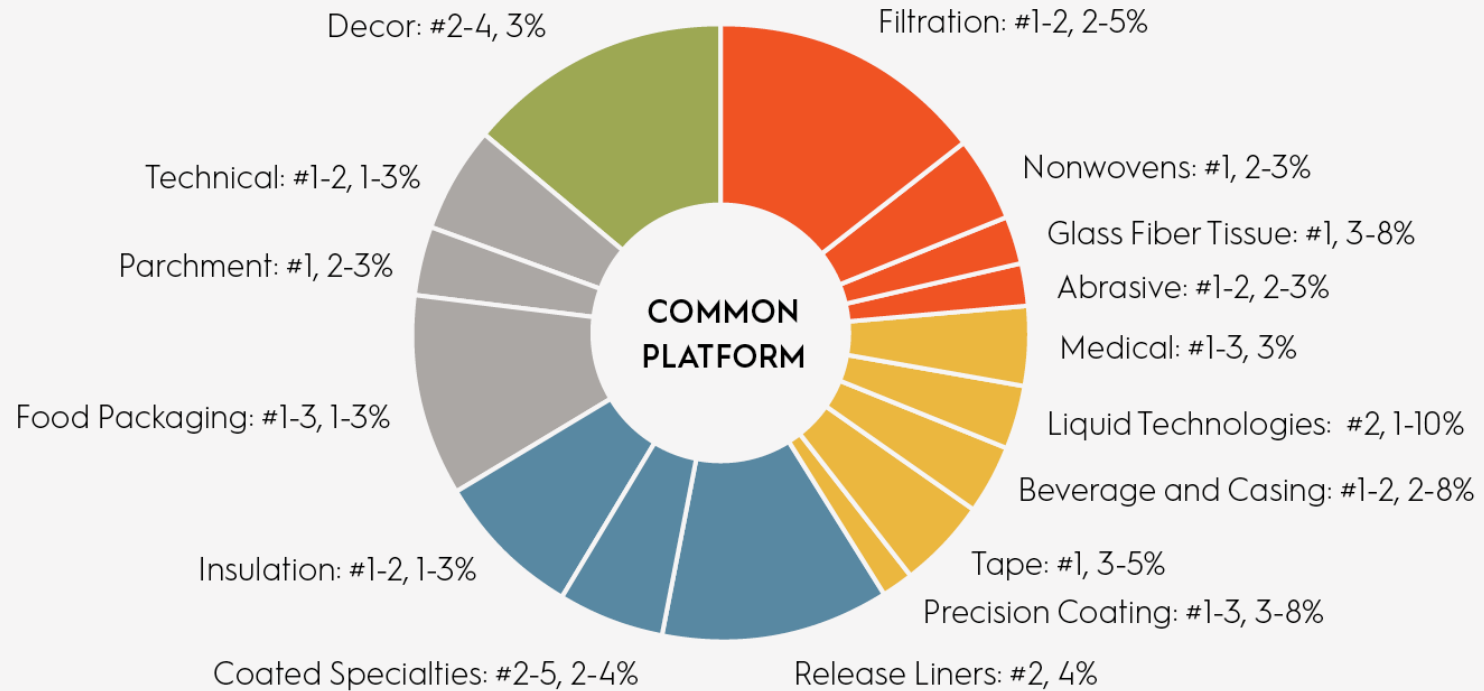
FILTRATION & PERFORMANCE SOLUTIONS

ADVANCED SOLUTIONS

INDUSTRIAL SOLUTIONS

FOOD PACKAGING & TECHNICAL SOLUTIONS

DECOR SOLUTIONS





Our People

Working at Ahlstrom-Munksjö means taking part in a community that is value-driven, caring and welcomes diversity. Through our Smart and Diverse Work, we encourage an innovative mindset to positively influence the work-life balance, build motivation and increase engagement among our people.

7,850+
EMPLOYEES

52
NATIONALITIES

80%
EMPLOYEE
ENGAGEMENT
INDEX

82%
ARE PROUD
TO WORK HERE

82%
CULTURE
INDEX

82%
FEEL SUPPORTED
BY THEIR MANAGER





Leadership is key to our success

We strive for excellence at all levels of the organization. Our six Culture Cornerstones (left) describe our current strengths and form the foundation for developing our culture of success.

Through our five Leadership Development programs (below) we offer our employees the opportunity to grow and further their careers.

JUMP
Young professionals with demonstrated success and desire to grow

PIONEER
New managers getting their first role leading others

NICE
Developing female leadership

LAUNCH
Plant managers

LEAD
Top leaders



Yrityksen muutosmatka

Our strategic transformation continues

Strategic alternatives for Decor
Divestments of fine art paper and glass reinforcement businesses
Acquisition of filter converting business

Accelerated value creation
Customer and commercial excellence
Collaborative synergies and cost efficiency
Digital business transformation
Continuous portfolio development

Expera and Caieiras acquisitions and integration



Ahlstrom and Munksjö separately focused on profitability improvement and deleveraging

Creating a growth platform through the merger of Ahlstrom & Munksjö

Strategic growth investments and improved costs efficiency

	Munksjö 2015	Ahlstrom 2015	Expera 2017	Caieiras 2017	Ahlstrom-Munksjö 2020
Net sales	EUR 1.1bn	EUR 1.1bn	EUR 616m	EUR 76m	EUR 2.7bn
Comparable EBITDA	EUR 94m	EUR 105m	EUR 61m	EUR 12m	EUR 334m
Employees	2,900	3,300	1,870	350	7,800



Main milestones on our journey

- 2014 – 2016** Ahlstrom turnaround
- 2014 – 2016** Munksjö development
- 2017** Ahlstrom and Munksjö merger
- 2018** Expera and Caieiras acquisition
- 2020** Program Stella started
Business platform renewal, incl. ERP & MES
- 02/2021** Company new ownership
- 2021** Extensive transformation agenda



Speed of change has lately raised even to new level

IT:n muutosmatka

Ahlstrom-Munksjö IT transformation journey 2014 – 2020

Tech Mahindra arrangement based on strong partnering setup & agreement

IT Management setup continuous development

2015
Ahlstrom IT transition to Tech Mahindra

2015
Transformation project

2016
OrderPlan and CarelMill transition to Tieto

2018
Munksjö IT transition to Tech Mahindra

2019/2020
Expera and Caieiras IT transition to Tech Mahindra



Ahlstrom-Munksjö IT journey – Main projects 2016 – 2020

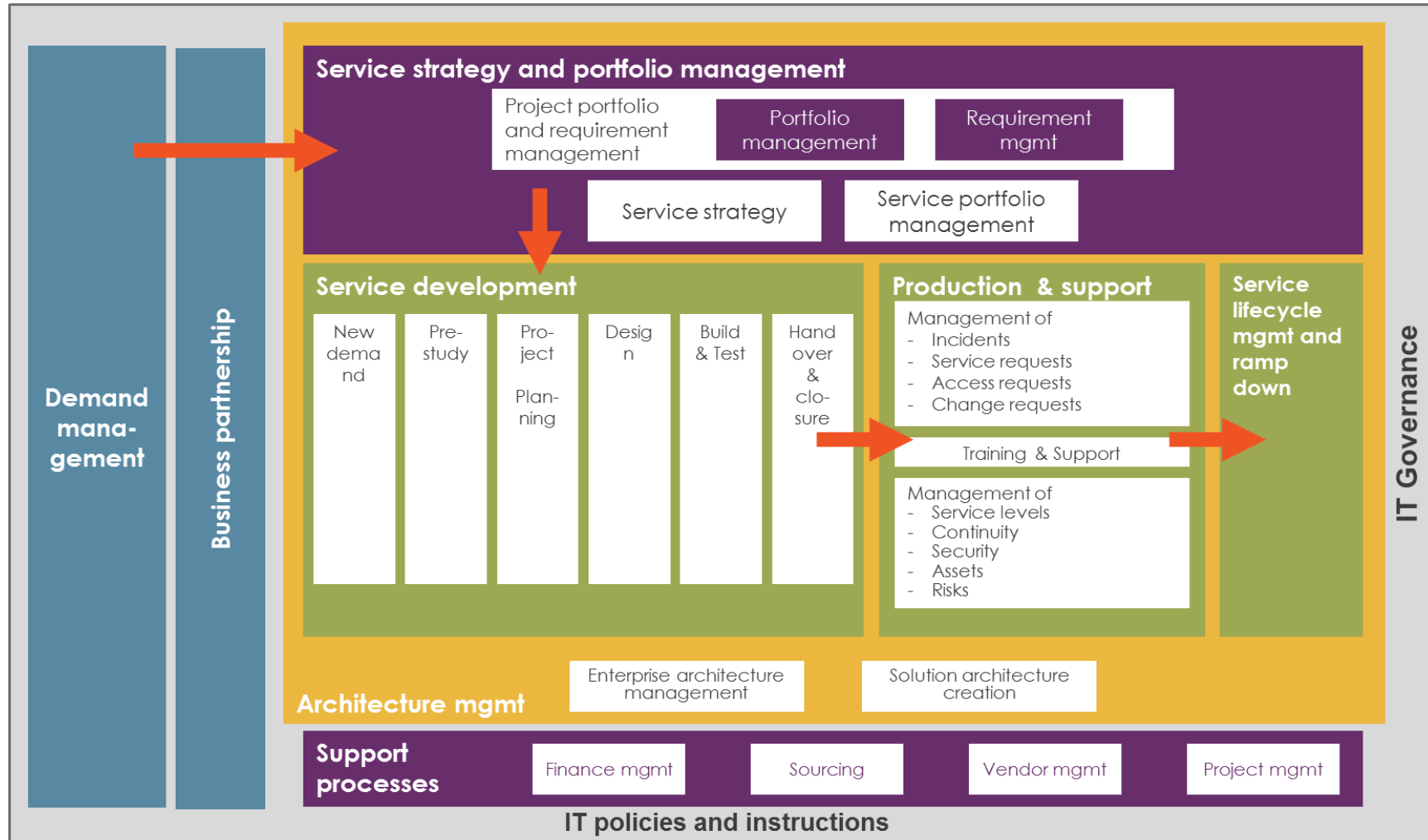


- Latest step extensive transformation agenda – All enabled by IT
- Operational IT transition
- *Plus already agreed IT development agenda*



Elementit IT johtamisessa organisaatiomyllerrysten keskellä

In continuous changes solid foundations creating stability – *Strong operating model*



In continuous changes solid foundations creating stability – *Clear key targets & KPIs when leading IT*

Enable Ahlstrom-Munksjö strategy implementation

Drive aligned Business process management
with Business areas and Functions

Ensure reasonable and fit-for-purpose cost level (opex and capex)

Secure business continuity 24/7/365 in all countries

Provide services for end-users

Protect company security and minimize other IT
related risk

Ensure compliance with privacy regulations

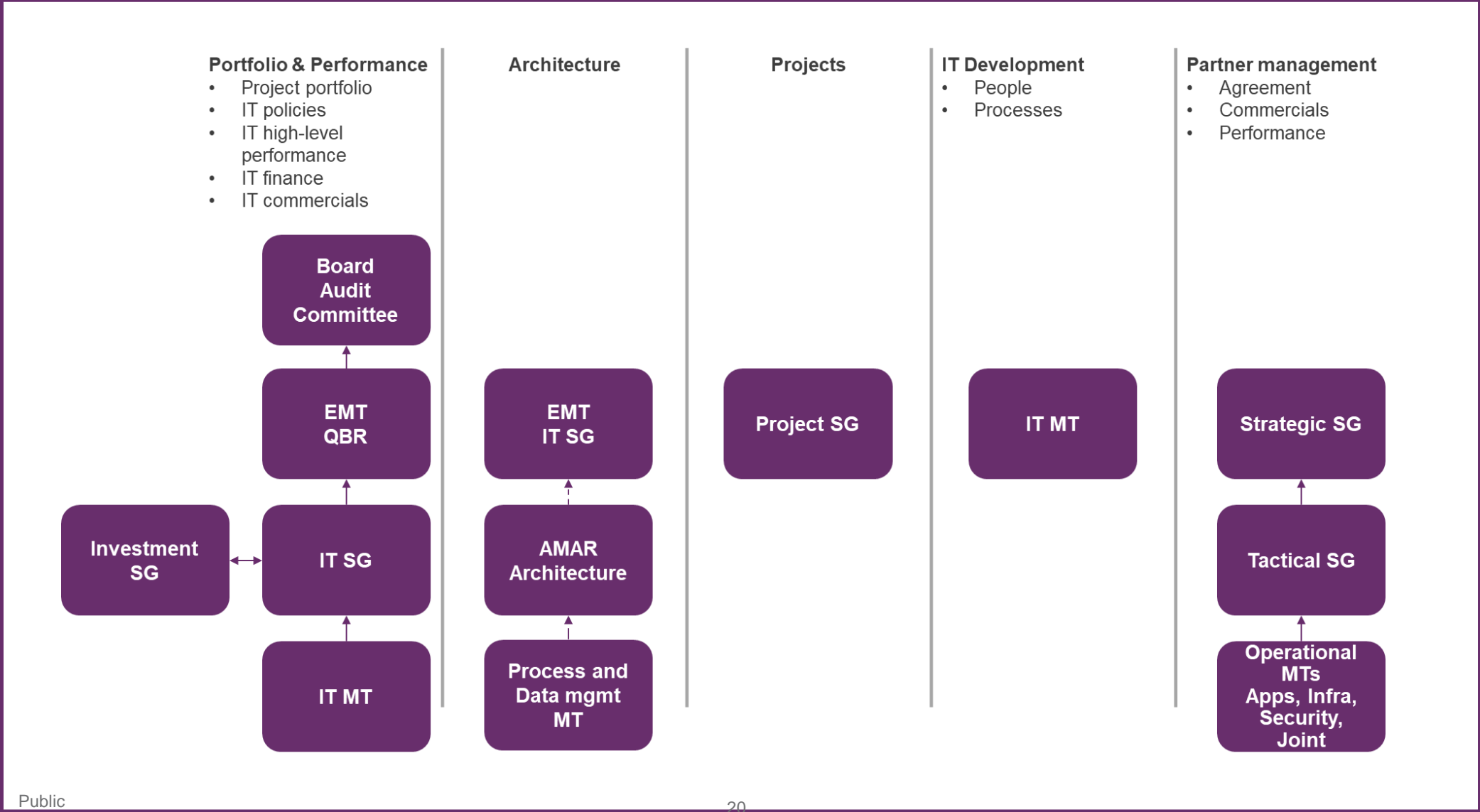
Ensure compliance with external and internal auditor requirements

IT Vision

We are a proactive enabler which provides secured, value-added solutions and services to support Ahlstrom-Munksjö strategy fulfilment and provide value for business to achieve its objectives.



In continuous changes solid foundations creating stability – *Strong governance model*



Response to newest changes

New IT strategy published 09/2021

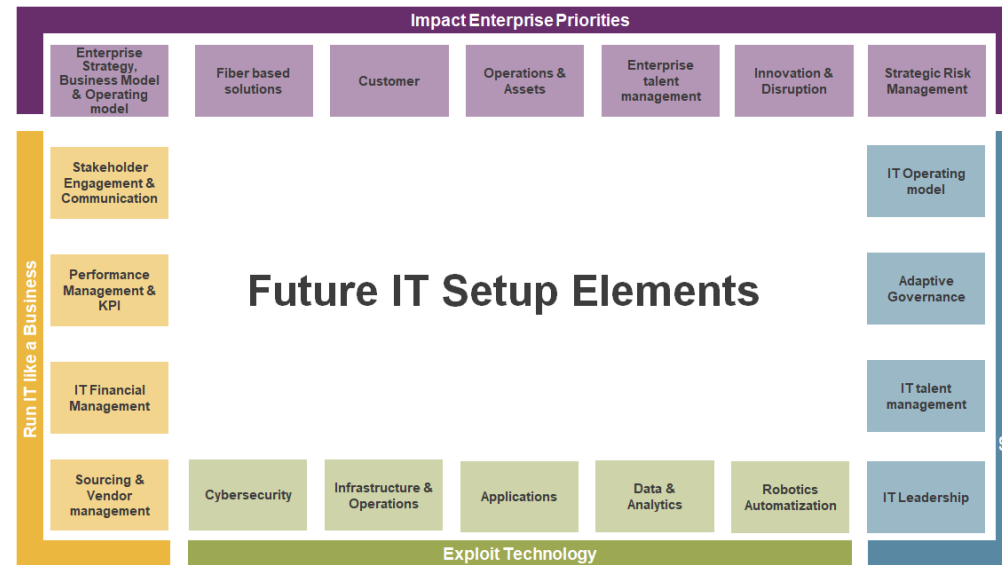
Ahlstrom-Munksjö IT Journey 2022 — 2026

A-M is “Optimized IT” now in 2021 (baseline)

Following this A-M IT will become effective “Digital Explorer”

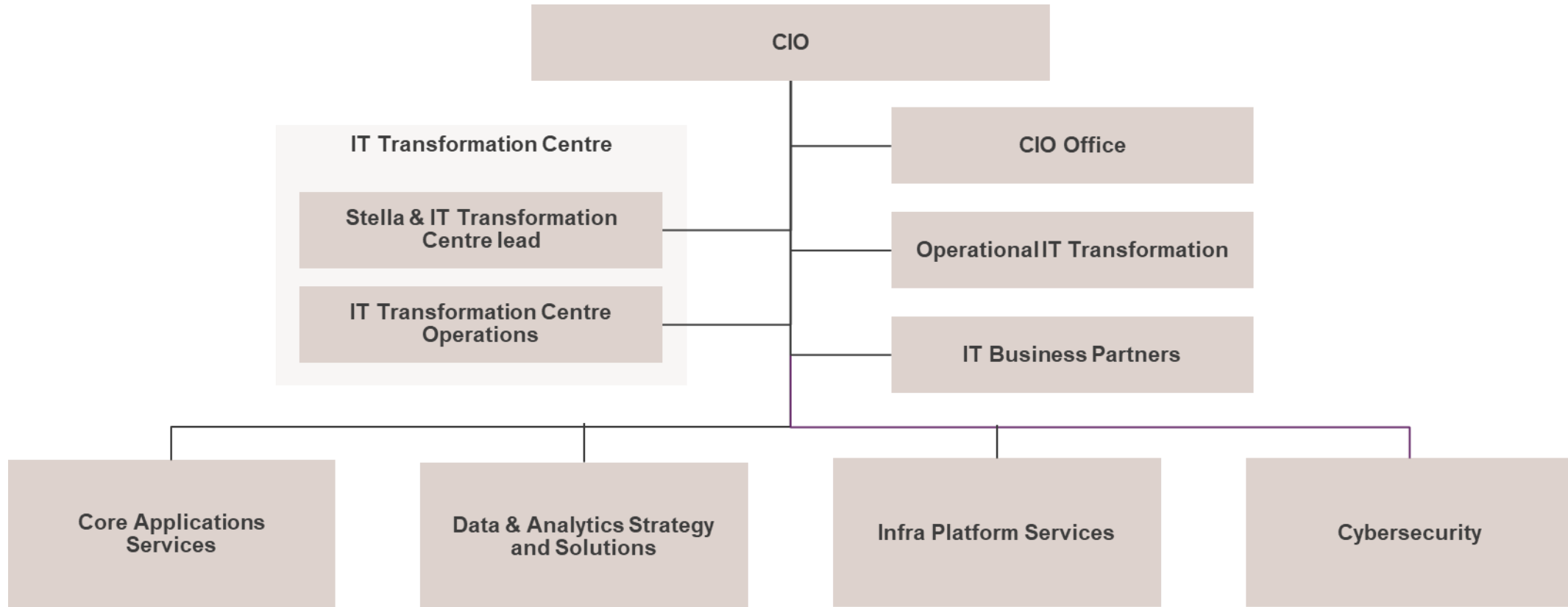


Stella will transform A-M IT to be “Platform Transformer”



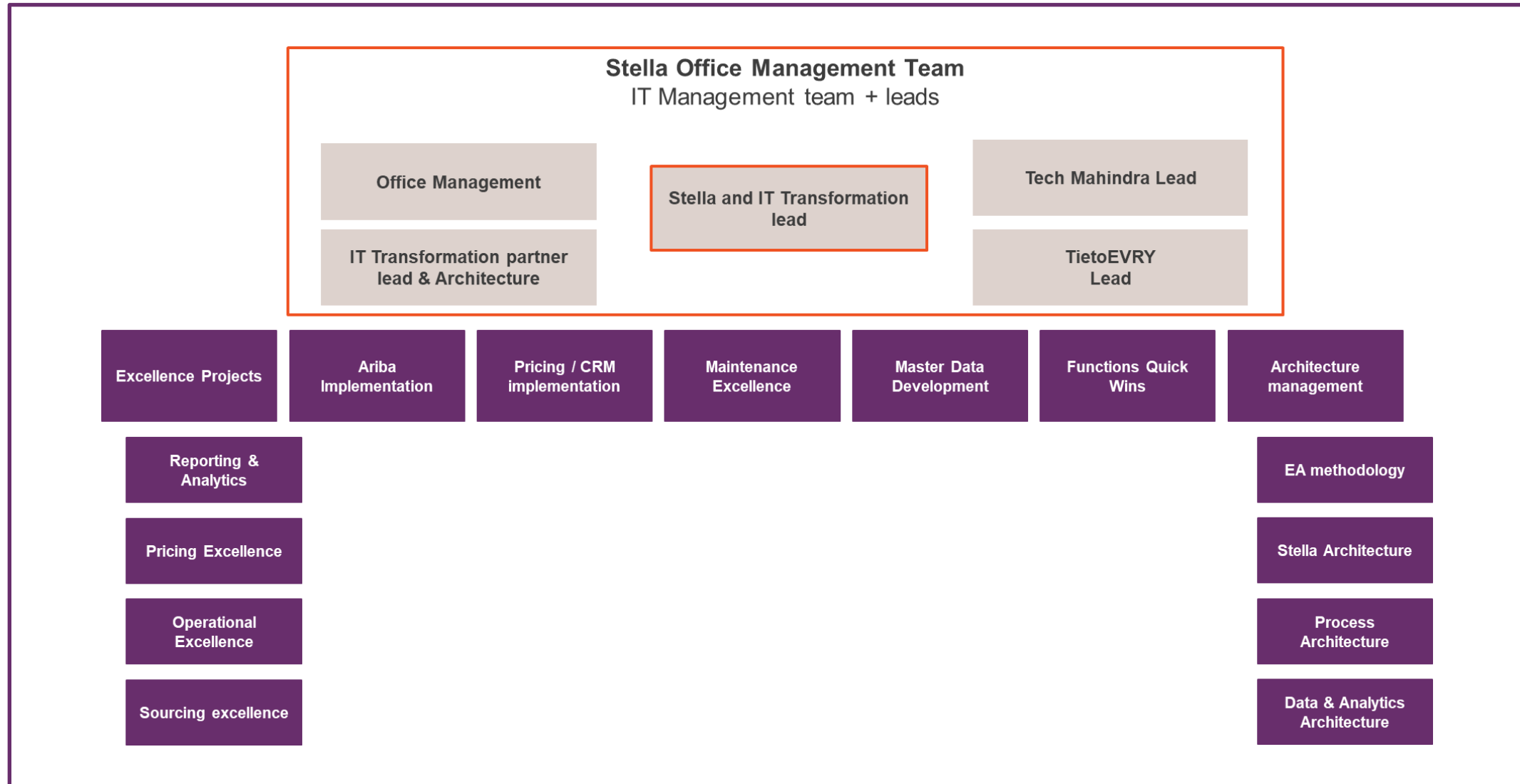
Response to newest changes

New IT organization effective 1.11.



Response to newest changes

IT Transformation Office established 08/2021

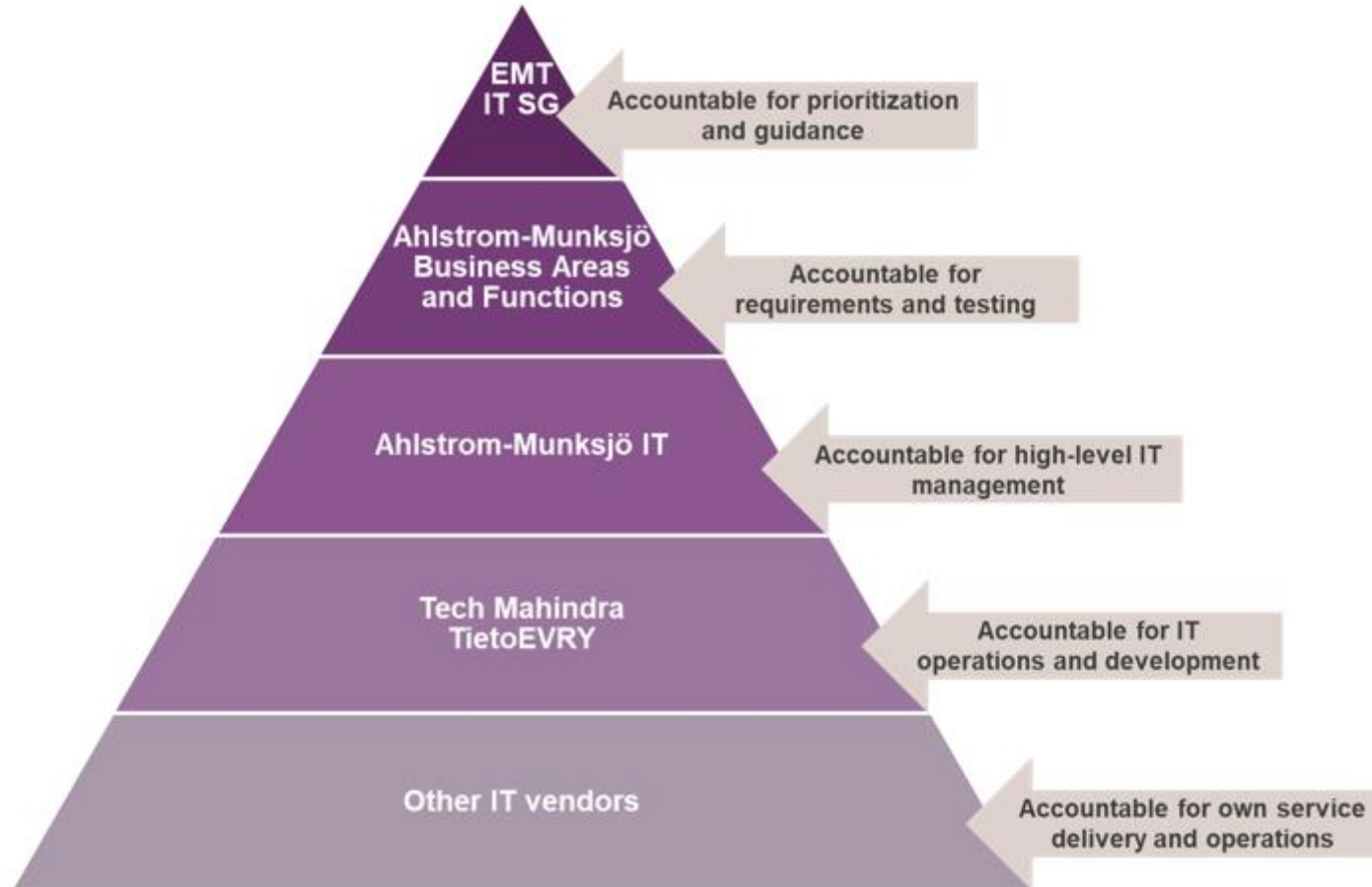


One end-to-end team principle has been followed since 2014

We succeed only together

Not against customer & supplier relationship

Accountabilities within Ahlstrom-Munksjö and with partners & vendors



IT leadership – How we are doing it

Currently challenge is massive agenda & how to keep all involved as needed

IT Management
Team

Subteam meetings

Joint Leaders Forum
Ahlstrom-Munksjö
Tech Mahindra
TietoEVRY

Monthly Team
meetings

Meet regularly 1-2-1

Quarterly info
sessions for Tech
Mahindra

Monthly meetings
for External
consultants

Tech Mahindra
Resourcing forum

Quarterly info
sessions for
TietoEVRY team

COVID, Remote work and even higher speed of change has increased the meaning of strong leadership

TALENT WAR

RELIANCE



Listening the team

- Via 1-2-1 discussions
- Via line managers observations
- Via team meetings
- Via org navigator survey
- Via employee satisfaction survey



Key realizations – How to lead IT on continuous change situation

Strong operating model

Consistent governance

IT strategy & organization to reflect changing situations

End-to-end one team with partners

Information sharing over whole team
Each individual having time from management

Close involvement with Ahlstrom-Munksjö management
to have deep understanding on strategy and targets



Kiitos!

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