



## FourPL Support Orora in Payroll Outsource Process

*“Over the last six months, we have been working closely with the FourPL specialists as part of our HRIS project. FourPL provided valuable insights and demonstrated a strong understanding of our business needs and requirements. They are very flexible in their approach and brought strong attention to detail to our business.”*

**Cherrie McKenzie**, General Manager - Business Solutions Centre ANZ



### ABOUT THE CLIENT

Orora is a leading packaging and distribution company headquartered in Melbourne, Australia. Orora manufactures fibre packaging (recycled paper, corrugated boxes, cartons and sacks and distribution of packaging materials), beverage packaging (glass bottles, beverage cans and wine closures) in Australia and New Zealand and offers packaging and distribution services in North America. Altogether Orora entities are in 7 countries globally with over 6,800 FTE.

### THE PROJECT

In 2017, after an HR and Payroll systems and process review, Orora took the strategic decision to replace its Human Resource Information System (HRIS) systems. After several months the project was recognised as experiencing significant challenges and as a result, FourPL were engaged to conduct a Project Implementation Review of their HRIS Program. FourPL provided a comprehensive report to the CFO, the customer sponsor and the business owner, detailing a clear set of recommendations which resulted in a number of changes in the Orora HRIS program.

The Orora Senior Management required a justification for a rescoped ‘Phase 2’ of the project, whereby FourPL was again engaged to assist Orora in providing a project plan, budget, justification and communication for the Phase 2 implementation. Subsequently Orora decided to consider alternative options to a Phase2 deployment, resulting in a decision to conduct an RFP and outsource (BPO) the Payroll function from Orora to a suitable 3rd party payroll provider. As a result, a comprehensive Payroll RFP process was conducted with suitable vendors shortlisted.

### PROJECT OBJECTIVES

- Orora set out to challenge the current platform and solution to ensure they had a sustainable future-proof solution.
- Orora’s payroll objectives evolved strategically over the past 2 years. From the original aim of engaging a service provider to implement an SAP-based in-house HRIS platform, to then re-evaluating the project progress and moving to outsource the entire ANZ payroll function, to now re-evaluate the potential of an in-house SAP-based platform managed by a suitable Managed Services partner.
- Primarily, through their journey, Orora’s objectives were to reduce payroll processing complexity and costs, and outsource what is considered to be a non-core function for Orora.

## FOURPL'S ROLE

- FourPL were initially engaged to provide **project/program expertise** for a significant initiative that was at the time running well over budget, scope and timeline. FourPL's extensive project experience enabled senior management to take stock and assess the most appropriate way forward.
- FourPL were engaged to provide financial and **analytical expertise** in objectively quantifying the complex business case and comparative options going forward.
- FourPL provided RFP management expertise in supporting Orora to conduct the Payroll Outsource RFP process.

## ENGAGEMENT SUCCESS

The engagement success can be attributed to:

- Broad experience across both Project Management and HR/Payroll best practices, providing sound and practical recommendations and deliverables.
- Collaborative teamwork with the client to ensure business and stakeholder requirements are met.
- Consistent and effective communication among stakeholders to align and guide the client through the necessary processes.
- Clearly understood RFP process framework where all participants understood the timing, context and respective roles throughout the evaluation of prospective vendors.

## WHY FOURPL?

- **Relevant domain experience:** with access to a number of highly experienced consultants, specializing in both Information Technology and Procurement, FourPL is able to provide expertise and have a valuable impact during implementation.
- **Cross-functional capability:** the FourPL team's skill level, in project understanding, engagement and management meant a more effective team and output. Resource numbers, and hence overall costs, were kept to a minimum because FourPL was able to draw on individuals with client industry understanding, project management capability, domain expertise together with business analytical skills
- **Collateral and templates:** FourPL has a strong knowledge base of relevant templates and governance which provided Orora with efficient and pragmatic support in understanding the journey and messaging with internal stakeholders as well as prospective vendors.
- **Independence:** FourPL was able to provide wide industry insight and process experience whilst remaining system and product agnostic, delivering impartial and detailed recommendations to the senior decision makers.



Rob Chilinski led the most recent engagements with Orora. As Project Manager and lead consultant he coordinated resources, budget and scope to drive key outcomes. Rob has an extensive background in Supply Chain, ERP and Technology Projects.

*"We were pleased to support Orora with objective and analytical rigor, as well as the independence necessary, whilst keeping the end game in mind throughout the entire process for this important program."*

**Rob Chilinski**



We work with our Customers to review, source and implement workable and stable solutions for their ERP, supply chain and procurement software challenges.



FOURPL is Australian owned with offices in Brisbane, Melbourne & Sydney. Our team has extensive business, supply chain & system experience.



We are independent of systems and solutions - we work with a number of leading edge technology solution providers to provide our Customers with the best possible solution outcome for them.



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