

Takeaways

Key Strategic Takeaways for Orkla

- Option 1 & 2 offer minimal flexibility and high dependency on external vendors; not suited for an enterprise seeking digital transformation and autonomy.
- Option 3 (IR-as-a-Service / Neurolabs) presents the most balanced solution. Fast to deploy, flexible to scale, transparent in cost, and aligned with enterprise-grade retail execution goals.
- Option 4 presents deep customization potential but comes with long delays, high cost, and significant talent acquisition risks.
- Option 5 is exploratory. It requires substantial investment to validate and orchestrate across a diverse image capture landscape.

Why Modular IR is Best Positioned for Enterprise CPG

- Enterprise Velocity: Rollout across markets in under 1 month vs. 6+ months with competitors.
- Data Ownership: Raw data access and control with client-defined KPIs.

Commercial / Execution

- Actionable shelf insights in <5 minutes
- Supports all channels: field force, crowdsource, retailer-led
- Enables in-store execution precision across SKUs, pricing, promos
- Retail Execution Alignment: Supports advanced use cases (e.g., pricing execution, POSM compliance, backroom inventory).

IT & Architecture

- Seamless integration with Salesforce, Azure, MC1
- Decoupled tech stack = modular evolution
- Real-time data via APIs, not spreadsheets
- Zero Technical Debt: Delivered as a service, without internal resource constraints.
- Future-Proof Architecture: Designed to evolve with SFA, CRM, and retail execution ecosystems.

Procurement

- Transparent pricing, no overage/image-based billing
- Enterprise contract model = single commercial handshake
- Simplifies vendor governance

