



# POI European Summit

**Successfully Navigating Growth in the New CPG and Retail World**

**Delivering benefits from your TPM/TPO journey – Fast and Furious.**



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# Agenda

- About Arla
- Sustainable business benefits
- Deliver fast and agile
- Driving change in your TPM&TPO journey





**GREEN  
AMBITION  
2050**



60,000  
**HANDS**

5 MILLION  
**HOOVES**

*The cooperative spirit  
gives us power to make  
meaningful change*

**2019**



Arla is the **largest**  
organic dairy supplier  
in the world





# Our vision

Creating the **future** of dairy  
to bring **health** and  
**inspiration**  
to the world, **naturally**



# Our mission

To secure the **highest value** for our  
farmers' milk

while creating opportunities for their



# How to secure the highest value for our farmers' milk?

Improve the way we manage our Trade Investment to drive profitable Growth for Arla and our Customers !

## CHALLENGES



- Lack of trust in numbers
- Multiple solutions & heavy resource load
- Manual insights (if any) & optimization
- Waste, out of stocks, claims & penalties

OF TODAY



OPTIMIZING  
ARLA'S  
TRADE  
INVESTMENT



## STEP CHANGE



- Trust in numbers
- ONE solution for better decision-making
- Better forecast accuracy
- Automation

FUTURE

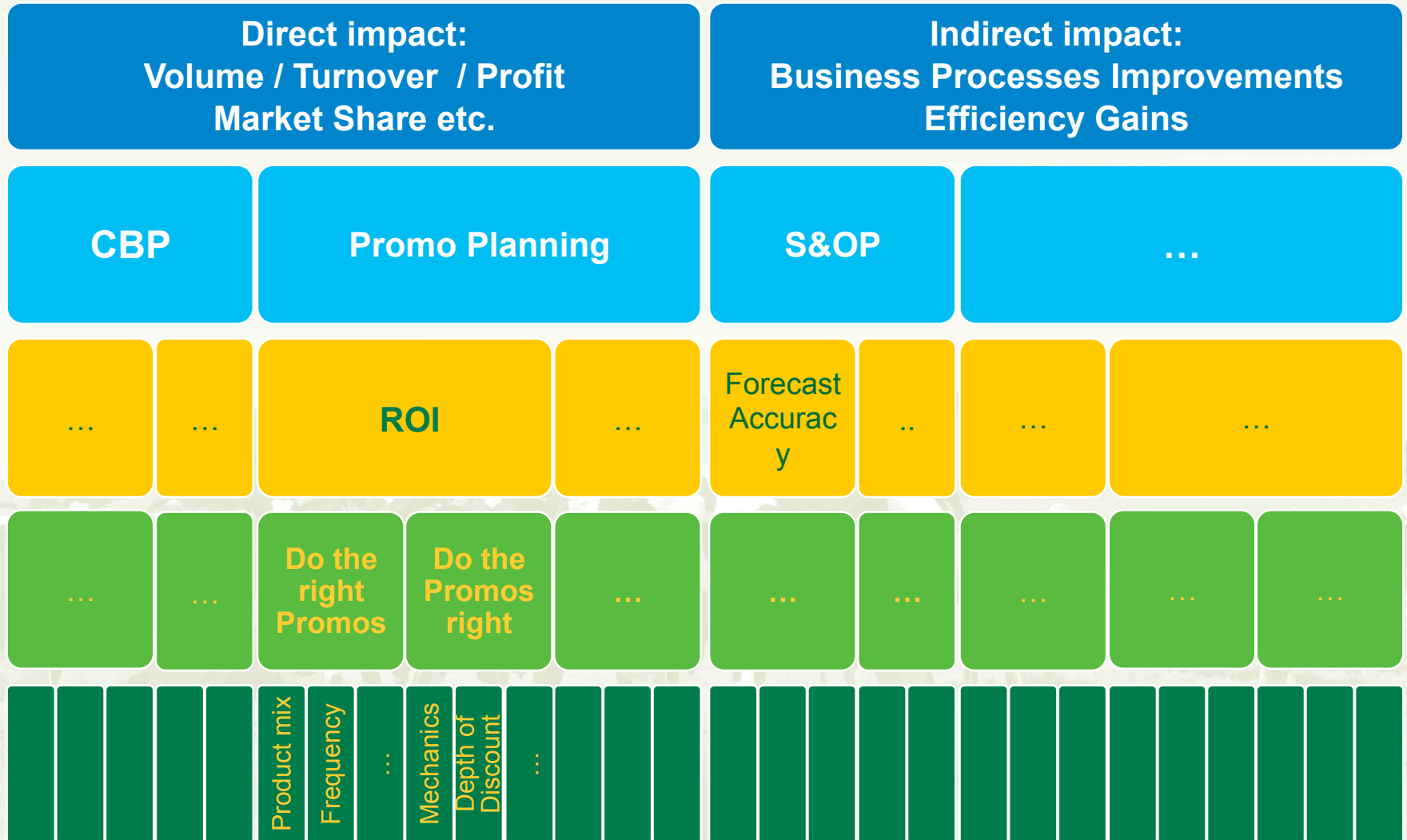
Supported by:

- Correct data foundation
- Artificial intelligence





# Building up the Benefit Tree



# Capabilities by Release / MVP

Applied gradually  
(depending on Data  
Quality / Availability)

## MVP1:

Short Term Promo  
Pre Evaluation  
Workflow / Approvals

Integrated  
Commercial  
Planning

Trade Promotion  
predictability

Promotion  
planning and  
pre-evaluation

Trade  
Investment  
analysis (Post  
evaluation)

Contracts and  
long-term  
agreements \*

Trade  
settlements and  
financial accrual  
mgmt. \*

## MVP 2:

E2E Integration  
Post Evaluation  
Claims Integration

Integrated  
Commercial  
Planning

Trade Promotion  
predictability

Promotion  
planning and  
pre-evaluation

Trade  
Investment  
analysis (Post  
evaluation)

Contracts and  
long-term  
agreements

Trade  
settlements and  
financial accrual  
mgmt

## MVP 3:

CBP  
Long term Agreements

Integrated  
Commercial  
Planning

Trade Promotion  
predictability

Promotion  
planning and  
pre-evaluation

Trade  
Investment  
analysis (Post  
evaluation)

Contracts and  
long-term  
agreements

Trade  
settlements and  
financial accrual  
mgmt

## MVP 4:

AI/machine learning

Integrated  
Commercial  
Planning

Trade Promotion  
predictability

Promotion  
planning and  
pre-evaluation

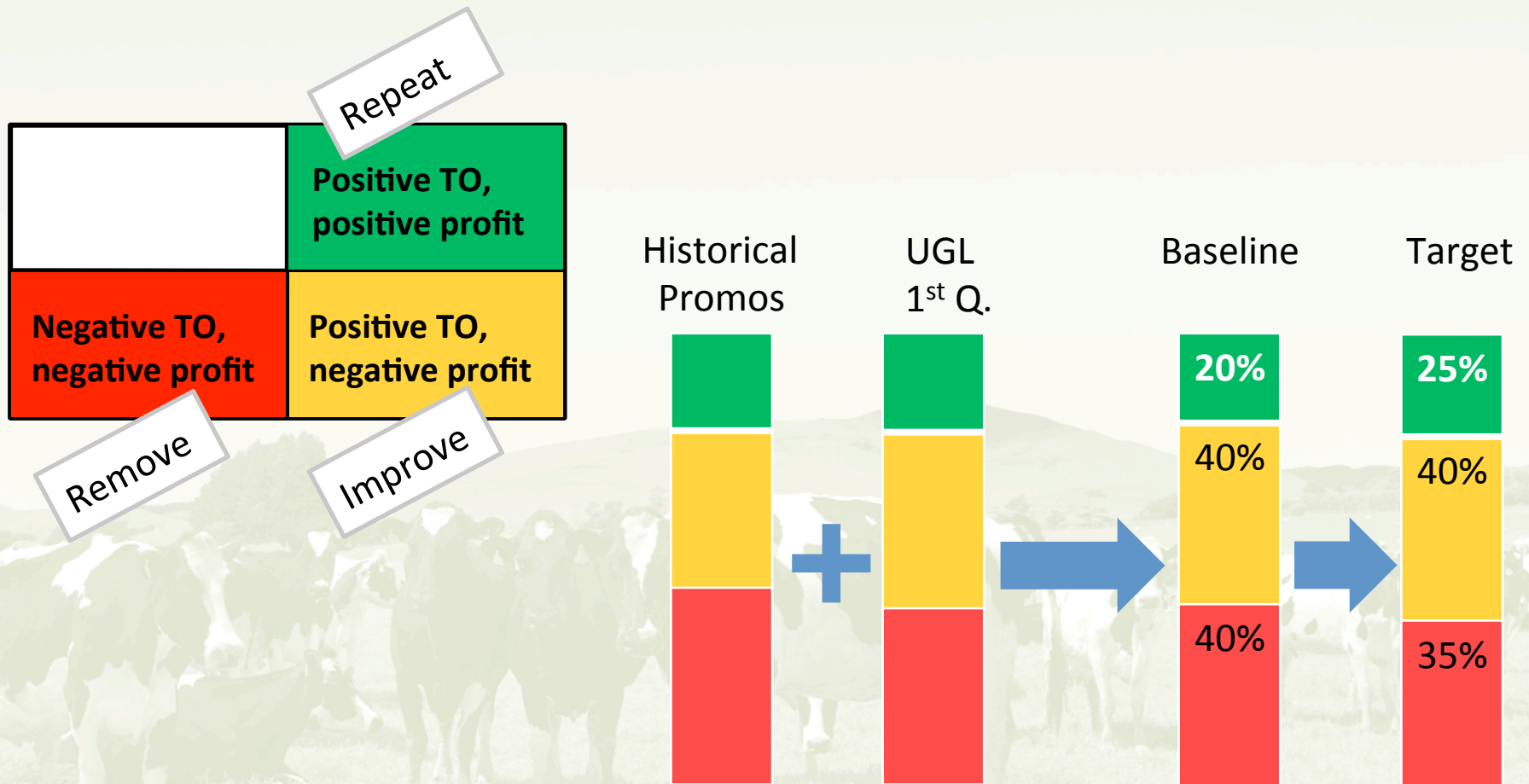
Trade  
Investment  
analysis (Post  
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Contracts and  
long-term  
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Trade  
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mgmt



# Target Setting – finding the baseline



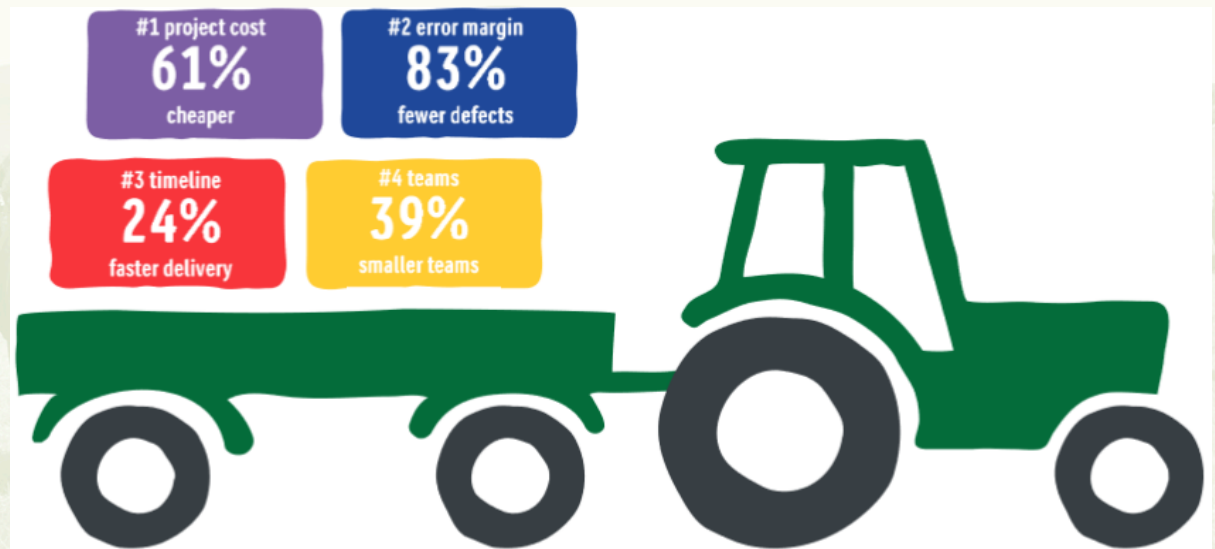
Using the 4 Quadrant model:

- track BC benefits and continuous improvement
- Target setting for markets, BUs, Customer teams and individuals

# Why Agile...







*"Walking on water and developing software from a specification are easy... if both are frozen"*

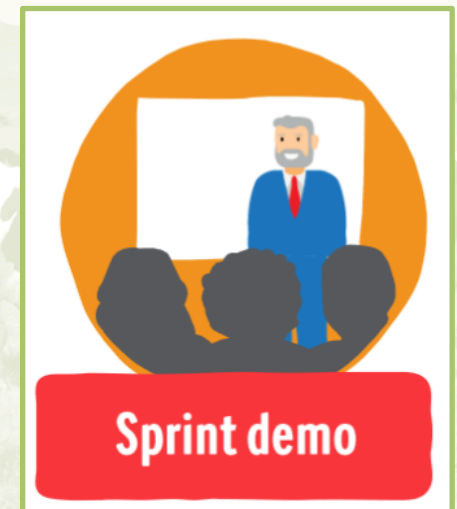
Edward V. Berard



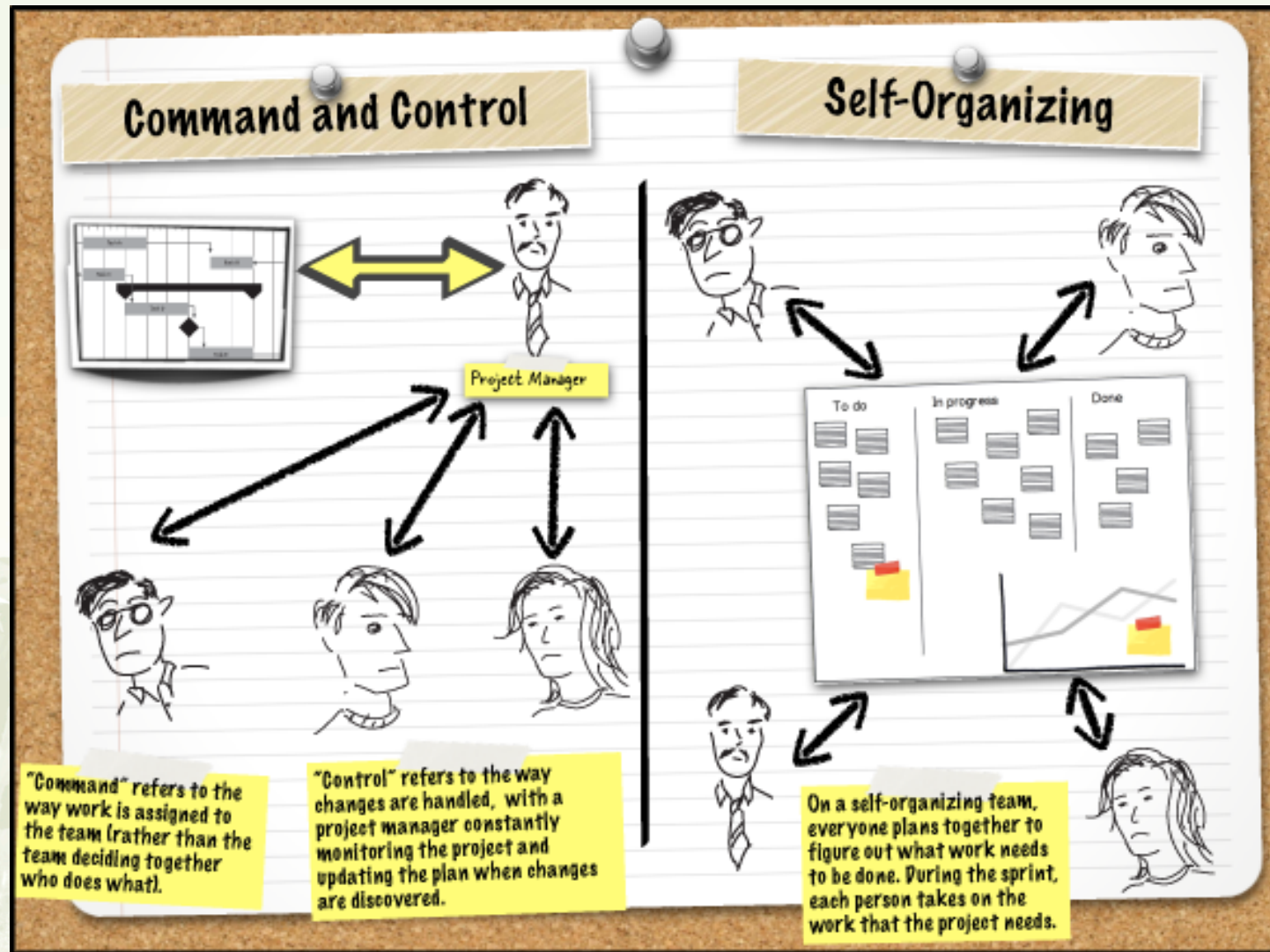


# How is Agile different?

	Vision	Over	fixed scope	
	Short planning cycles	Over	long analysis phase	
	Committed team members	Over	stretched allocation	

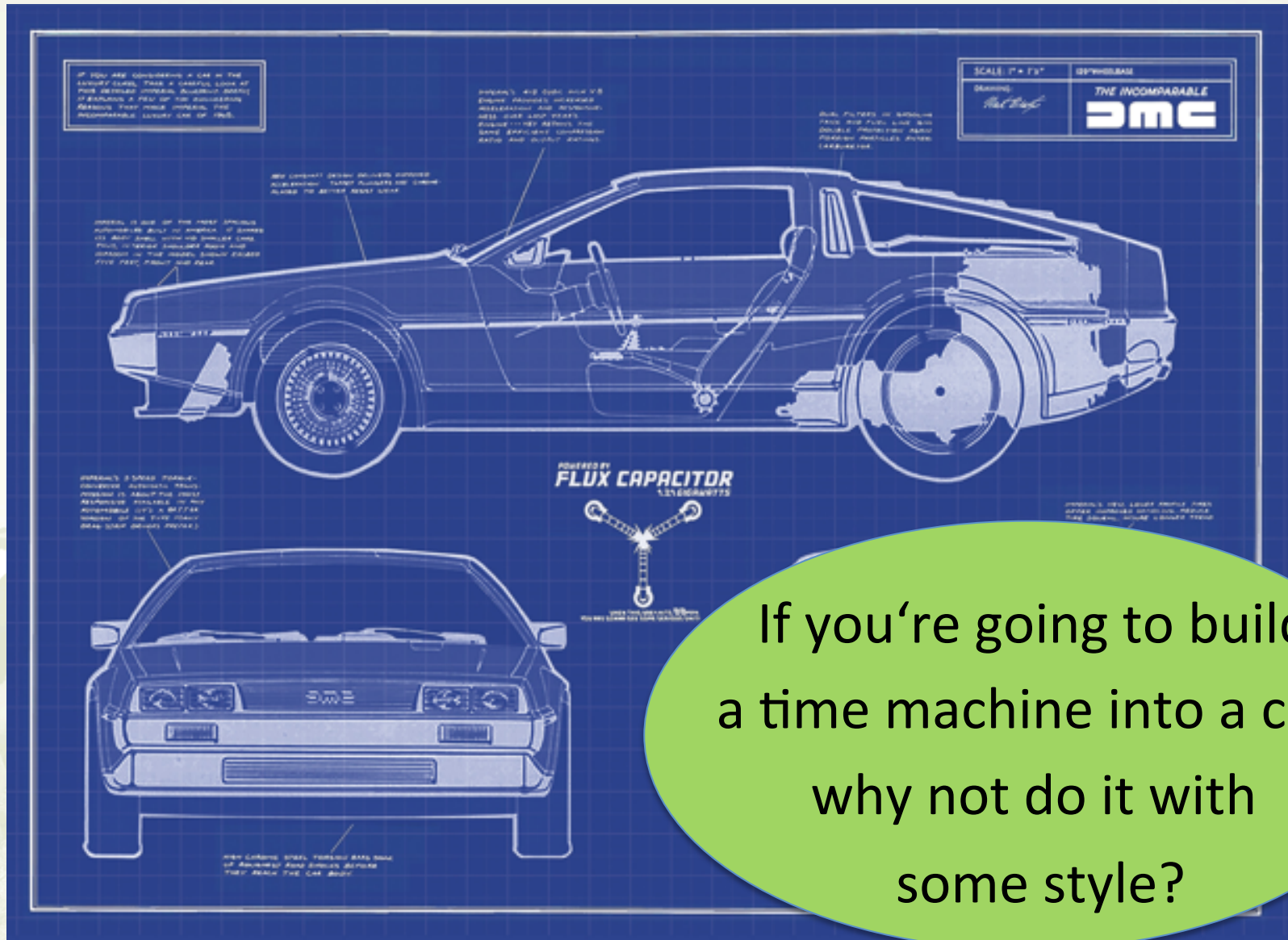


# How do I structure my team?





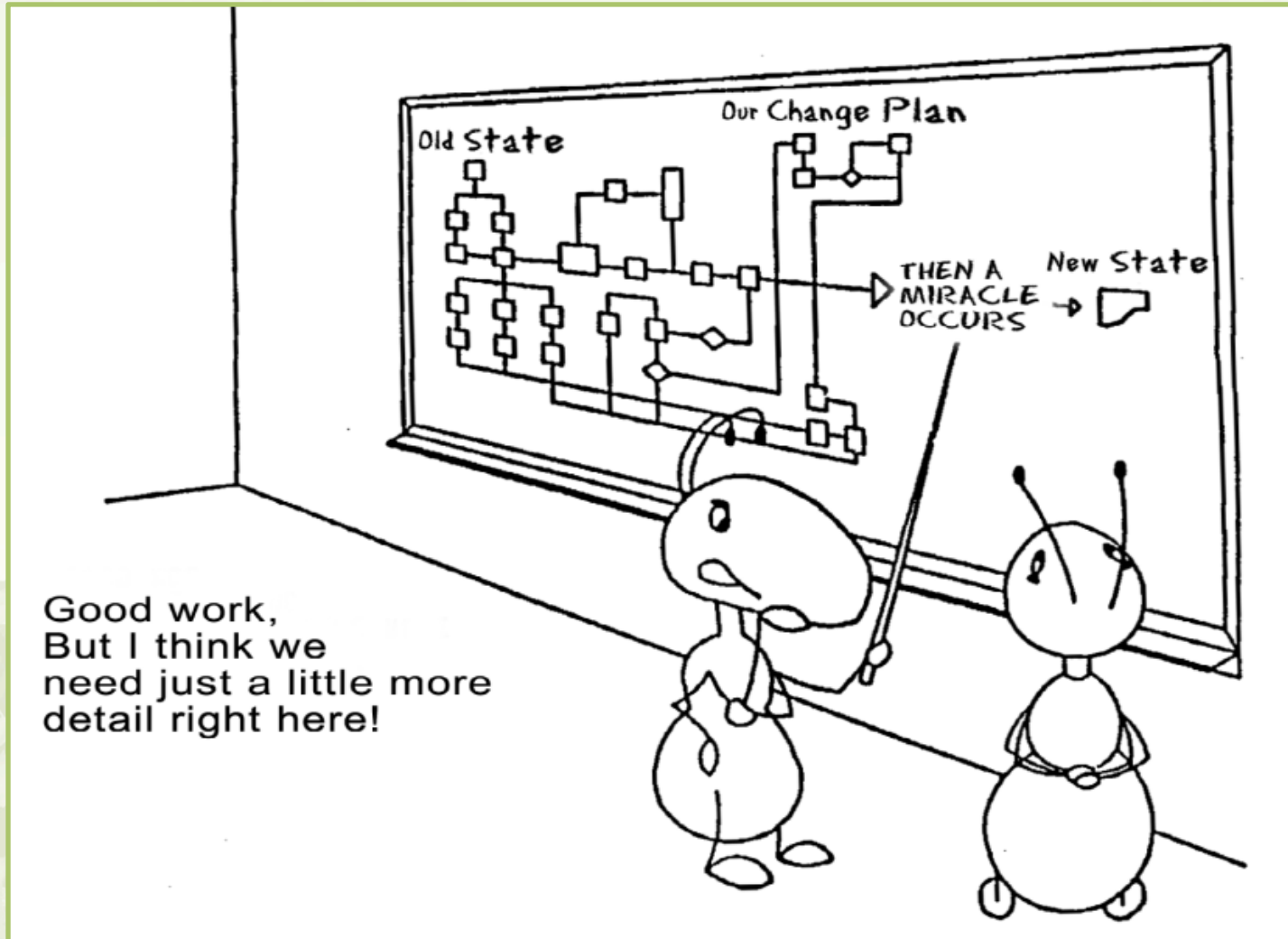
# Start with a good blueprint...



# Need vs. Want



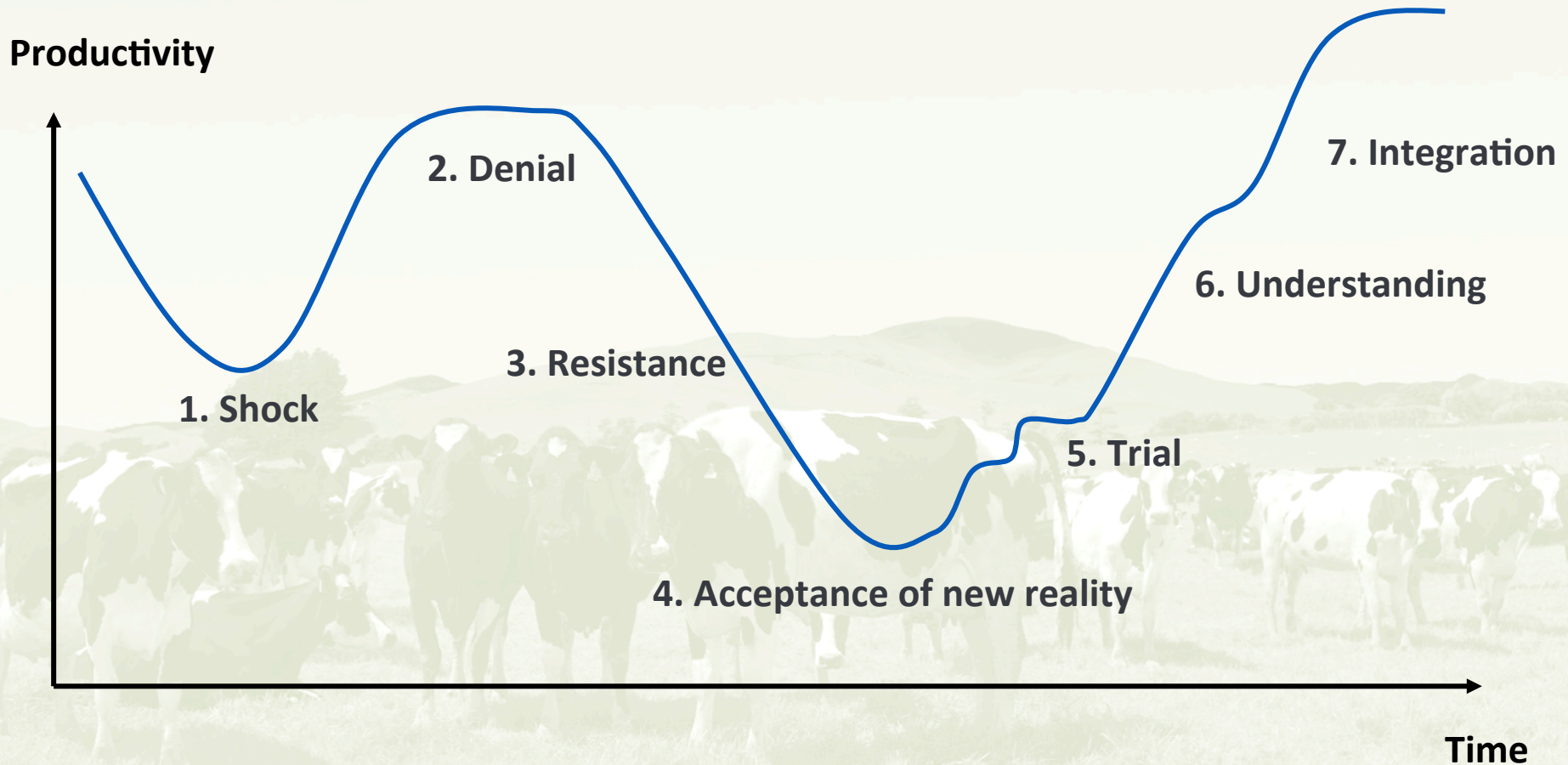
# What is Change Leadership?





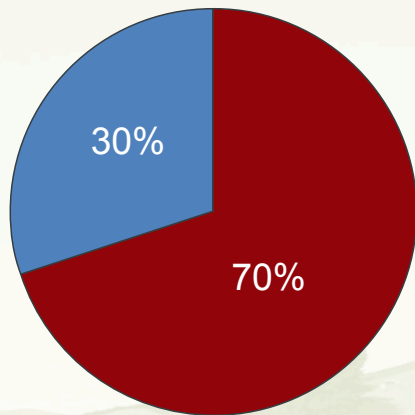
# Motivate people during change

## The typical change curve



# Focus on the leadership role in change processes

## THE STATISTICS

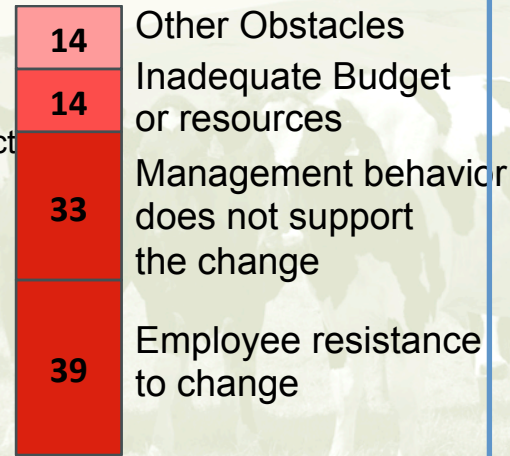


■ Fail to achieve target impact

■ Achieve target impact

McKinsey 2012.

## Reasons for failure:



## 🏆 CHANGE SUCCESS FACTORS

- Active and visible sponsorship
- Open communication about the change
- Employee engagement and participation
- Support from middle management

Prosci 2014

## 🏆 SINGLE MOST IMPORTANT FACTOR

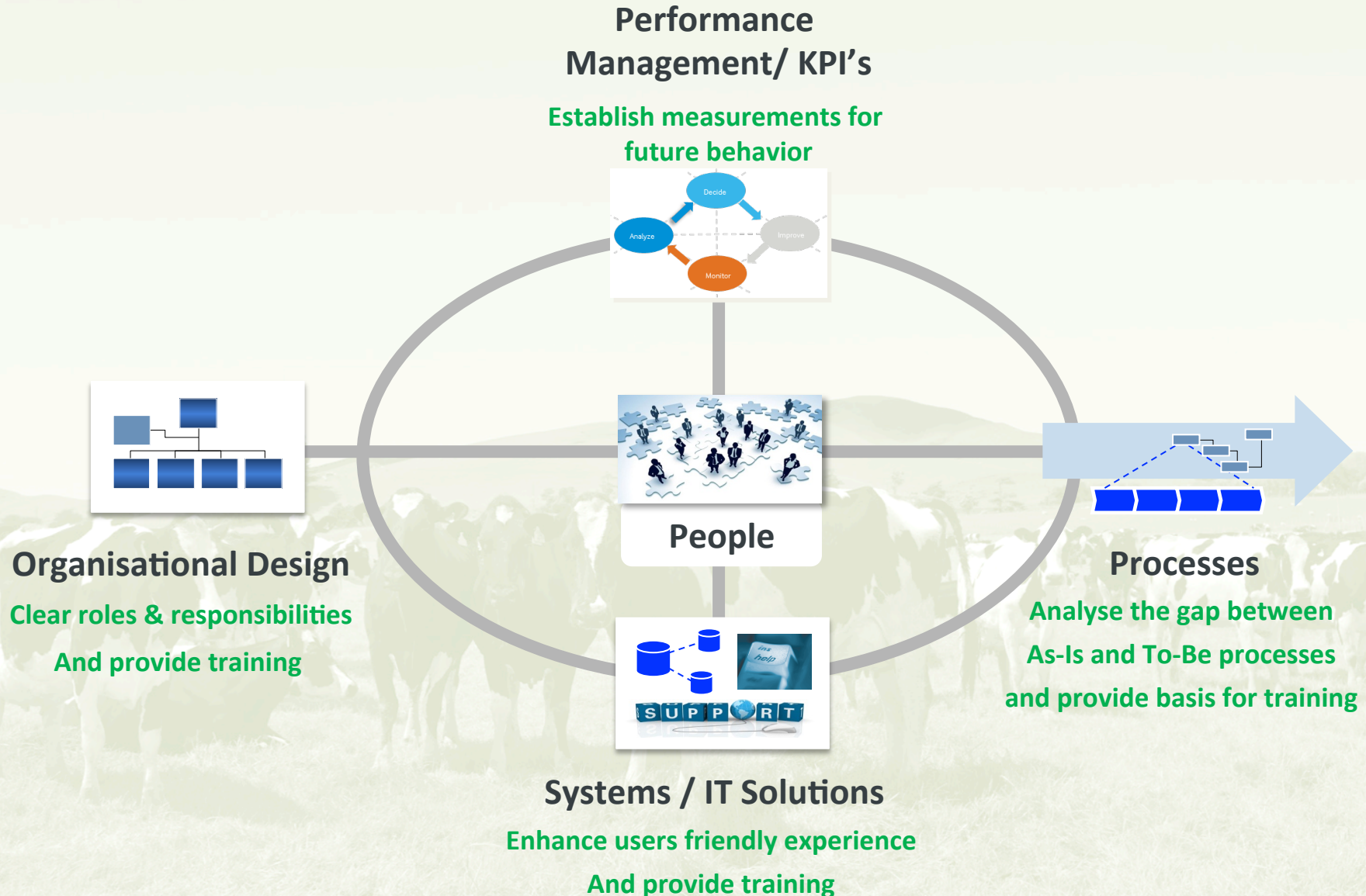
- Employees' immediate managers

Prosci 2013

## 👂 ASSESMENTS THROUGHOUT THE PROJECT

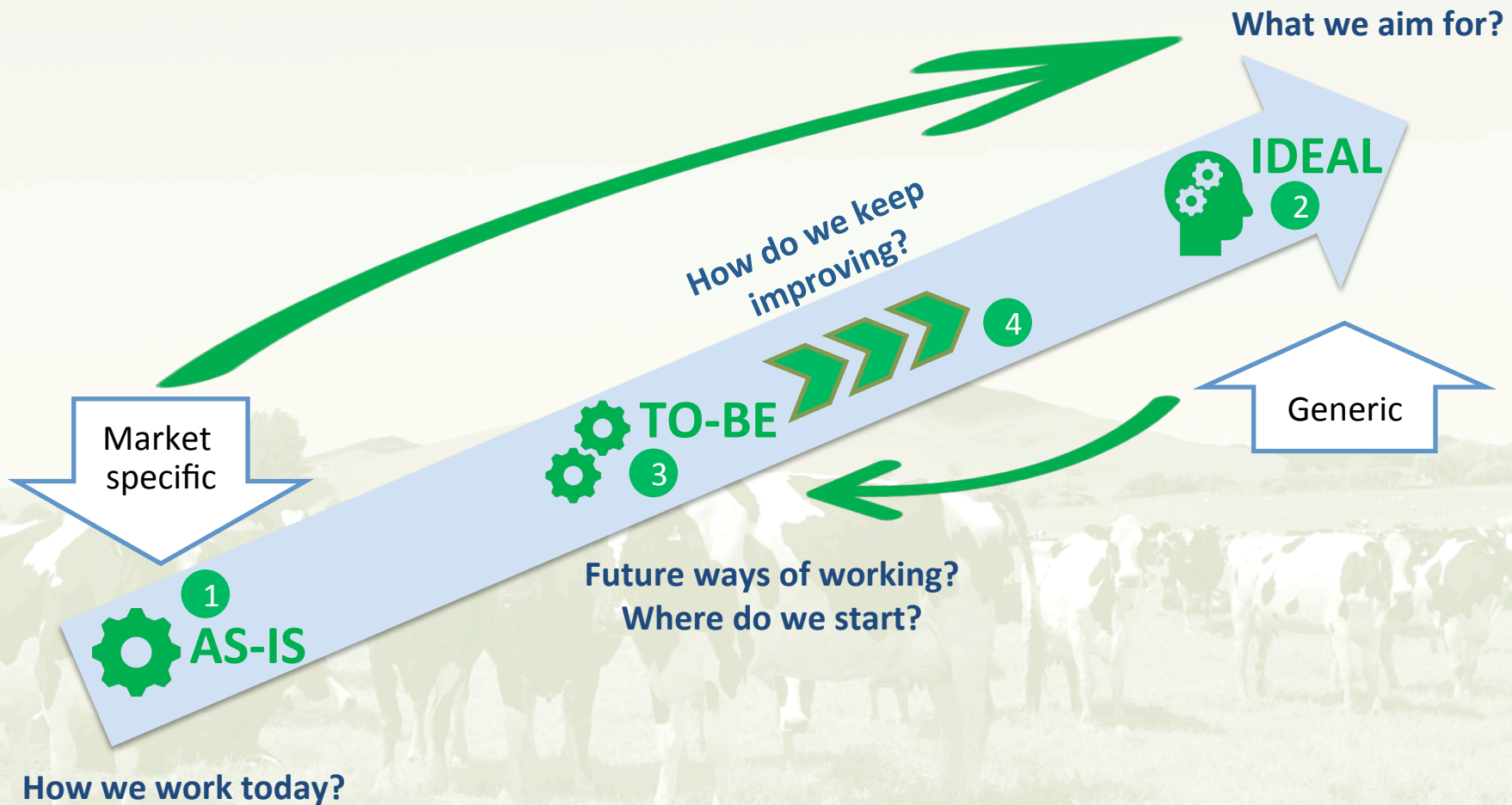
- Business Readiness
- Go Live Readiness
- Business Adoption (Compliance)

# Why Change Management





# Defining future ways of working



# Good Growth is our identity

We want to grow and  
we care about how we do it

**Responsible**  
Growth

**Healthy**  
Growth

**Good**  
Growth

**Cooperative**  
Growth

**Natural**  
Growth





*Any  
Questions?*





# Thank you !

