

The Reality of Transformational Change in TPM



SOURCE

01

INDUSTRY DYNAMICS
GROWTH CHALLENGES
THE OPPORTUNITY AHEAD

02

FOUNDATIONAL PRINCIPLES
CHANGE MANAGEMENT
LEARNING & DEVELOPMENT

Fundamental shifts in our industry are challenging consumer products companies to consider evolving mechanisms for growth....



DIMINISHING BARRIERS TO ENTRY

\$18 billion market share shift from large-size to small and mid-size businesses since 2012



DIVERSIFIED RETAIL CHANNELS

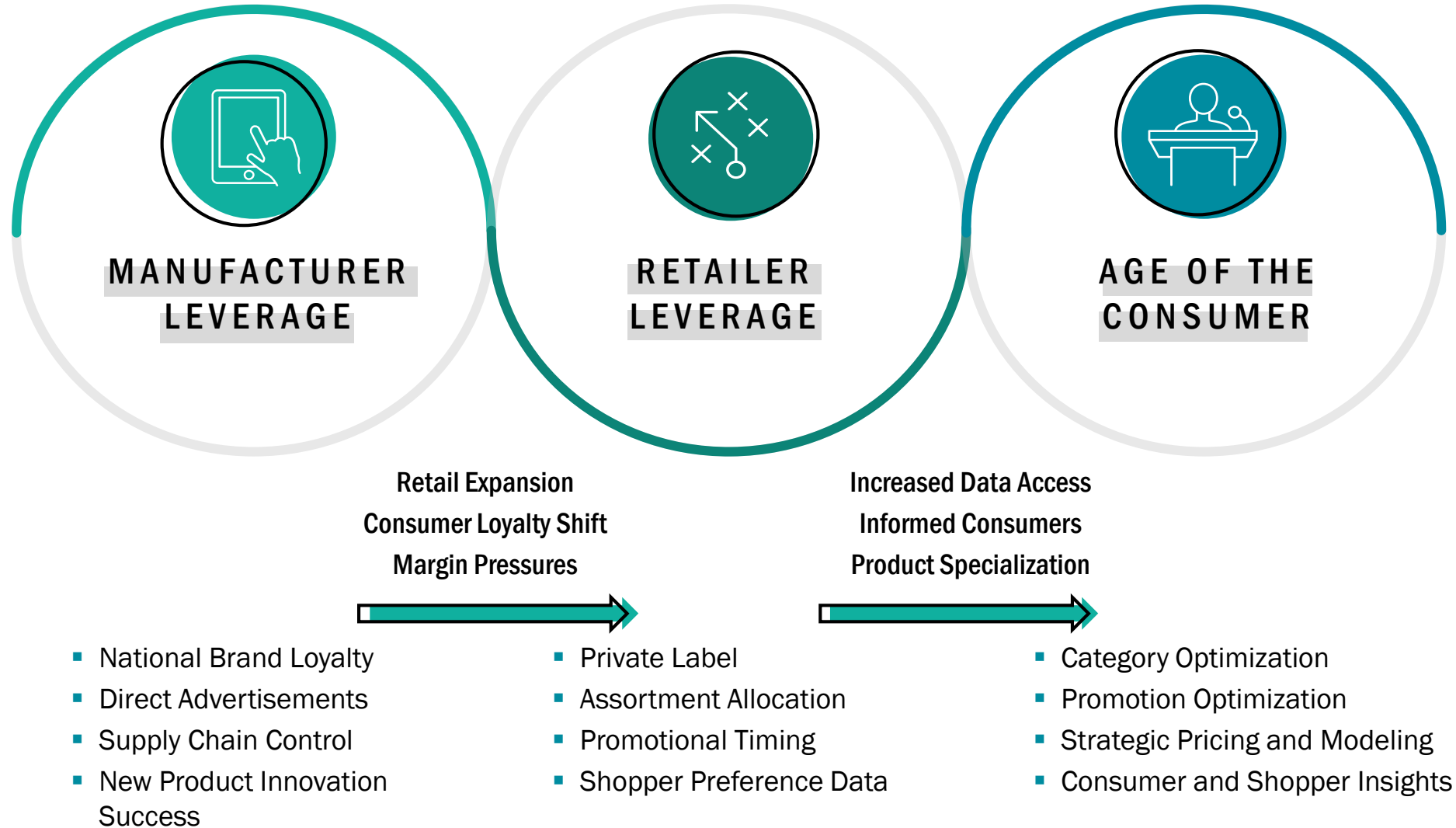
Consumers expect *what* they want, *where* they want it, and *when* they want it



MERGER & ACQUISITION

Activity at an all-time high, challenging organizations to effectively integrate acquisitions

....and to leverage improved trade systems and processes to more effectively partner with retail customers and engage with the consumer





....requiring a comprehensive view of trade management and optimization to open the path to profitable growth



TRADE PROMOTION OPTIMIZATION

Drive profitable growth through a comprehensive understanding of trade spend effectiveness, increased visibility and post-event analytics



CROSS-FUNCTIONAL ALIGNMENT

Collaborate across sales, marketing and finance to ensure transparency, common performance indicators and cohesive insights



RETAIL PLANNING & EXECUTION

Enhance growth by boosting sales productivity & effectiveness and enabling more purposeful retail customer engagements



DEDUCTION MANAGEMENT

Focus on the right deductions at the right time by re-assessing automatic threshold levels and realigning teams around customers



ACTIONABLE & FOCUSED ANALYTICS

Leverage the growing volume of available data to drive strategic insights and activate them to drive tangible business value

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Change Management - Consider a Holistic View

STRATEGY

Alignment around WHY the business is looking to change



PROCESS

Understanding of future state changes in business process



ORGANIZATION

What skills and capabilities are going to be required in the future?



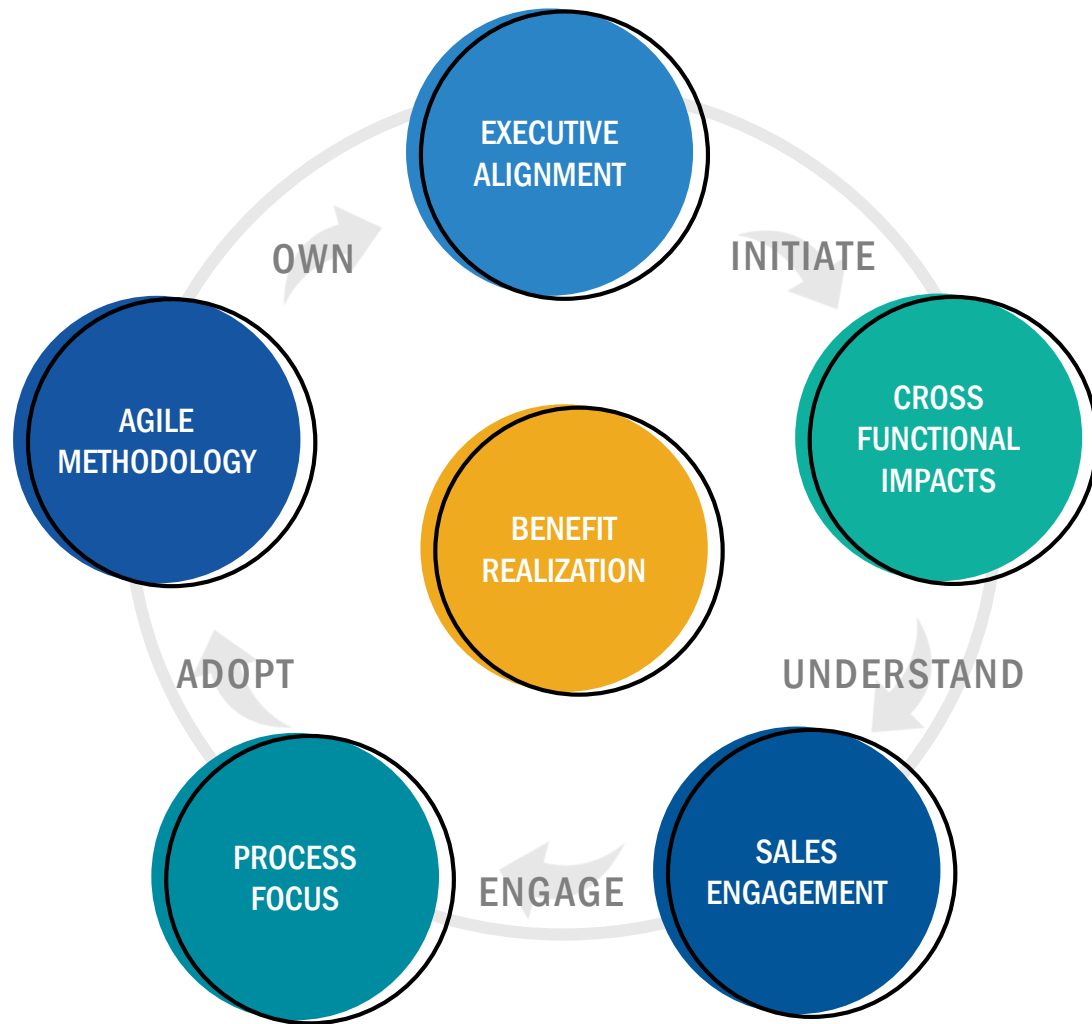
TECHNOLOGY

What systems are going to be deployed to effectively enable change?



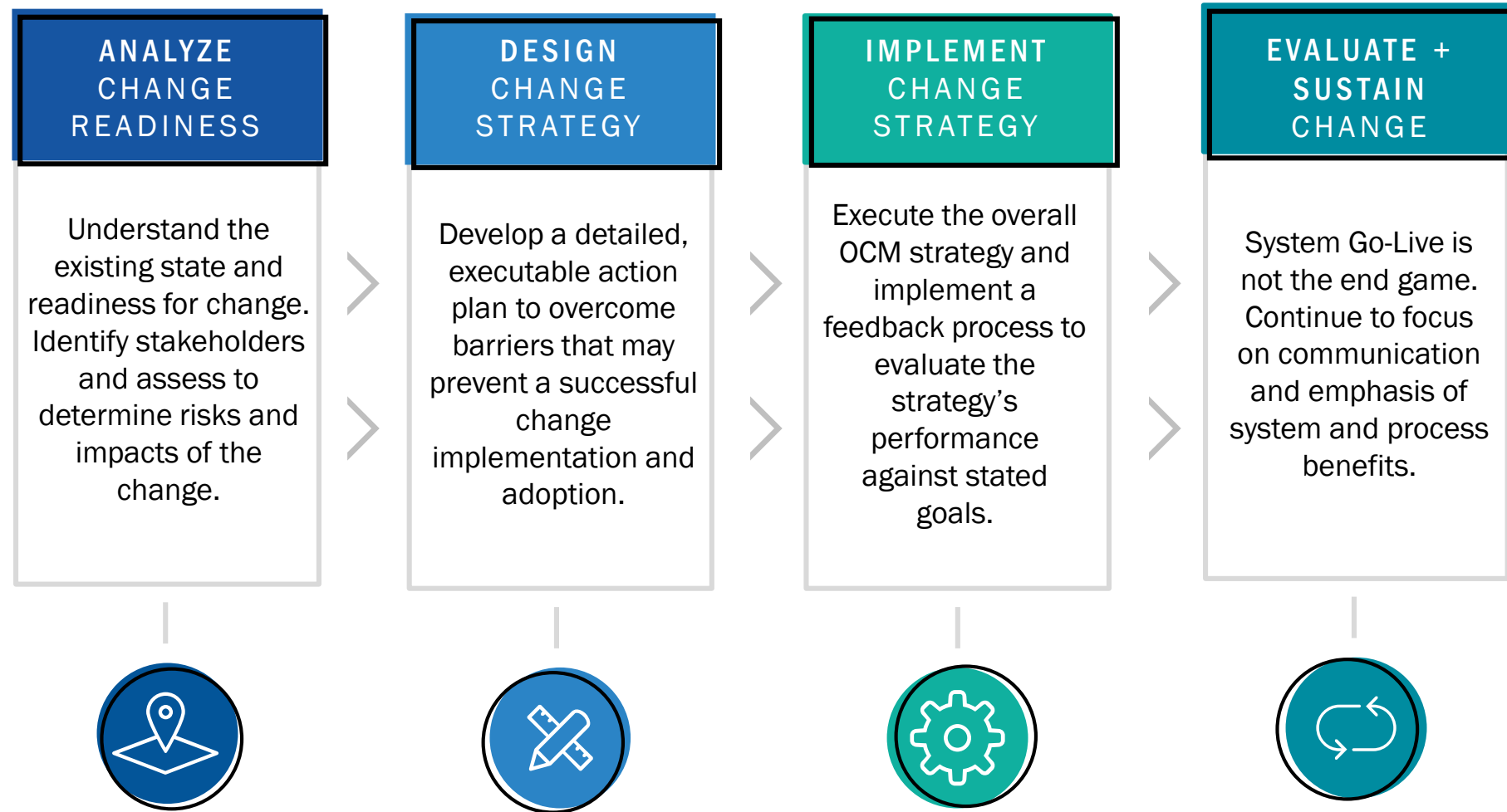
SUCCESS

Change Management– Keys to Success



- Executive sponsorship
 - Ensure that leadership is aligned and drives key messaging
- Consider activities around organizational alignment
 - Engage organization early to drive ownership and adoption
- Focus on opportunities for process improvement
 - Technology is not the sole enabler of success
- Ensure value and benefits drive requirements design
 - Define and align around success metrics early in the process
- Create ownership through iterative design
 - Maintain business engagement throughout

Change Management - Approach



Learning & Development – Keys to Success



P R A C T I C A L A P P L I C A T I O N

Think about the difference between knowledge and skills, with an emphasis on practical application and starts from the will/need to learn a new skill to the application and mastery of the skill

S U S T A I N A B L E L E A R N I N G



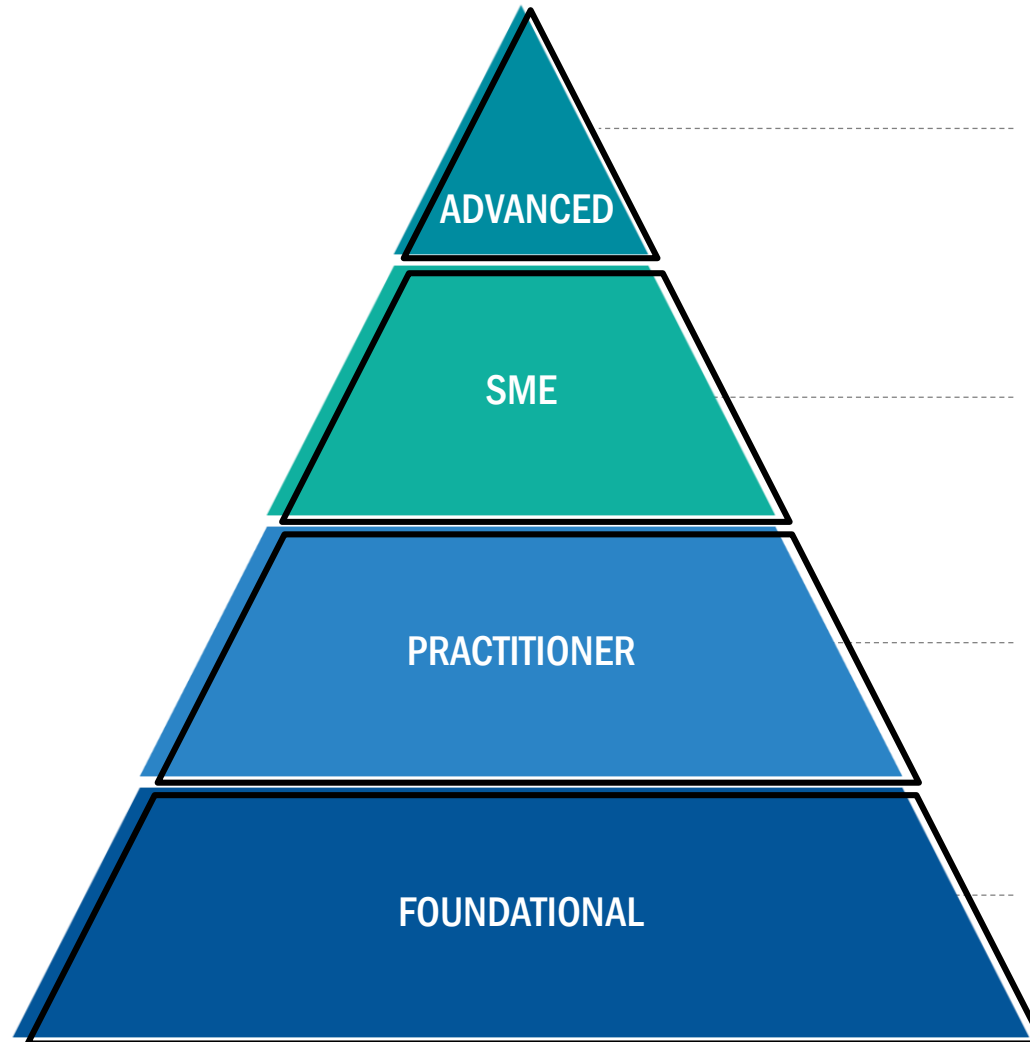
Building a community of learners & SMEs after the formal learning events for continued support and learning, allowing the learner to become sought after for those skills



M E A S U R I N G S U C C E S S

Collect the right data to actively track behaviors and measure outcomes; identify deficits that are affecting performance; and design and adjust training and tools as needed

Learning & Development - Approach



ROLE-BASED STORYTELLING WITH DATA

- Enabling collaborative business planning through both the manufacturer and retailer perspective
- Creating category selling stories

APPLY STRATEGIC INSIGHTS

- Leveraging customer, consumer and shopper analytics to drive more strategic promotion, pricing and category decisions

IDENTIFY STRATEGIC INSIGHTS

- Working with analysts (e.g. asking the right questions)
- Creating insights through data analysis
- Understanding the fundamentals of data visualization

UNDERSTANDING CORE PLANNING CAPABILITIES

- Leveraging trends in consumer products
- Knowing the business intelligence context / landscape
- Gaining familiarity with new system and process

Summary

Key Takeaways

Don't underscore the transformative change and potential resistance associated with a shift in ways of working

Take into account the holistic view of all stakeholders involved, TPM is not simply impact sales

Don't think of training as a one-time activity, instead think of the long-term process for continuous improvement

Create a sense of ownership from day one, that ensures all involved have an equal and vested interest in success