“The essence of business”

JACOB SCHRAM

One European Retail Division 2004

One Strategic Direction 2006

One Execution Company 2008

One Solid Profit Unit 2010

One Global Company 2012

The World's Preferred FY 16

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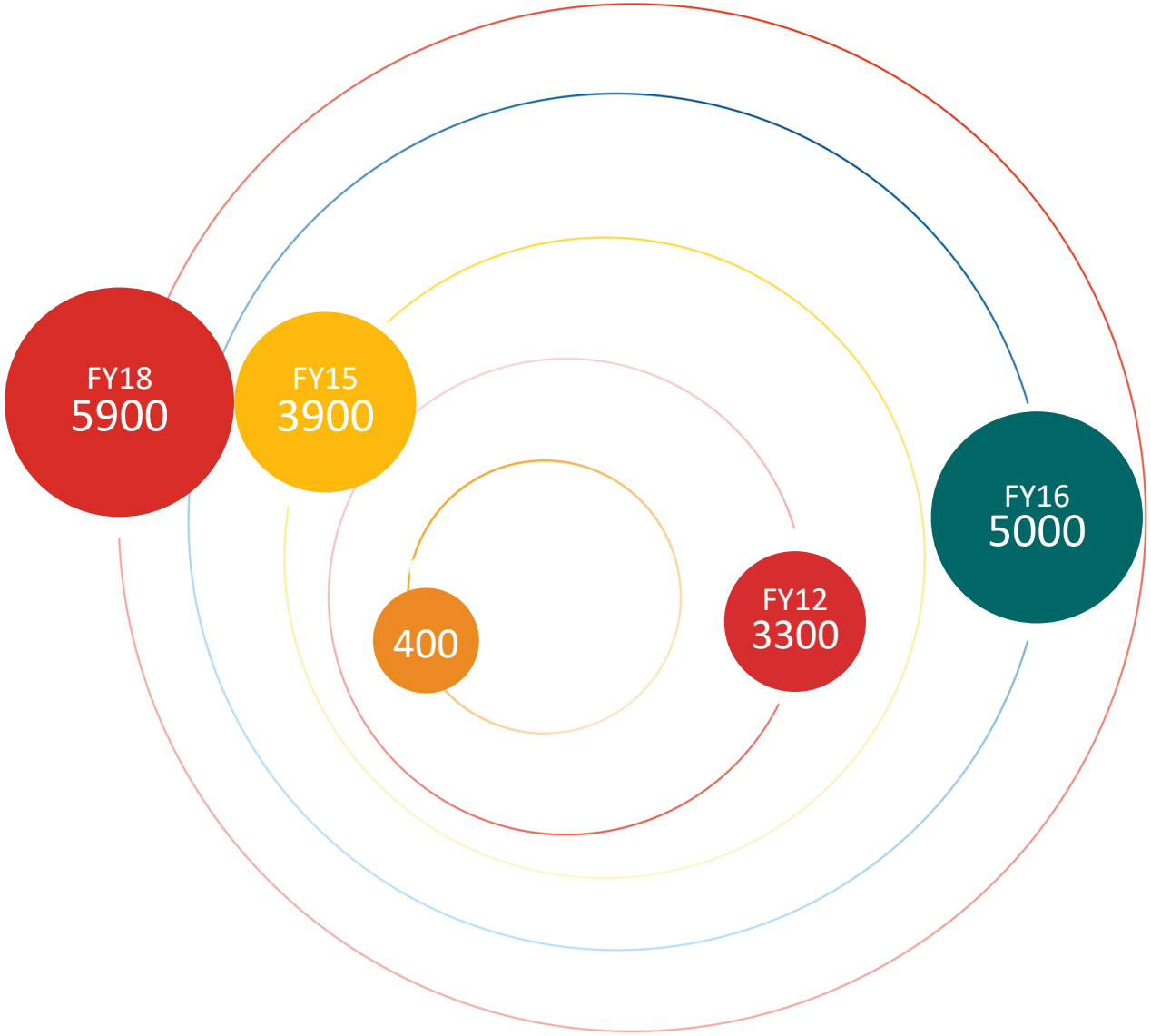

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2. WHERE ARE YOU GOING?

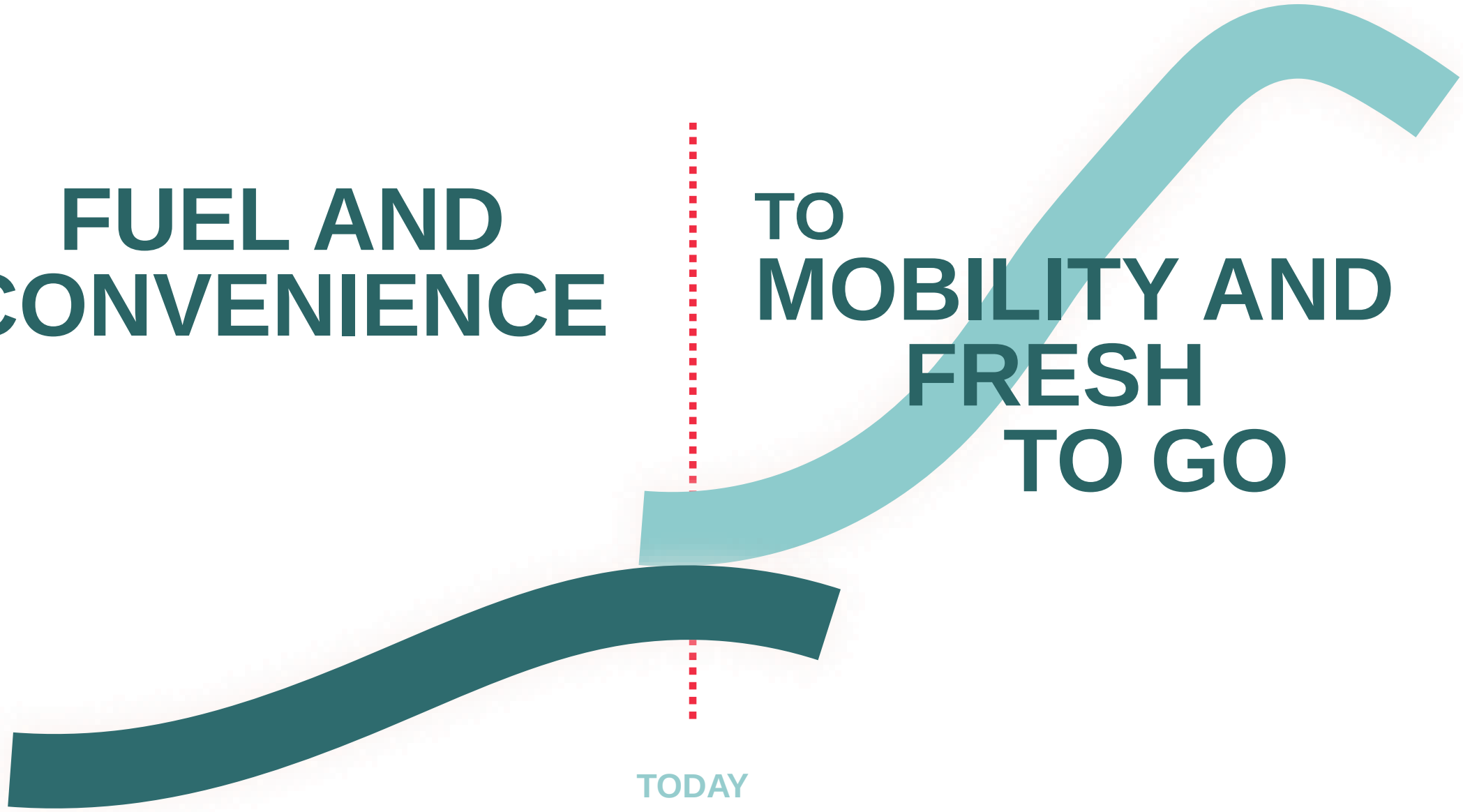
3. HOW DO YOU GET THERE?

1. WHERE ARE YOU?

FUEL AND CONVENIENCE

TO

MOBILITY AND FRESH TO GO



TODAY

CUSTOMERS COME TO US

WE COME TO CUSTOMERS

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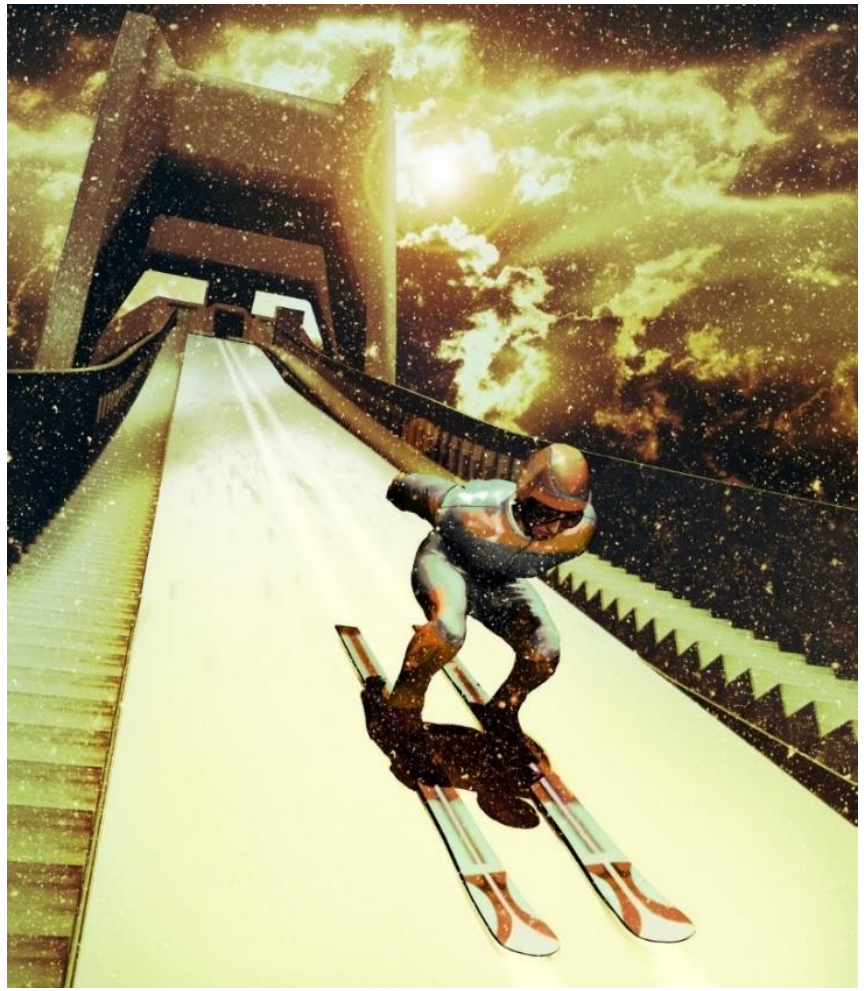
FUTURE
BUSINESS

CURRENT BUSINESS

EXECUTION

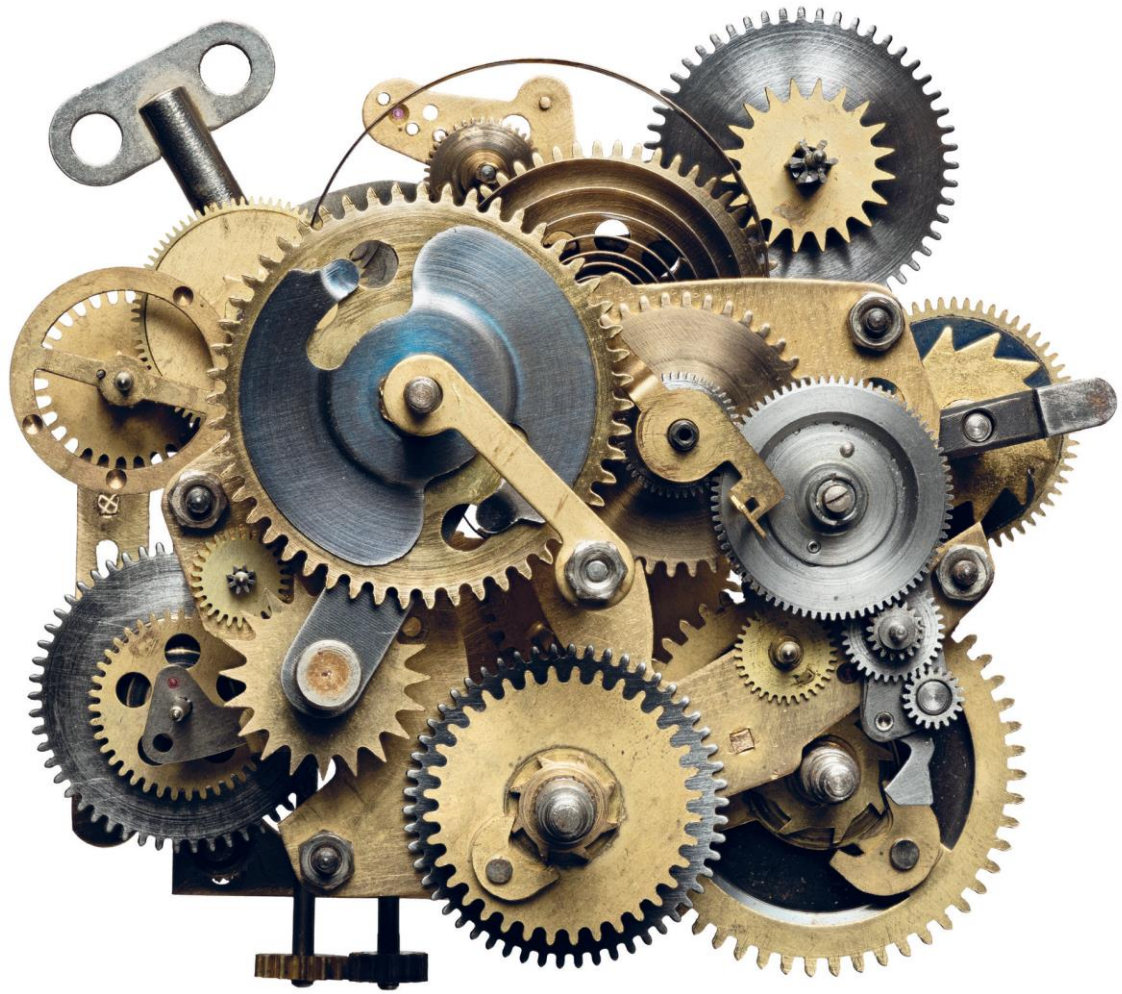
about making the right things happen



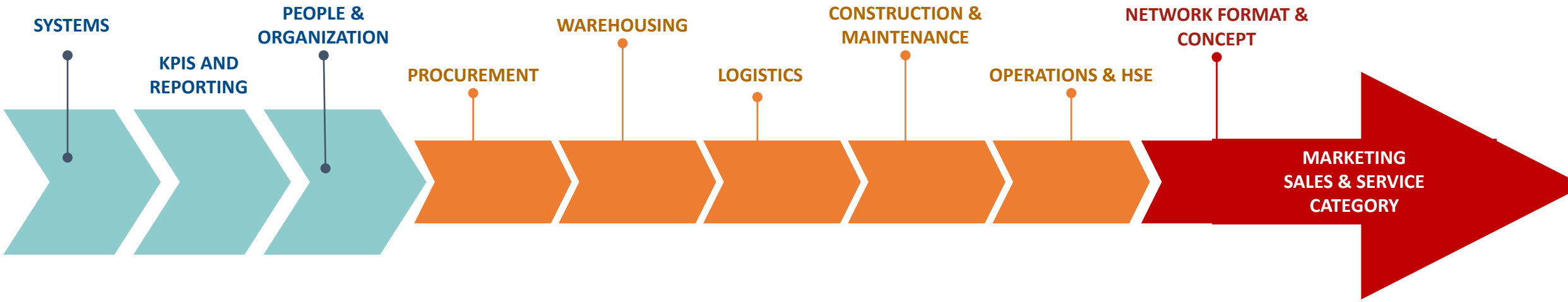
“PLANS ARE NOTHING, PLANNING IS EVERYTHING.”

DWIGHT D. EISENHOWER

Execute or evacuate



The operating model – The Arrow



HELP ORGANISATION REACHING CUSTOMER TARGETS

RIGHT QUALITY AT LOWEST POSSIBLE COST

CONSTANTLY SHARPEN THE CUSTOMER OFFER

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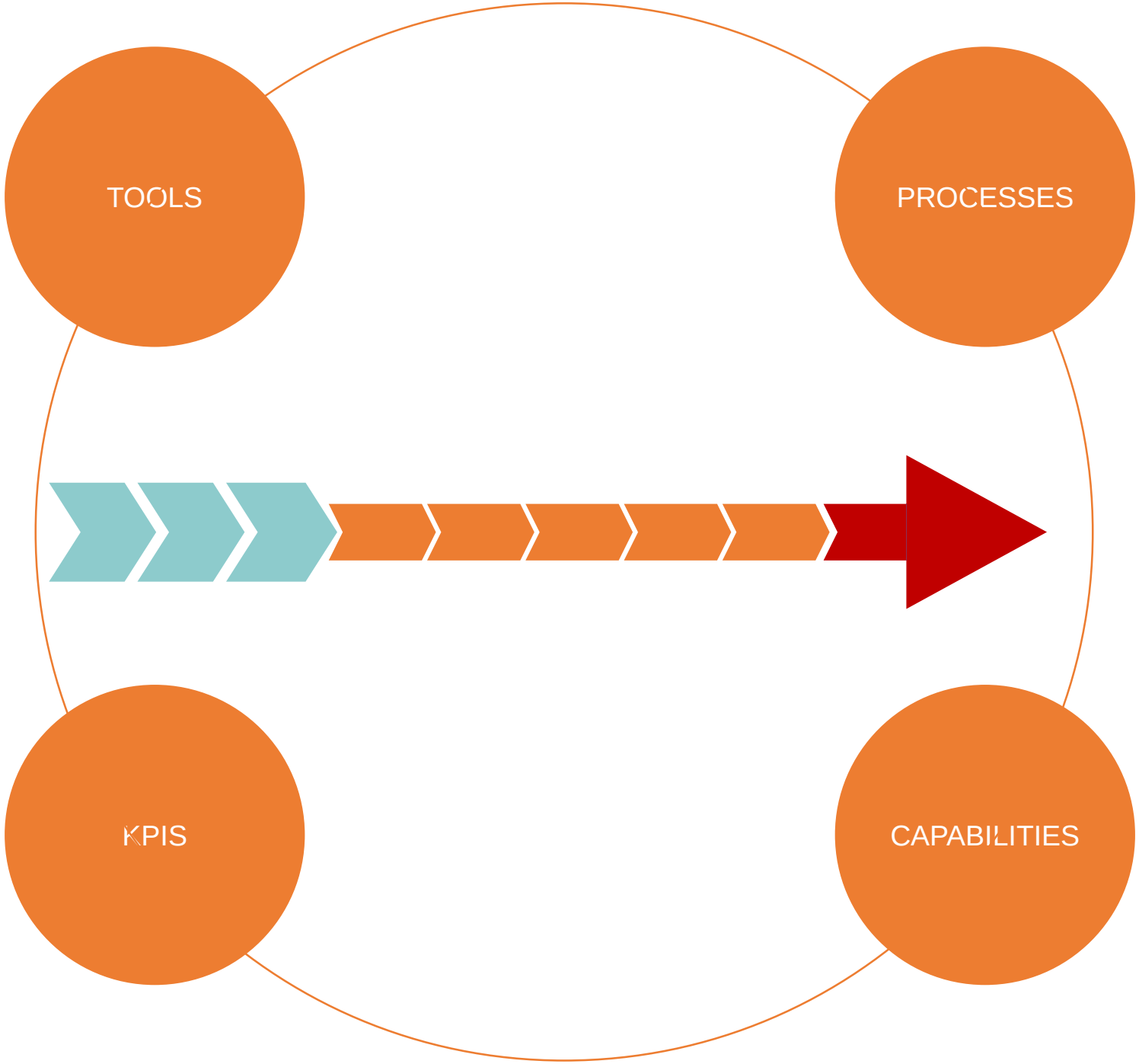

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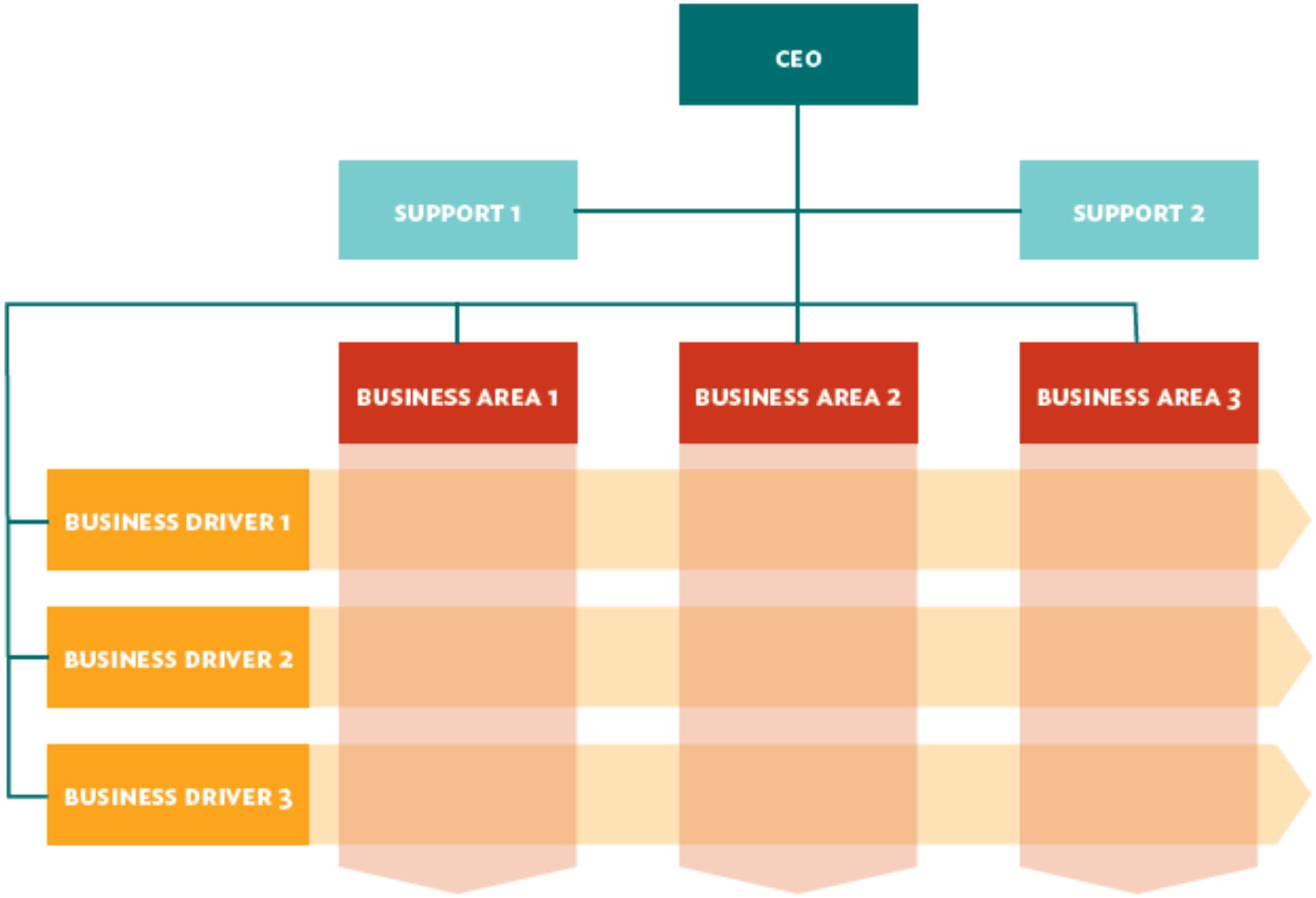
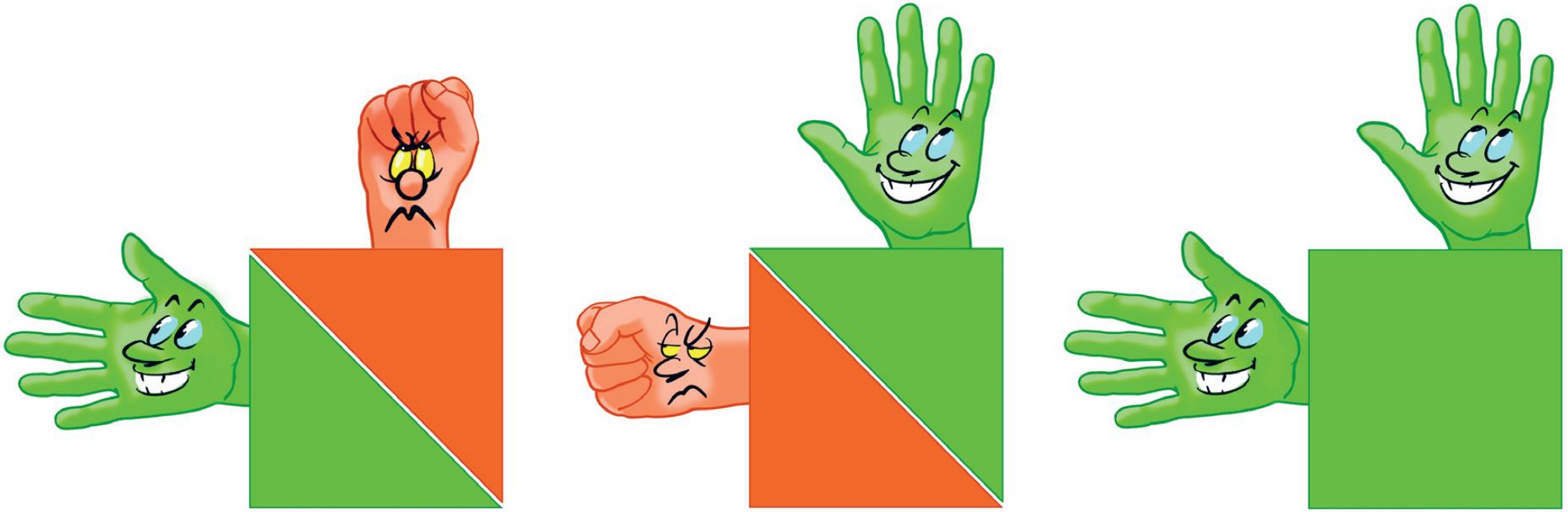
The matrix organisation



The right matrix people



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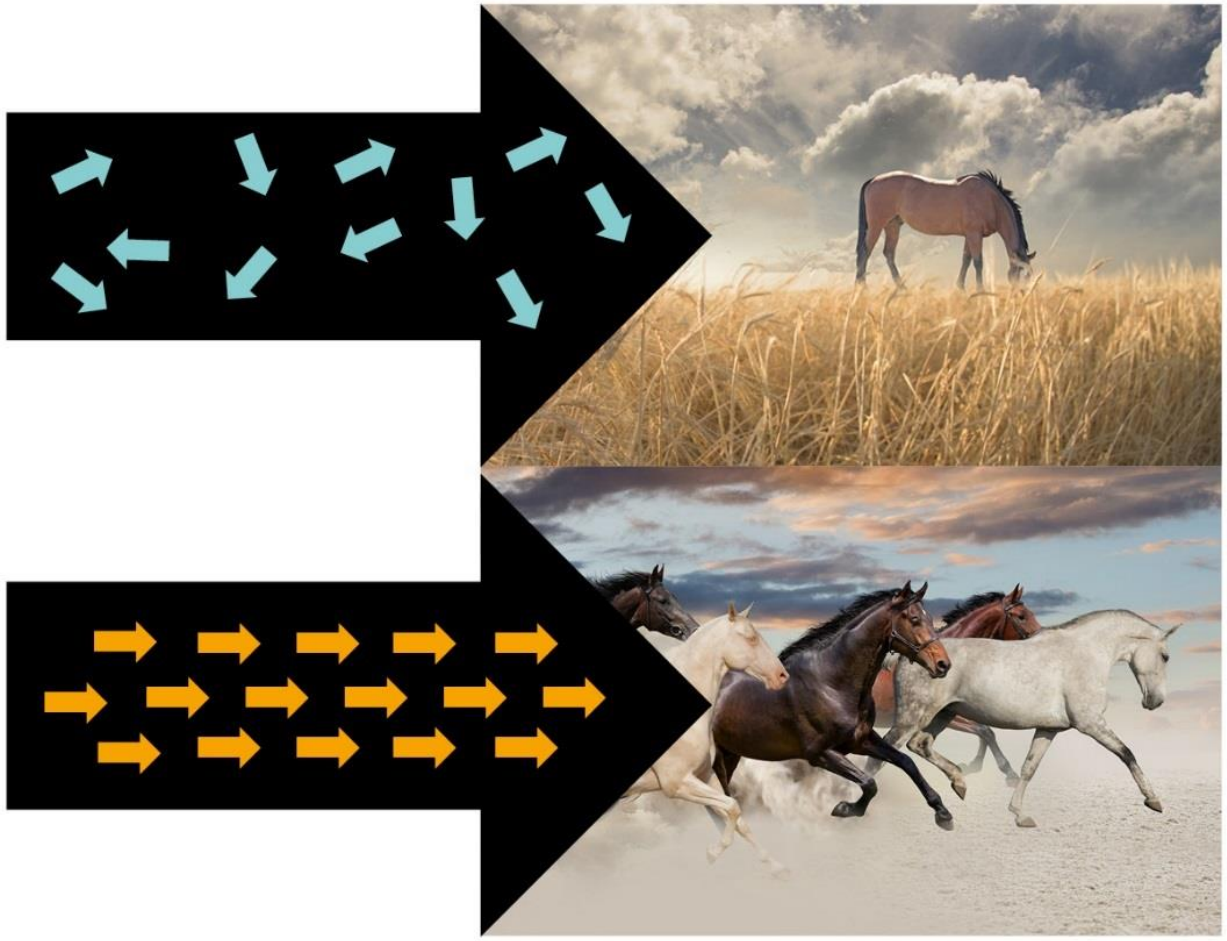
PEOPLE
develop & engage

4/10

HOW WELL DO YOU KNOW YOUR PEOPLE?

It's all about
getting people to move in the same direction



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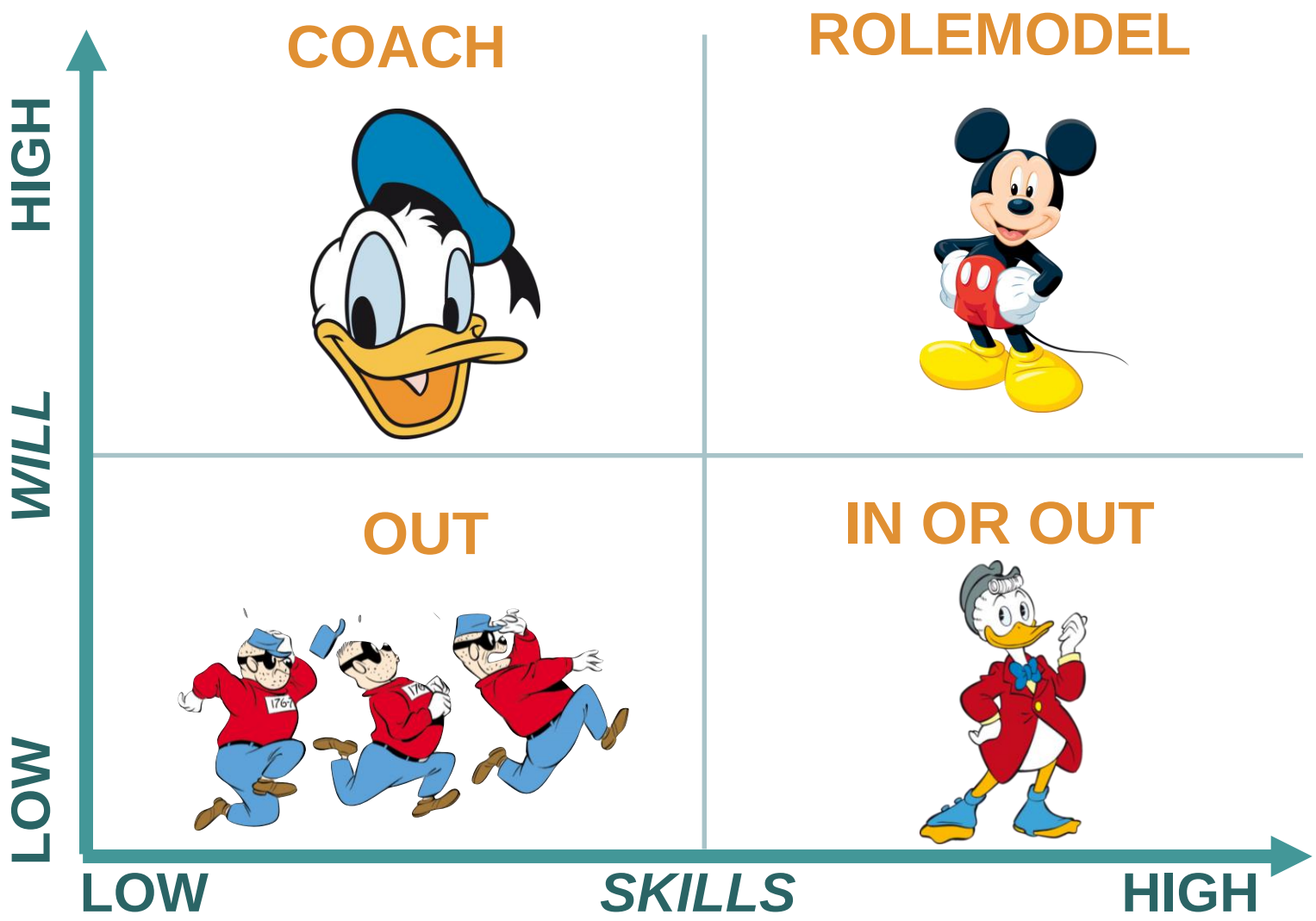

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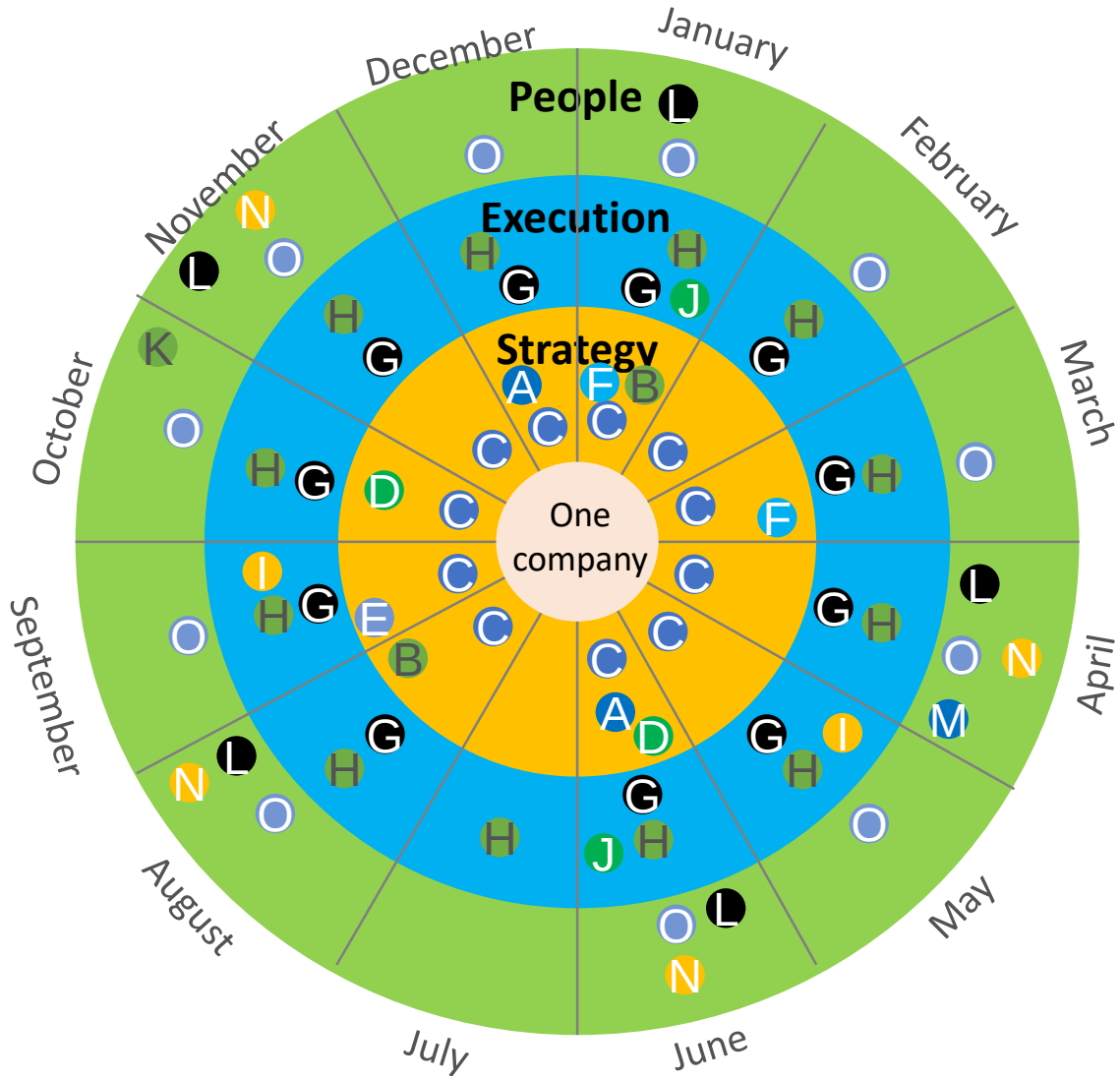

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IF YOU REALLY WANT
TO **ACHIEVE** SOMETHING GREAT...

YOU MUST PLAY TOGETHER

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"I learned a great deal from reading Jacob Schram's global management experiences with McKinsey, McDonalds, Statoil and other companies. The book contains a lot of wisdom and includes dozens of interesting photos, models and memorandum – a great coffee table book."

PHILIP KOTLER
Kellogg School of Management Northwestern University, Global Hub