



## **Evolving our Ways of Working**

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# We Have a Big Opportunity...

To build a better business



From a focus on making **great** acquisitions...



...to building an integrated **high performing** business



# We Have a Big Opportunity ...

To eliminate complexity and drive performance



## Where we are coming from ....

160 markets

5 divisions

250 brands

2 supply functions

No shared services

High fixed costs

5 manufacturing regions

Inconsistent processes

250  
brands

Multiple market  
support structures

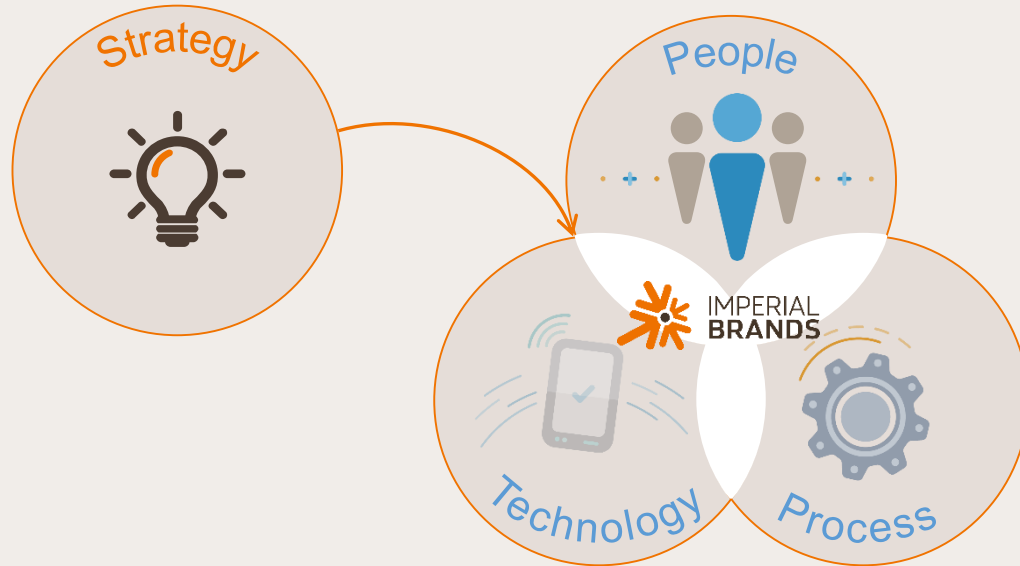
350+ HR systems

# We are Changing our Operating Model

Improving agility and discipline



Our operating model defines how we deliver our strategy



It's how people, structures, roles & responsibilities, processes & technology drive performance

# Our Evolving Operating Model

Three key objectives...



**Deliver  
Commercial  
Success**

**(Sales & Marketing)**



**Leverage Global  
Scale and  
Expertise**

**(Enabling Functions)**



**Drive  
Operational  
Excellence**

**(Manufacturing)**



# Our Evolving Operating Model

Delivered through our new organisational model



# Our Evolving Operating Model

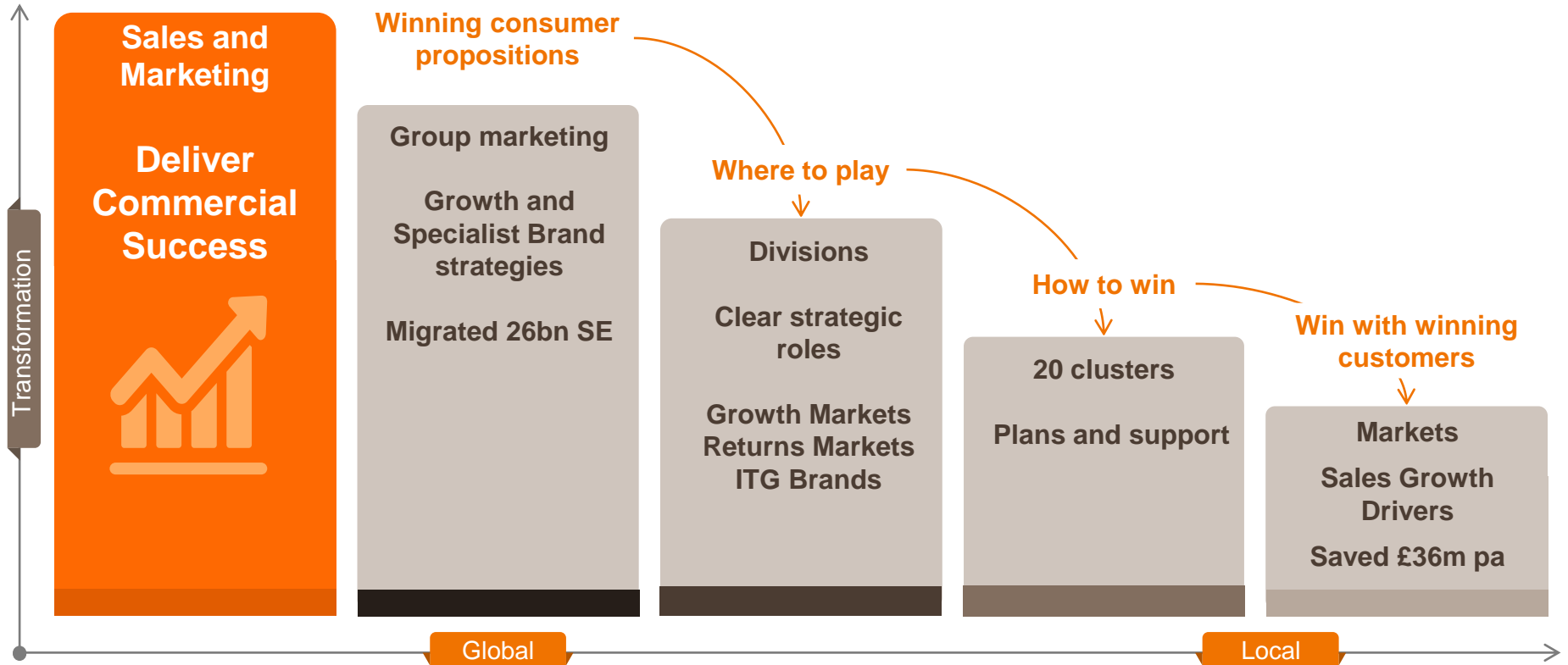
Underpinned by new technology and processes





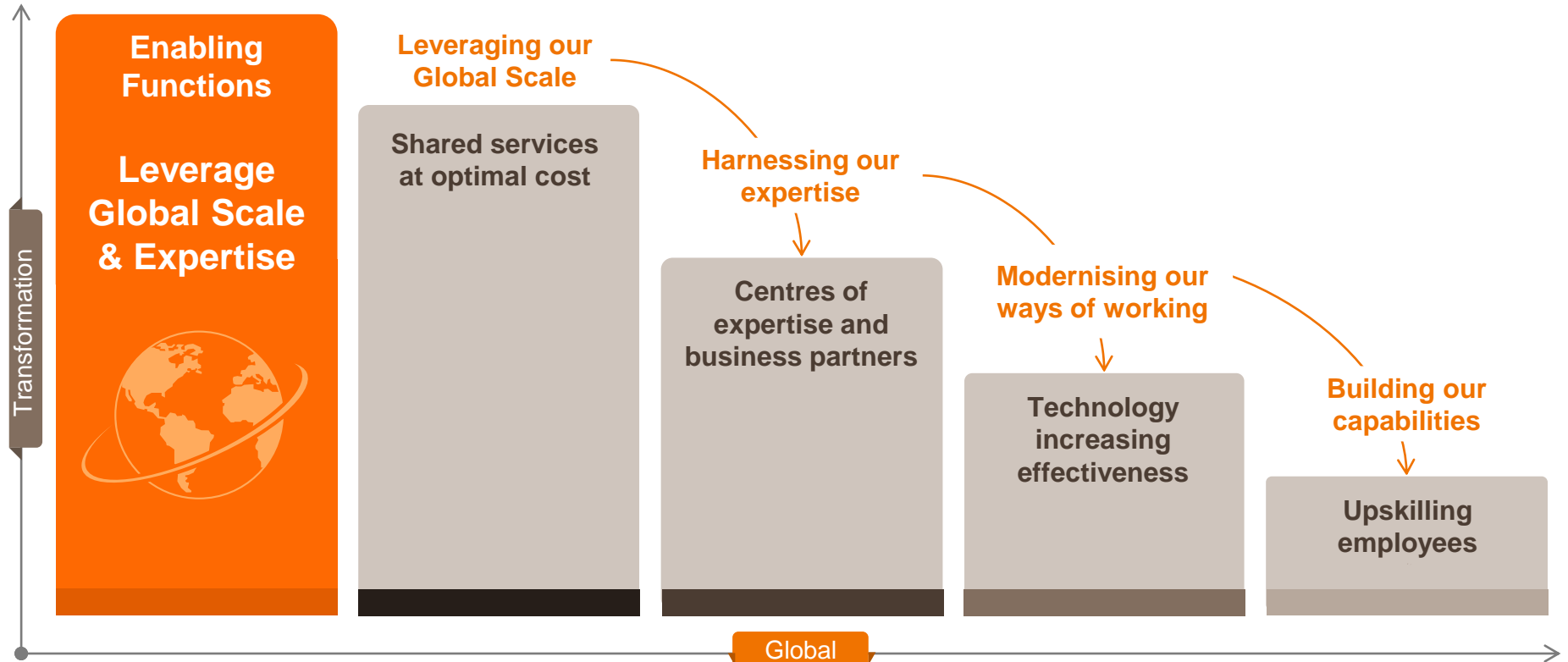
# How the Model Works

Focusing on winning with consumers and customers



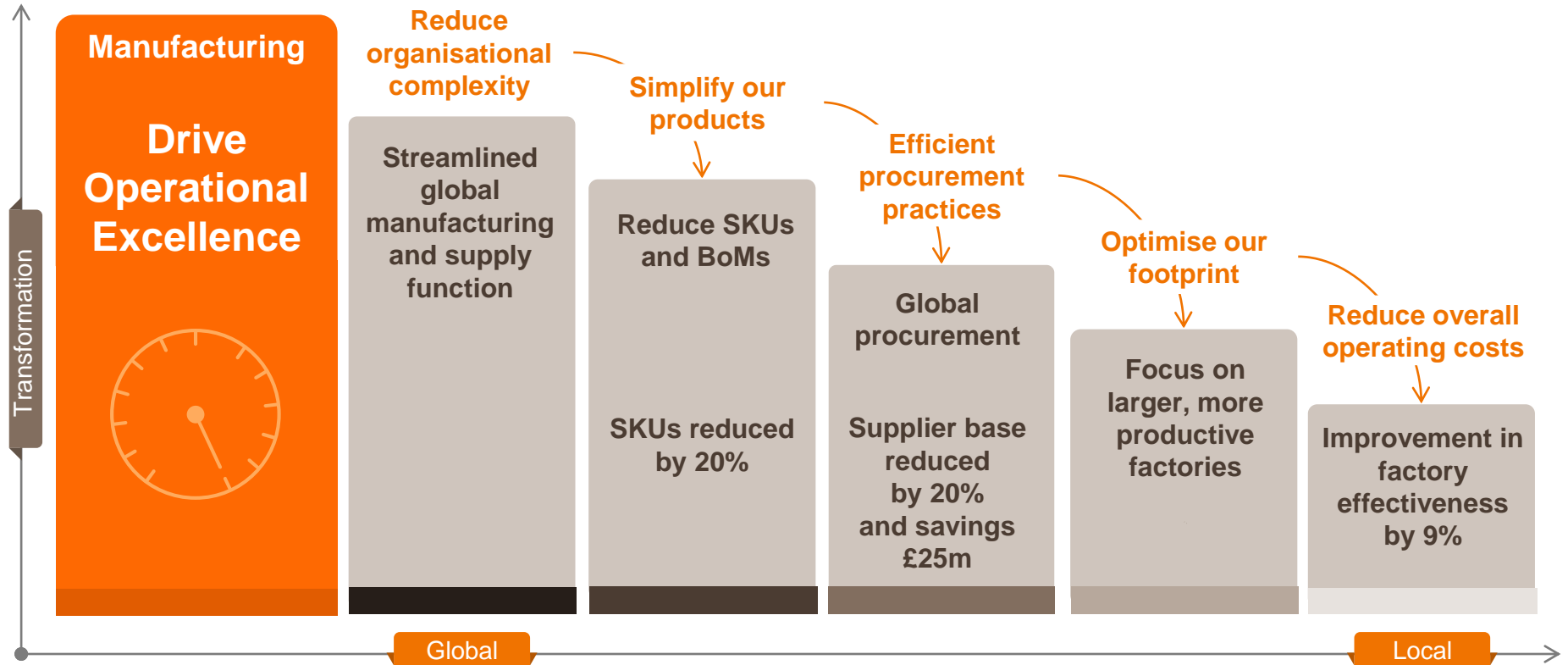
# How the Model Works

## Improving our productivity



# How the Model Works

## Reducing cost and product complexity



# How the Change Tracking Tool Works

Focusing on creating a change-ready organisation



Enables us to track progress across the business and reveals how people feel about key change enablers

# Our Evolving Operating Model

Excellent progress with more change to come



- 160 markets
- 5 divisions
- 250 brands
- 2 supply functions
- No shared services
- High fixed costs
- 5 manufacturing regions
- Inconsistent processes

- 20 clusters → Fewer bigger clusters
- 3 divisions → Focused market investment
- 5 brand chassis → Stronger portfolio
- 1 function → Lean principles
- 3 business services → Global business services
- More variable costs → Even more variable costs
- 4 manufacturing regions → Optimised footprint
- 8 integrated end-to-end processes → Industry leading process execution



IMPERIAL  
**BRANDS**