

Accelerating a Global Business Transformation

How Mondelez is Creating More Delicious Moments of Joy



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– Andrew Brennan,
Vice President of
Global Growth
Operations at
Mondelez
International

Mondelez International, one of the world’s preeminent snack companies, is deeply committed to creating delicious moments of joy for consumers spread across 165 countries around the globe. With 100,000 employees and annual revenues of approximately \$34 billion, Mondelez is the largest maker of chocolate, biscuits and candy and the second-largest maker of gum. With a portfolio including many of the world’s favored brands, leading innovation platforms, exceptional talent and an expansive geographic footprint, Mondelez is uniquely positioned to deliver sustainable growth in years ahead. However, to strengthen its global position at the top, the company is making a strategic shift.

Winning Together: Immersing the Organization in a New Operating Model

To ensure growth remains at the forefront while continuing to drive best-in-class cost leadership, Mondelez is implementing a new regional category operating model. The CEO described the model as “not just an organizational design, but a new way of working and doing business”.

Moving towards one consistent operating model worldwide, Mondelez aims to drive sustained profit growth, increase speed, build capability and lower costs, while improving simplicity in how people work – standardizing and streamlining business processes. By managing product categories across countries, the company can now run the business as one region, focus on big bets and effectively leverage relevant skills, brands and products in specific markets. Through the strategic shift, Mondelez strives to deliver top-tier financial performance while making the company a great place to work for employees. However, success depends on effective execution, a challenge for an increasingly expansive organization.

Navigating from strategy to execution, Mondelez was challenged to effectively engage people in the new ways of operating, drive alignment across regions, and translate the model into action. Andrew Brennan, Vice President of Global Growth

Operations at Mondelēz International commented, "Ultimately, a change to any model like this—even if the model is right—will only work if people buy into it, internalize it and actually act in that way." He continued, "If you really want people to internalize a change and fully understand it, you can't just lecture them through PowerPoint or send a memo."

To meet this challenge, Mondelēz partnered with BTS, a leading strategy execution consultancy and partner since 2007, to develop a high-impact initiative designed to accelerate implementation of the operating model across functions and organizational levels in several key global markets. Bringing deep business and industry experience, BTS consultants worked closely with the Mondelēz executives to craft an experience aligned to and reflective of the company.

Engaging People Globally in the Strategic Shift

A series of experiential learning exercises effectively engaged approximately 5,000 leaders and managers across developing regions—Latin America, Eastern Europe, Middle East, Africa and Asia Pacific—in a compressed timeframe. The high-impact experience was designed to develop deep understanding of the "whys", "whats" and "hows" of the company's transformation journey. Key learning objectives were focused on the following:

- Understanding the primary reasons and implications of shifting from a country-led operating model to a regional category model
- Understanding the four key work streams aimed at simplifying how the company operates—an innovation process, pricing and trade funds, sales and marketing resource allocation and supply and demand planning
- Recognizing the impacts of the regional category model on individual roles and responsibilities

The one-day learning experience gave participants the opportunity to step outside of their traditional roles, collaborate in new ways and work together to recognize the value of the operating change, disseminating implementation best practices through deep dialogue. By exploring the business transformation in a risk-free environment, employees developed the alignment, mindset and capabilities to effectively execute the new operating model and make better decisions in their corresponding areas of the business.

From the perspective of the participating leaders as well as the sponsoring Vice President of Global Growth Operations, the initiative delivered strong impact. Brennan shared, "Although the program is hard work, people have fun. They stay engaged longer and really discuss the model and debate the implications. Ultimately, they come away with a much better understanding."

The massive roll-out of the program across regions around the globe proved to be a success. One of the Regional Change Leaders shared, "This material is really engaging. We've had great discussions and conversations around it that have helped us understand what this change really means to all of us".

Delivering Better Results, Faster

For the global snacking powerhouse, high expectations were exceeded. BTS's experiential solution effectively engaged a large volume of leaders in a tight timeframe and created a consistent understanding of the operating model change.

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Going forward, the wholehearted comprehension of the new operating model and strong alignment will accelerate execution and enable the company's future success in delivering delicious moments of joy. Brennan concluded, "I see the BTS approach as being a great contribution—we will have had a more effective roll-out of this model because we worked with BTS and we used these tools. I have no doubt about that".

About BTS

BTS focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For 30 years, we've been designing fun, powerful experiences™ that have profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

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