

## **Maria Krasilowez**

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**In a fast consumable products such as these, what are the kind of services that are offered to end consumers (B2C) directly? and does these involve addressing the needs of customers in satisfying the needs of their end consumers? Or the services more B2B? Thank you in advance**

We offer our services with this model to our customers – remaining in the B2B field. However, we do offer solutions which allow our customers (which are the brand owners) to interact with their consumers through our packaging using QR codes and interactive technologies / apps that allow our customer to drive campaigns that interface with consumers.

**The journey to view Tetra Pak as a single organisation is an interesting one. What internal challenges did you face to move to an 'outcome based' philosophy and how did you overcome them?**

Internally, the main challenge was due to business/functional silos and each controlling its own resources, targets and budget requirements. We invested a lot of time aligning internally in order to get highly skilled resources assigned to the project. This included developing the business cases for the functions, as well as the company as a whole. We worked directly with the business areas to identify the main drawbacks or concerns and find ways to overcome them, rather than simply accept or ignore them. We also started with small steps and testing, allowing the stakeholders to see what the outcomes might really mean for them. On the front line, the main challenge was around creating the competencies to be able to face the customer and manage the transition through to outcomes. Here the project team worked directly with the local team, provide expertise, tools and templates to learn and develop an approach together with them and the customer.

**Thank you, Maria, for your interesting presentation! Can you explain better what you mean by 'outcomes'. Are you also talking about the outcome in terms of value for end users? For example for consumers who still have problems opening or using their drink or food packaging? Or to respond to the trend of consumers demanding better, more sustainable packaging throughout the value chain? In other words, how far does your end-to-end outcome reach?**

Outcomes is very broad indeed, and we are still assessing where it makes sense to go. For now we have focused on our customers value proposition: performance, cost, etc. As a company we address consumer trends and needs through our normal product management and development processes. Normally the brand owners interface with consumers. As a partner we can facilitate that interaction and we are today doing so independent of the model. In the future, given the technologies we are working with, we could in theory take the model to the next step if there is value for our customer.

**It sounds like your new service vision required you to coordinate a wide range of backstage activities in order to successfully deliver to your customers. What tools or methods did you use to ensure that all stakeholders shared the service vision? Did you use the service design method, the service blueprint?**

We did not start by looking at this model as a “service” but rather as an alignment between our end-to-end capabilities and the customer’s way of doing business. A different business model if you will. Our services organisation was developing other solution in parallel. This was not necessarily contradictory.

**Maria, it seems more and more apparent that finding the right customers for such services is key. How important was it for you as Tetra Pak to conduct the most bespoke customer segmentation? The right customer seems to start off the whole journey on a positive note. Wrong customers at the start can be catastrophic**

We did a high level segmentation early on, primarily based on customer value drivers, and asking why a customer would want to move to such a model. Having said that, we also had customers asking directly for this model so we engaged with them to understand motivators. In the end, we learned as we went, in some cases through trial and error. But it was important to understand where our criteria, value drivers and customer characteristics where different than expected. We succeeded where there was a clear value element or elements, and a customer that was innovative and ready to partner. Another important point is that the solution itself has an impact. There needs to be flexibility to configure the solution to meet the customer needs.

**Do you perhaps have SLA's with your key suppliers so as to reduce challenges in service level delivery to the end client.**

Yes we have SLA's with key suppliers and we did need to engage with one such supplier to develop part of the solution. Most of the solution development was done in house, because we were in early stages where we were learning and needed to have control over how we implemented and the ability to change direction when needed. The two key challenges are: 1) forecasting what is needed – we are very early in the journey and with many changes but this should improve over time 2) Other suppliers to our customers who are not key to us and who are not interested in engaging.