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ALP4

LEADING FUNCTION PROGRAM CREATING GOOD GROWTH AT ARLA

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executive SUMMARY

Arla's mission is to secure the highest value for our farmers' milk while creating opportunities for their growth.

In 2015, Arla faced new challenges: consumer tastes and demands were changing rapidly; competition was increasing in capability; and – compounded by unprecedented market volatility of raw milk production in 2015 and 2016 – there came the recognition that historic success might easily become history. Conscious of the responsibility to their owners, the management team knew that these signs of environmental change could not be ignored. Change was needed in organisational capability and strategy, to deliver a revised approach that enhanced the entire value chain, from production to consumption.

Supported by the entire senior leadership team, the HR team set about revising how Arla understood leadership and leadership development. With leadership redefined, how leadership development would support the meeting of Arla's real world aims was also systematically and methodically – as well as ambitiously – re-evaluated and reimagined.

Inspirational LEARNING

The result of a meeting of minds between Arla and the Financial Times | IE Business School Corporate Learning Alliance led to the ALP4 – Leading Function Program. The programme – heavily 70:20:10 focused – utilised the entire duration of the programme, not simply the 'classroom time'. It blended together cutting-edge material and content on business model changes, digital disruption, leadership and innovation with traditional material on storytelling and personal presence.

Envisaged as a new form of executive development, with immediate gains in cost of delivery versus impact, practical and rapid impact, and an approach that flexes in tune with Arla's changing strategic needs, the programme has delivered on all these counts. 'We have a winning formula', states Claus Flensborg, the Director for Global Learning and Development at Arla Foods. To one participant, this was 'Inspirational learning. It enabled me to see things differently and to identify areas of personal and team development and improvement.'

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> – Programme participant