



Staying competitive in an intensified market

BI

NORWEGIAN
BUSINESS SCHOOL



Nortura

Executive summary

Nortura is Norway's largest meat/fowl/egg production enterprise. From operating in a relatively stable market, the company has the last 10 years experienced increased competition from both established and new players. Competitive forces have put great pressure on prices and margins, creating a need for optimization of production resources.

After a period of corporate strategy development assisted by management consultants, Nortura Group Management (NGM) needed a collaboration with another type of partner in the implementation phase. Critical success factors were building a new "in-house" skill set within continuous improvement among managers in the organization.

Due to a combination of strategic understanding and learning approach, Nortura decided to enter into a strategic partnership with BI Norwegian Business School (BI). The partnership was based on a co-creative model involving the NGM and BI. NGM had a clear understanding of the areas the company should improve. Based on this and further discussions, BI presented relevant theory and developed relevant cases.

The collaboration resulted in a learning and development initiative named "Leadership for enhanced competitiveness". Through seven face-to-face modules and company specific change projects, the main purpose of the initiative was to enable participants to operationalize and realize the Nortura corporate strategy.

The main driver of strategic implementation was the change projects. These action-learning-projects allowed participants to apply new competence throughout their learning journey, creating instant impact for the organization.

A selection of the most successful change projects estimate a total Net Present Value (NPV) of approximately €34 million, generated from a partnership contract worth €1.5 million. These projects focused on:

- increasing value creation by increasing the precision in long-term prognoses and reducing response time
- balancing dynamic customer needs with internal production processes
- shaping a business model and unit capable of bringing food specialties effectively to the relevant market
- improve the production process
- improve the yield of meat

The involvement of NGM in the L&D initiative was the most important factor for achieving measurable results. Close collaboration between NGM and BI's academic staff has resulted in a true long-lasting strategic partnership.



“ The Group's management and employees have a genuine interest in developing the company and in a noteworthy fashion have allowed BI Norwegian Business School to be a part of this process. The company has taken part energetically, both with contributions in teaching, productive dialogue and providing access to relevant information.

- Espen Skaldehaug, Program Director,
BI Norwegian Business School



“ The program "Leadership for enhanced competitiveness" has made Nortura better. We have achieved a joint rise in competence, leadership development and cultural development. This supports; "One Nortura - strong and profitable".

- Arne Kristian Kolberg, CEO Nortura