

THE FUTURE



**Leadership for a Changing Industry
Building a Workforce Ready for the Future**

- by Siri Sandholt CEO & Founder, SamSpire & Former CHRO, Coop Norge

3 facts about me



What I really care about

POTENTIAL



What I'm not so interested in

RULES



What I believe in

LEADERSHIP

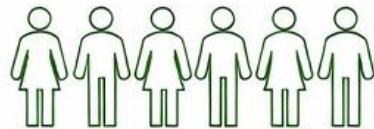


Press Release

**Cisco Completes
TANDBERG Offer and
Launches Compulsory
Acquisition**



This is Coop in Norway



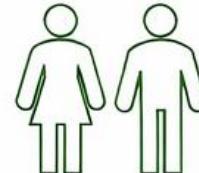
over **2** million
members in the cooperatives



58
Cooperatives



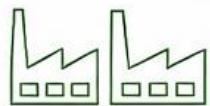
over **1,200**
Stores



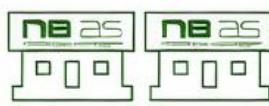
over **28,000**
Employees



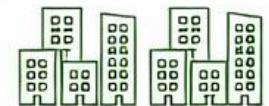
The cooperatives own **Coop Norge SA**, responsible for central shared tasks such as purchasing, logistics, chain operations, and marketing



Coop Norge Industri AS



Norsk Butikkservice AS



Coop Norge Eiendom AS



Coop Norge Transport AS



The cooperatives own **Coop Norge SA**, responsible for central shared tasks such as **purchasing, logistics, chain operations**, and marketing



coop
prix

coop
marked

coop
mega

0bs

Matkroken

coop
byggmix

0bs
BYGG

Market reality – grocery retail in Norway

One of the highest numbers of grocery stores per capita in Europe

Nationwide store coverage combined with increasing urban population concentration

A highly fragmented market structure with many small operating units

Low margins driven by strong price competition

Limited tolerance for inefficiency, complexity, and duplication



How do we change what has worked for 150 years, without
loosing what made it work from the beginning?



A photograph of a dark, winding road through a forest. The road curves from the bottom left towards the center of the frame. The surrounding trees are dark and silhouetted against a lighter sky. A white rectangular box is overlaid on the upper right portion of the image, containing the text.

The job to be
done

FROM

Traditional and reactive admin HR



TO

Proactive, modern, and customer focused HR



We're
completely unique!

No one is
like us!

A photograph of a large flock of sheep in a green, rolling landscape. In the foreground, two distinct groups of sheep are visible, facing the camera. The sheep are white with brown faces and ears. The background shows more sheep and a wooden fence under a cloudy sky.

Could there be any similarities?

Evaluating the processes, scalability and potential

CHECKLIST

	Quality	Scalability	Potential
Talent management	Red	Green	Green
Learning & development	Yellow	Yellow	Green
Comp & Ben	Green	Red	Yellow
Recruitment	Yellow	Yellow	Red
...			



Yes, we
support you:

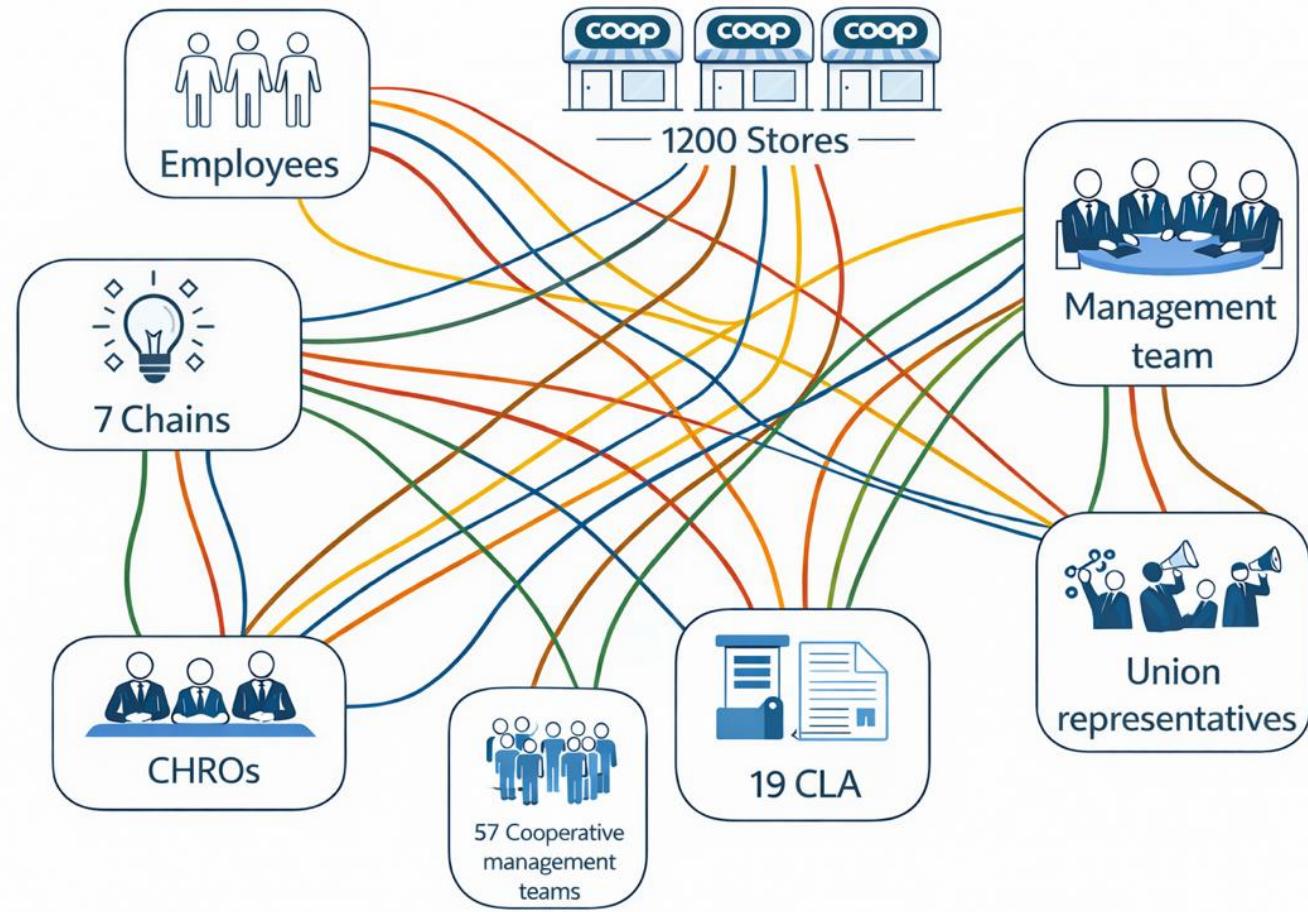
But don't
change anything!

We developed a clear ambition:

One HR, with a strategic, future-oriented and shared approach that is scalable and contributes to improving the experience for leaders and employees across Coop.

Our ambition is to deliver value **of such high quality that the cooperatives actively choose** to use our services.

The complexity







What did we
do next?

Leadership choices we made

Build the foundation

- Defining the HR capability gap
- Recruiting senior HR leaders
- Designing a new HR operating model with customer focus

Create trust before solution

- Building networks and trust
- Creating curiosity and ambassadors
- Collecting employee insights to understand the real problems

Start small – scale with proof

- Piloting scalable HR solutions with one cooperative
- “Connected Employee” as a voluntary program
- My Coop HR, IAM, Coop Academy

Make it sustainable and make it stick

- Communicating progress and real stories
- Developing a clear service model and pricing structure

We established “Program: The Connected Employee”

Available for all Coop companies and cooperations in Norway

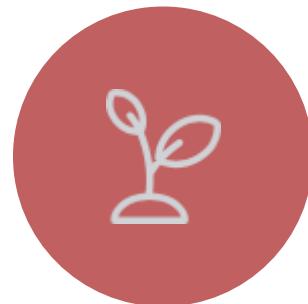
A program that connected all employee-related digital initiatives, ensuring optimal synergies, the right sequencing, a strong user experience, and effective value realization.



HRM system



Identity Access management system



Coop Academy

Makes leadership easier, improves employee experience, and enables scalable, data-driven HR across Coop.

Ensures secure, seamless access to the right systems at the right time, reduces risk, and simplifies both onboarding and offboarding.

Making learning and development a competitive advantage across the entire value chain by giving employees and leaders access to relevant, continuous learning.

In 2023, we delivered what we in 2019 defined as “Future HR services”

To all 28 000 employees and leaders in all Coop companies and Cooperatives in Norway



MyCoop (HRMS) implemented as the HR system and master data platform, with Employee ID and and Identity & Access Management (IAM) in place



Coop Academy established, including a new and in-person training with relevant content 28,000 employees



The Leadership Code introduced, forming the foundation for leadership development programs

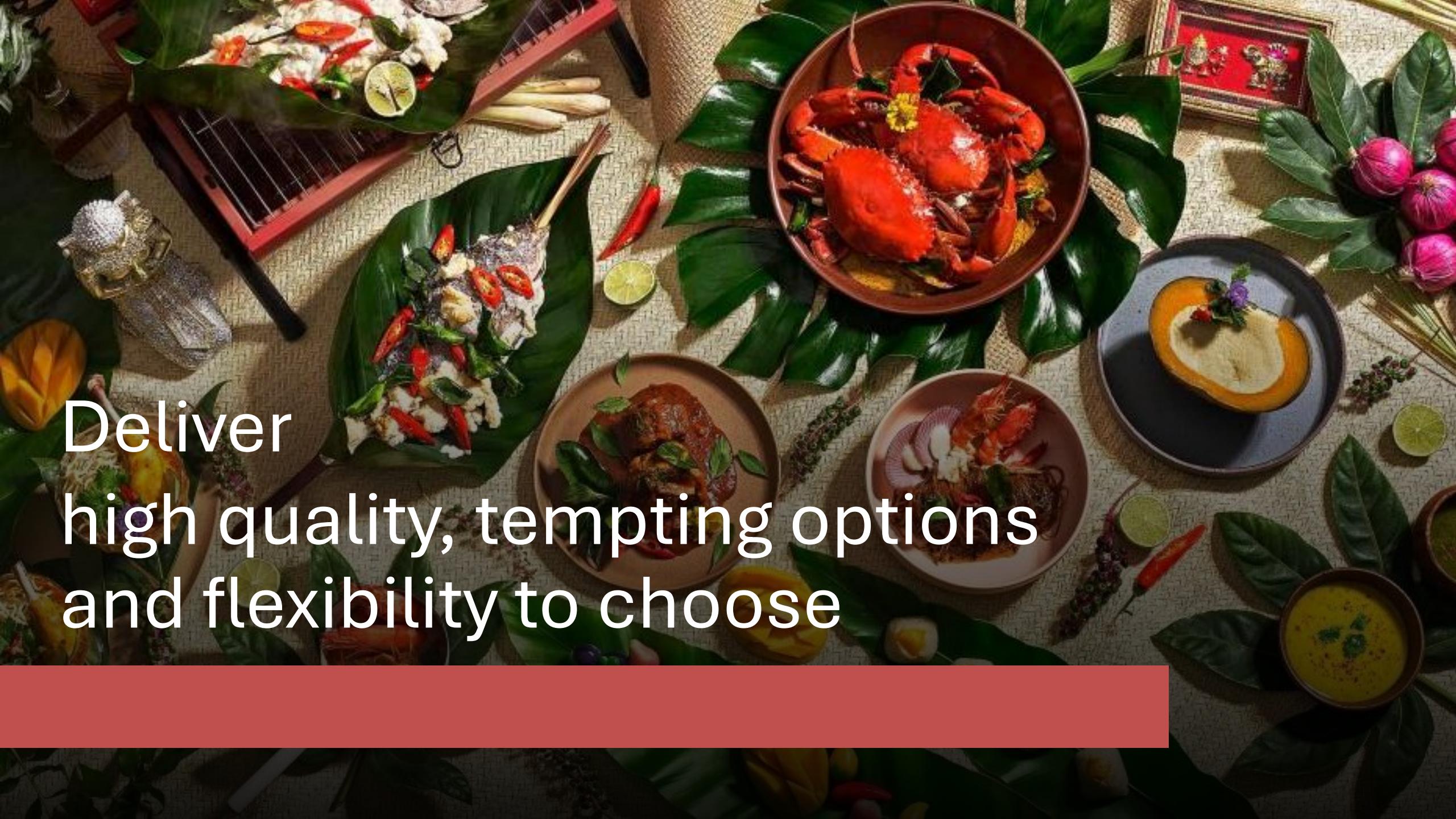


A service catalog for scalable HR services defined, with an operating model

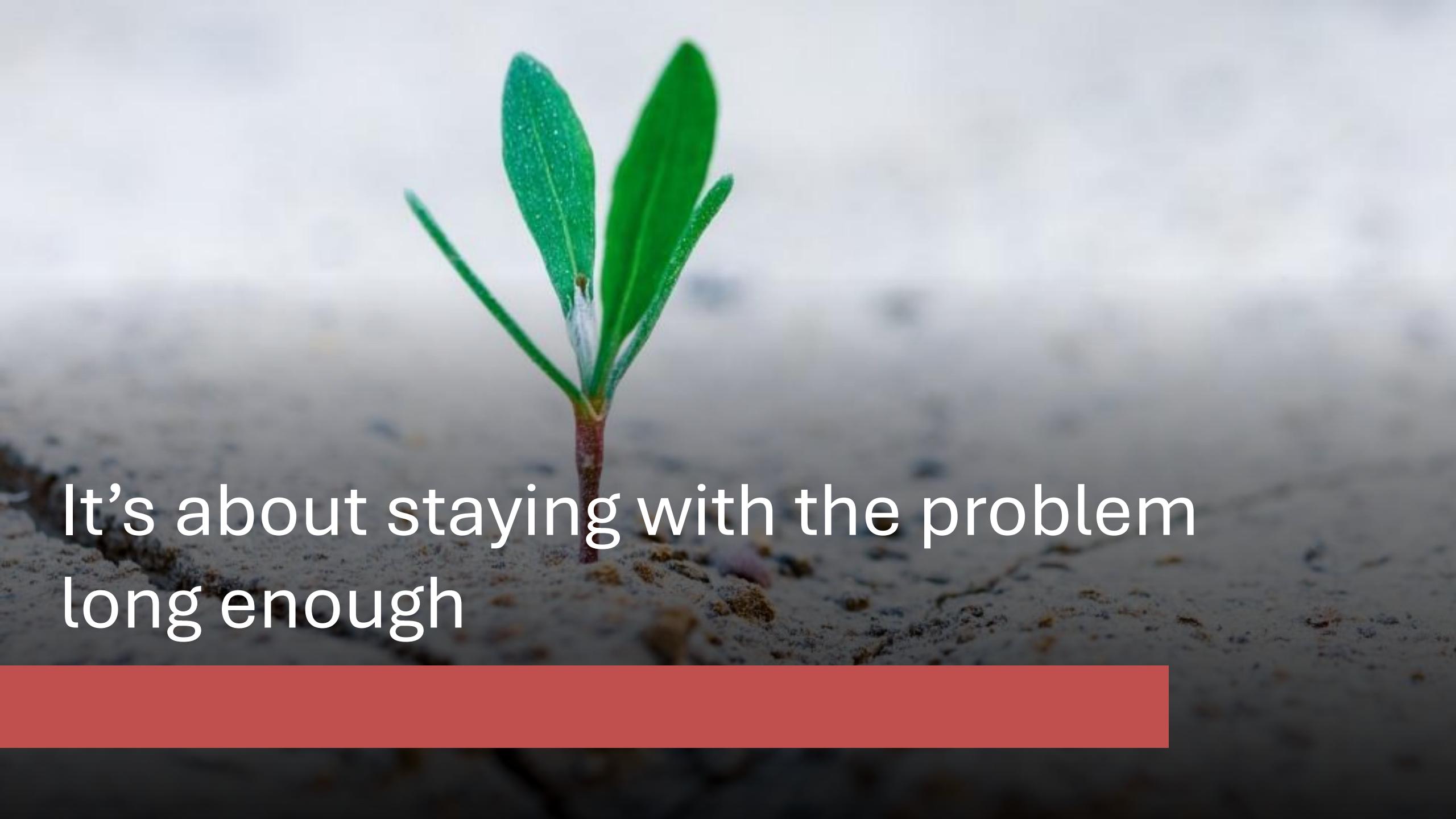


Transition to a new employer association, with a group collective agreement implemented together with the unions, providing clear direction for roles and collaboration

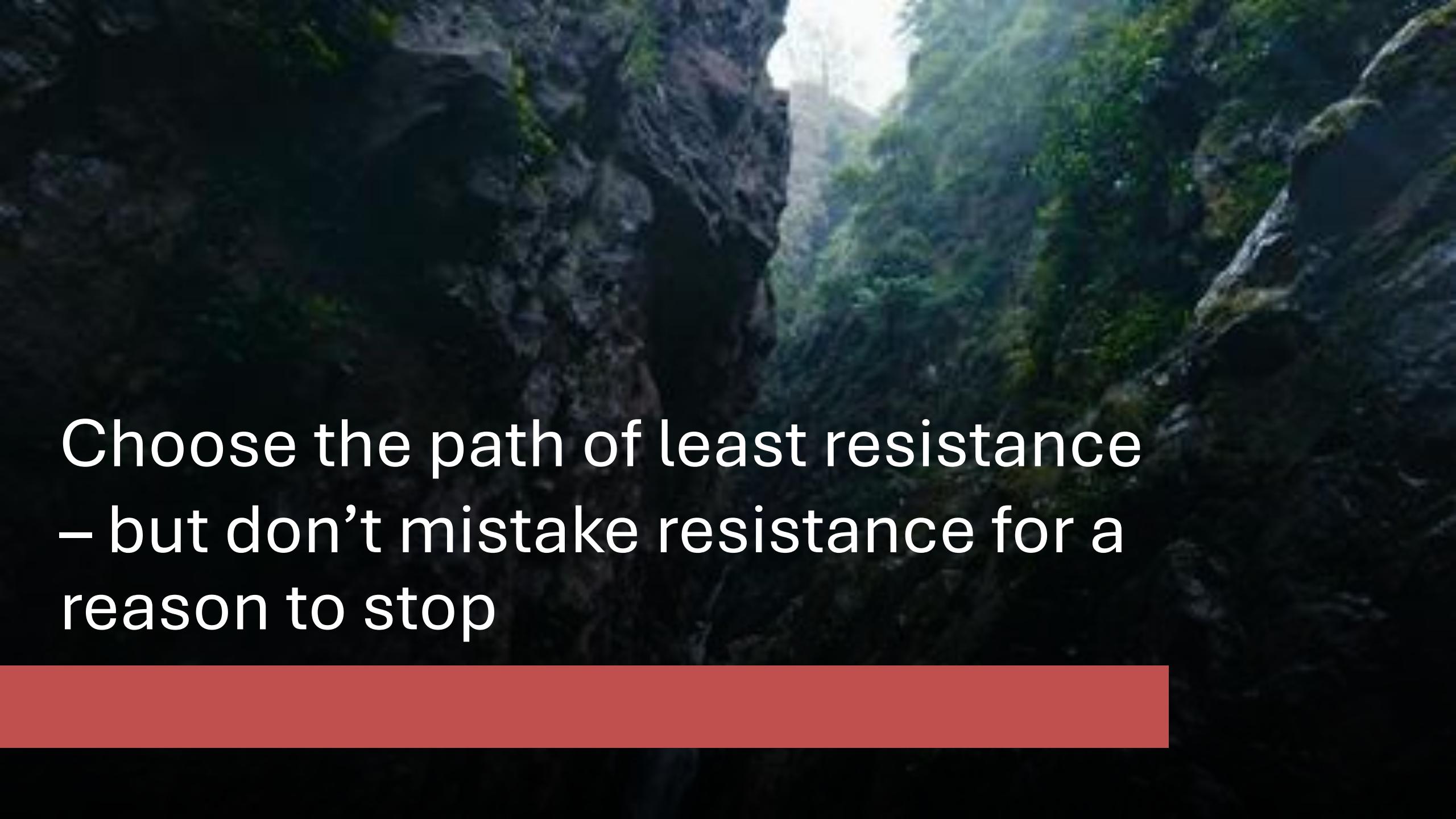
Lessons learned



Deliver
high quality, tempting options
and flexibility to choose

A close-up photograph of a young plant seedling with four bright green, lanceolate leaves. The seedling is growing out of a dark, granular soil or substrate. The background is blurred, creating a soft, out-of-focus effect.

It's about staying with the problem
long enough



Choose the path of least resistance
– but don't mistake resistance for a
reason to stop

IMPOSSIBLE



Thank you for your attention

Siri Sandholt
CEO & Founder, SamSpire

