

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



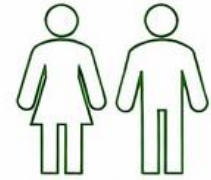
This is Coop in Norway



over **2** million
members in the cooperatives



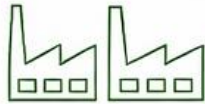
over **1,200**
Stores



over **28,000**
Employees



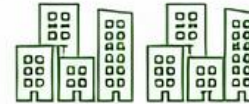
The cooperatives own **Coop Norge SA**, responsible for central shared tasks such as purchasing, logistics, chain operations, and marketing



Coop Norge Industri AS



Norsk Butikkdrift AS



Coop Norge Eiendom AS



Coop Norge Transport AS



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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?**

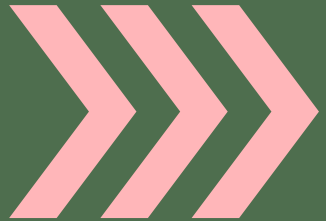


A photograph of a winding road through a forest, shrouded in thick fog. The road has yellow double lines in the foreground and white lines further back. The trees are dark and dense. A large white rectangular box is centered over the image, containing the text "The job to be done" in a red, sans-serif font.

The job to be
done

FROM

Traditional and reactive admin HR



TO

Proactive, modern, and customer focused HR

A large flock of sheep is standing in a green field. The sheep are arranged in two main groups, one on the left and one on the right, with a gap between them. They are all looking towards the camera. Above the left group is a speech bubble, and above the right group is another speech bubble. The background shows a wooden fence and rolling green hills under a cloudy sky.

**We're
completely unique!**

**No one is
like us!**


Could there be any similarities?



Evaluating the processes, scalability and potential

CHECKLIST

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



Yes, we
support you:

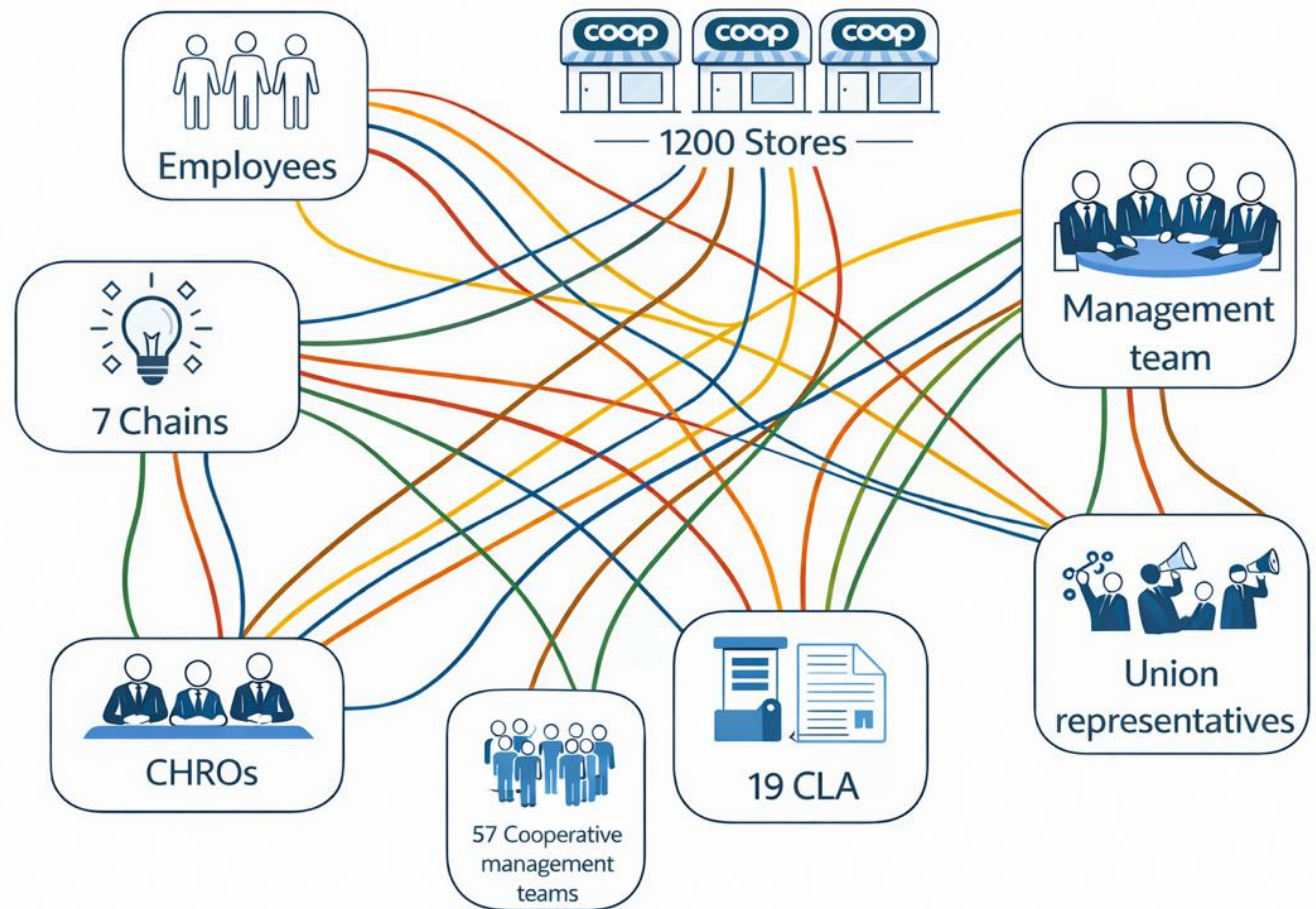
But don't
change anything!

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





The background image shows a modern interior space. On the left, there is a brick wall with built-in wooden bookshelves containing various books. A person is sitting on a dark wooden bench in the middle ground, looking down at something in their hands. The floor is made of light-colored wood. In the foreground, there are some wooden tables and chairs, including a red chair on the left. The overall atmosphere is warm and contemporary.

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

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



Identity Access management system

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



Coop Academy

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 Identity & Access Management (IAM) in place



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



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



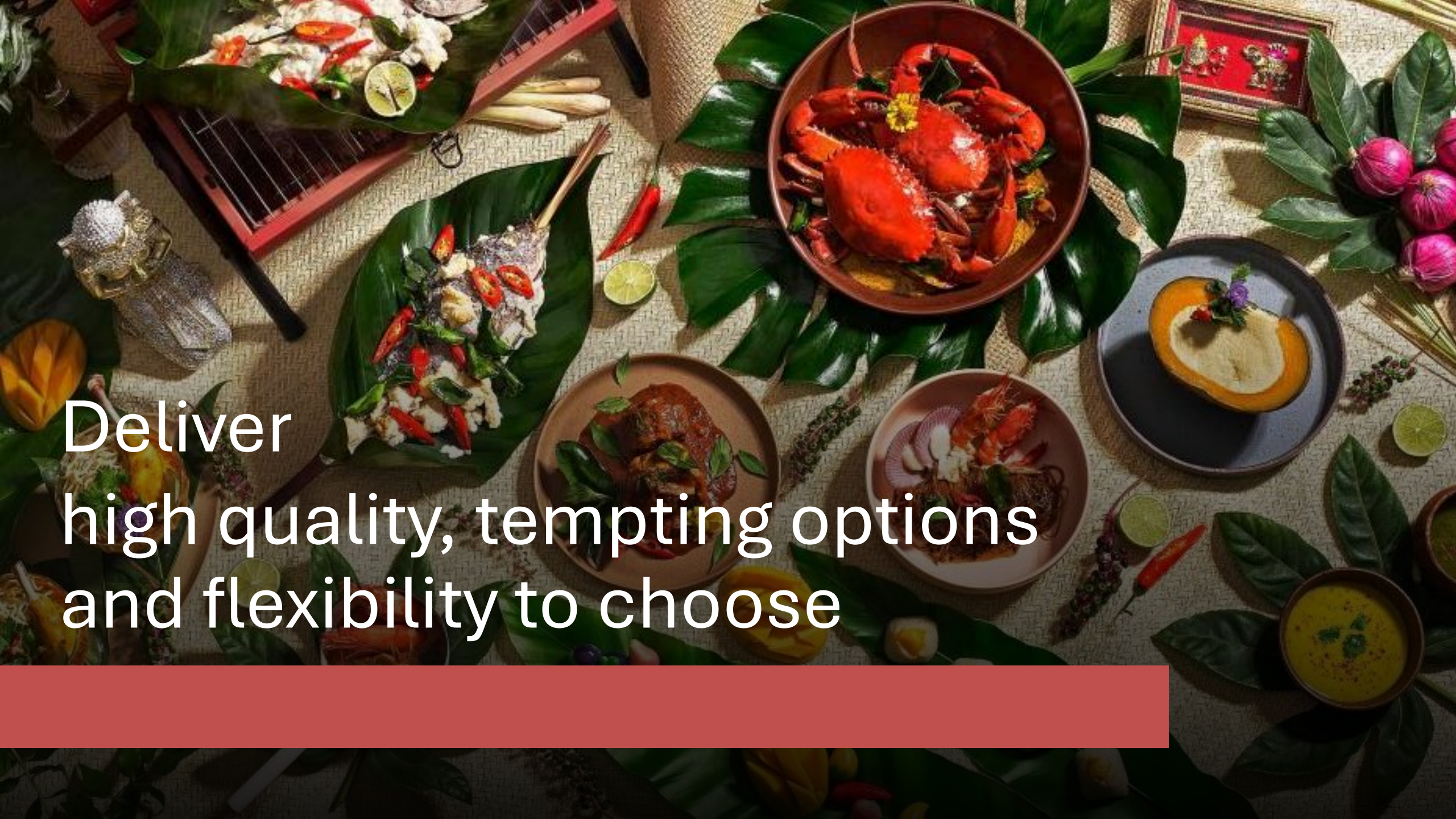
Transition to a new employer association, with a group collective agreement implemented together with the unions, providing clear direction for roles and collaboration



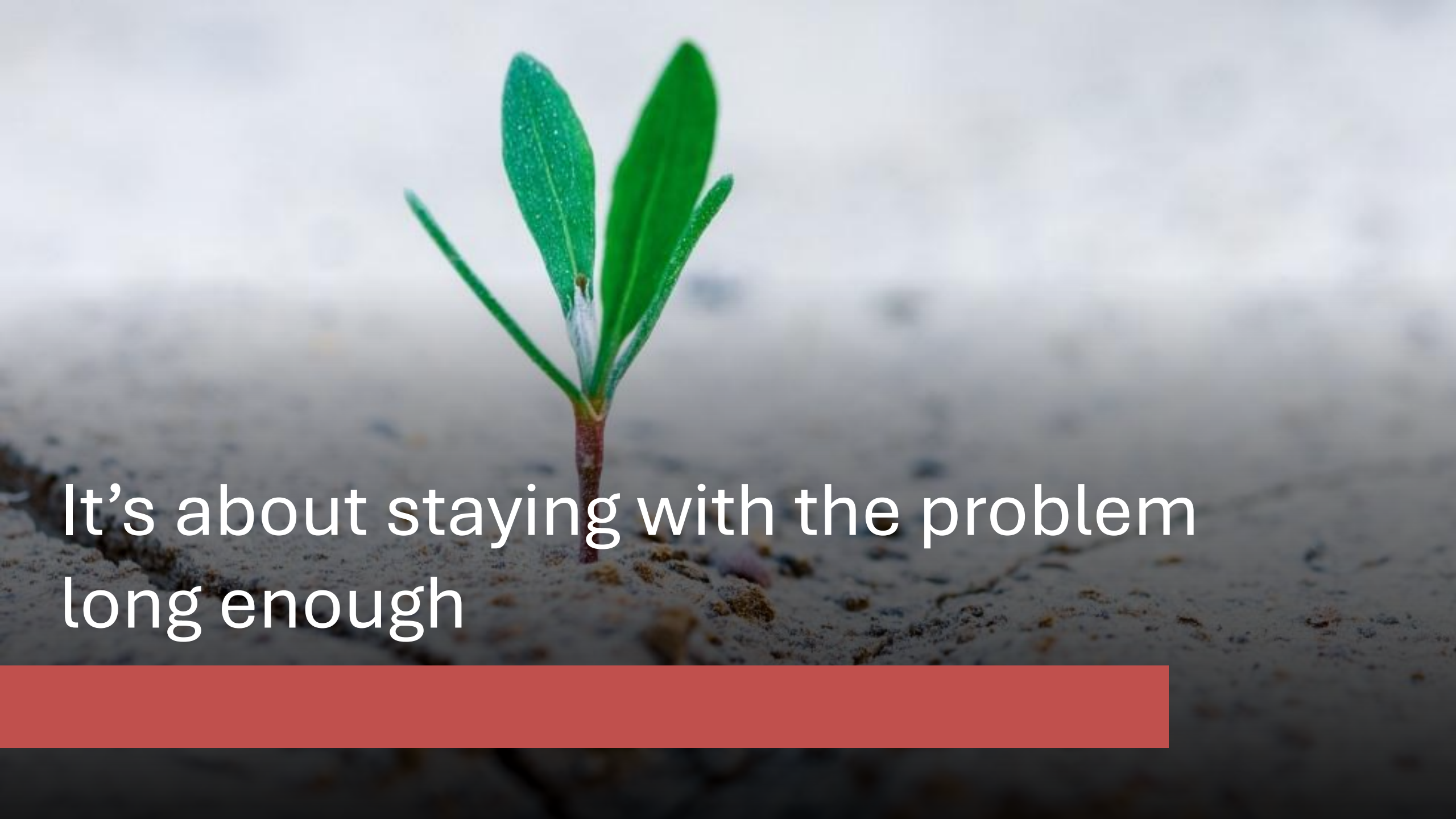
The Leadership Code introduced, forming the foundation for leadership development programs



Lessons learned




Deliver
high quality, tempting options
and flexibility to choose



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

