



Building Winning Service Strategy Execution Capabilities

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Introduction

Why Strategy Execution Matters

- Overview of the importance of service strategy execution for organizational success.
- Connection to overall business goals and growth.



TOMRA

Leading the
Resource Revolution

Leading the Resource Revolution
by transforming how we obtain, use
and reuse our world's resources.



TOMRA Recycling

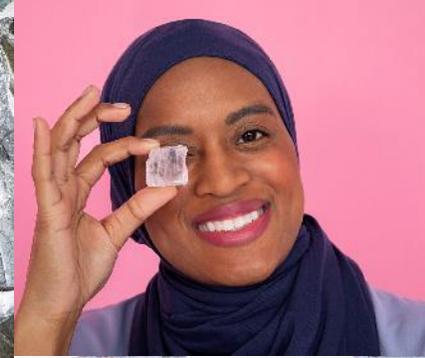
Transforming resource recovery through advanced waste and metals sorting that turns waste into value.



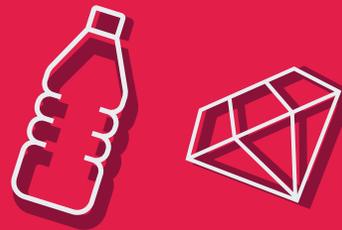
~2.3
billion NOK
in revenue



~9,000
machines in
operation



Represented
in more than **100** countries



We serve customers
around the world with
state-of-the-art
sorting machines



At least
2.01 billion tons
of municipal waste is
generated annually

*All the figures are from 2023

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Source: The World Bank

TOMRA Recycling

Transforming resource recovery through advanced waste and metals sorting that **turns waste into value.**



At least **33%**
of waste is not managed
in an environmentally
safe manner

The world generates
2.01 billion
tons of municipal solid
waste annually.

TOMRA's smart
sorting machines
**maximize resource
recovery**

Common Challenges in Service Strategy Execution

Understanding the Hurdles

- Engaging service teams and stakeholders
- Focusing on strategic priorities
- Monitoring progress effectively
- Adapting to new insights and developments



The Vision

Clear Articulation of Service Strategy

- Communicate the vision and purpose of the service strategy.
- Aligning the service strategy with corporate objectives.



SERVICE MISSION

We are our customers' trusted service partner to continually drive their plant performance and turn waste into value. We do this with leading-edge technical support, training, and operational performance solutions.

Value offerings through Core Services:

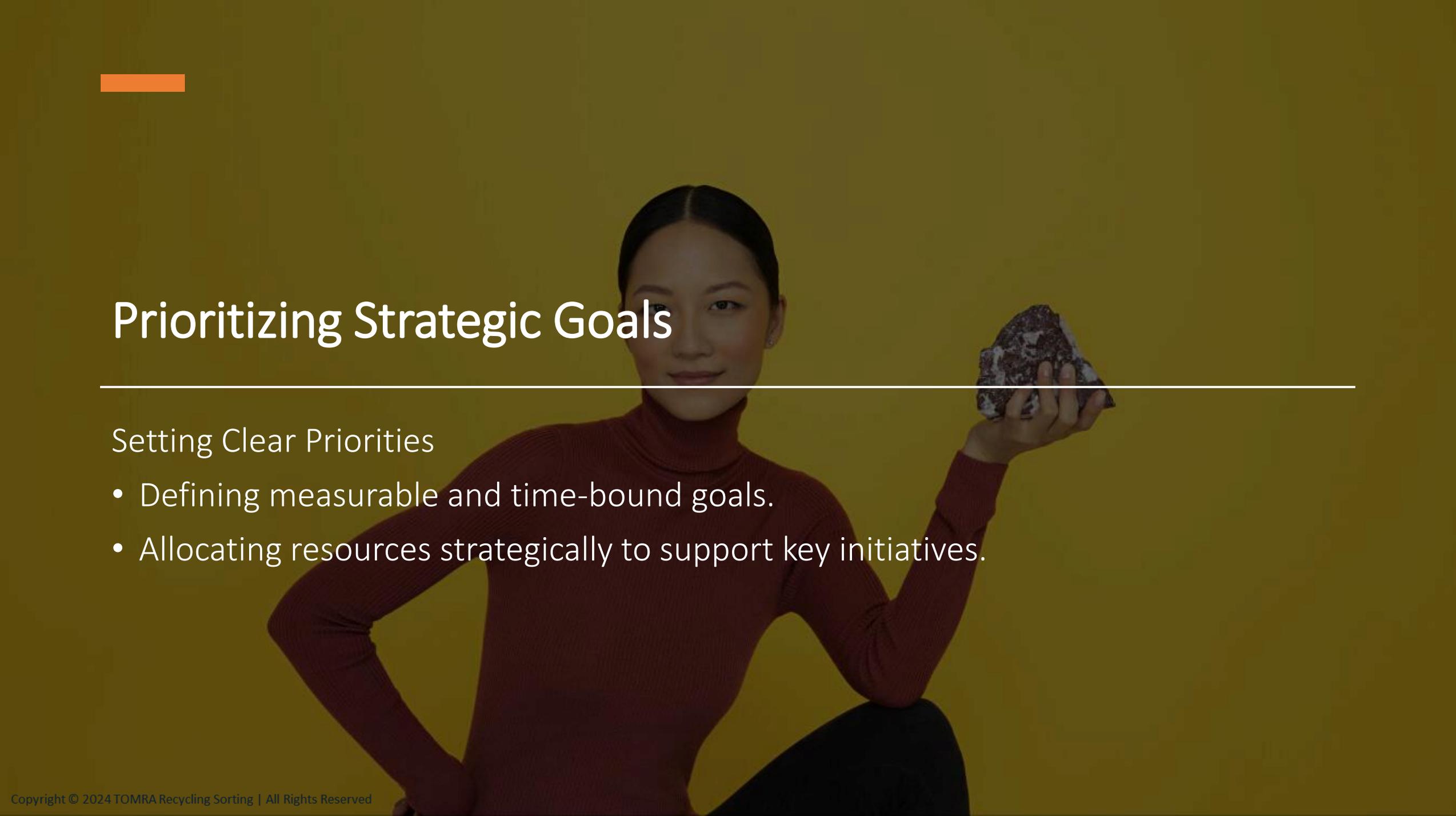
- State of the art, proactive technical support
- Data-driven real time optimization
- Continuous training of customer's maintenance and operations teams
- Knowledge, insights and advisory
- Closer to customers via our large service global network

Stakeholder Engagement

Engaging Across Functions

- Creating collaboration opportunities.
- Ensuring alignment from top management to service teams.





Prioritizing Strategic Goals

Setting Clear Priorities

- Defining measurable and time-bound goals.
- Allocating resources strategically to support key initiatives.

Monitoring Progress

Establishing Robust Performance Metrics

- Key Performance Indicators (KPIs) for tracking progress.
- Real-time reporting mechanisms.



Adaptability to Insights



Embracing a Learning Culture

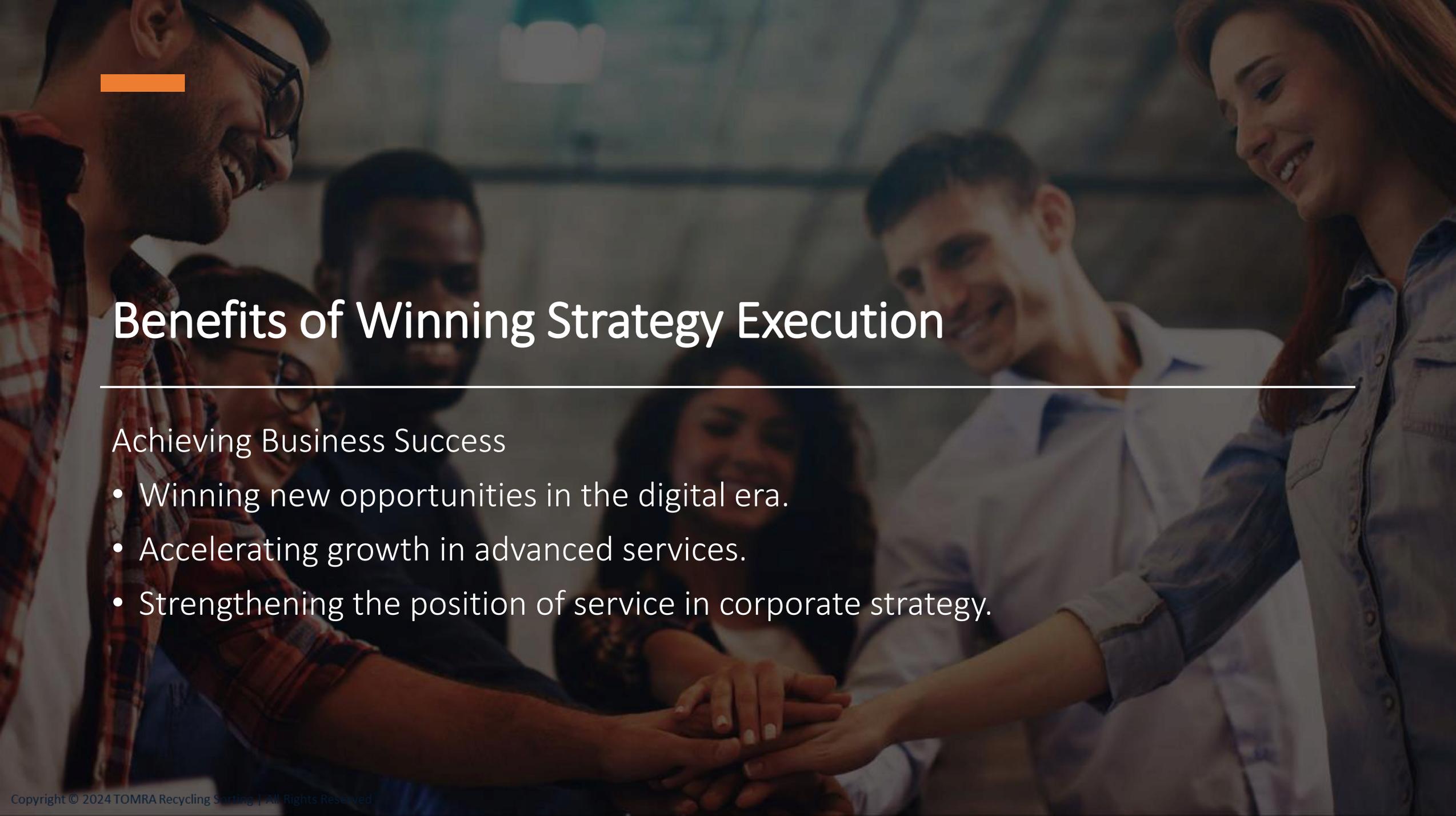
- Encouraging continuous learning and improvement.
- Agile decision-making processes to adapt to industry changes.

Employee Engagement

Fostering a Committed Workforce

- Involving employees at all levels in strategy execution.
- Investing in training and development.
- Reinforcing Positive Behaviour
- Recognizing and celebrating milestones.
- Sharing success stories to inspire and motivate.





Benefits of Winning Strategy Execution

Achieving Business Success

- Winning new opportunities in the digital era.
- Accelerating growth in advanced services.
- Strengthening the position of service in corporate strategy.

Today's biggest workforce challenges are linked to larger market forces

- **77%** of employers reported difficulty finding the skilled talent.
- Face a retirement wave, especially in the last years.
- By 2031, more than one-quarter of the labour force will be 55 or older.
- Attracting new talent is a challenge
- Over 25% of service leaders reported that “pulling and analysing data to understand organizational performance” was the most difficult challenge they faced in 2023.



Risks of Inaction

Consequences of Slow Strategy Execution

- Missing out on today's opportunities.
- Stagnation in service transformation.
- Falling behind the competition.

You're Not Alone



Industry Priorities

- Building strategy execution capabilities is a top priority across industries.

Conclusion

Shift Your Organization Forward



To move towards best-in-class performance, we must understand the strengths and weaknesses of our business on a deeper level.

- Comparing to industry benchmarks for critical service KPIs.
- Use data to drive measurable improvements aligned with strategic goals
- North Star Impact Goals will guide where to play in the future
- This is not just about what we do today, it's about our decision making for the future and beyond
- Service is not a follower and should be the driver

And best of all, **you can start wherever you are right now.**

Questions to the audience:

How do you define and measure customer satisfaction within your organization?

What role does innovation play in your service strategy, and how do you foster a culture of continuous improvement?

In the face of rapidly changing markets, how does your organization remain agile and adaptable in its service strategies?



TOMRA

Q&A

www.tomra.com