

WELCOME

ALIGNING YOUR CORPORATE STRATEGY
WITH YOUR HUMAN STRATEGY



3 October 2017 eX Summit Presentation

SALO & AGENCY SQUID

PERSONAL REFLECTION



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What makes you feel engaged at work?

When do you feel most engaged?

Does your role affect the company's bottom line?
If so, how? If not, why not?

Share Your Thoughts.

INDUSTRY DATA



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Approximately **100 million people** in America hold full-time jobs.

30% of those workers are **engaged & inspired** at work.

\$450M+ is the **cost of disengaged workers** reported in America.

35% of workers are **regularly searching for new job opportunities**.

75% of people who voluntarily leave a job don't quit their job. **They quit their bosses.**

BEST PRACTICE SHARING: MEASURING EMPLOYEE ENGAGEMENT



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Group Activity:

What activities has your company executed to support employee engagement?

Have they been effective?

How would you change/improve them?

Share Your Thoughts.

INDUSTRY DATA



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According to *Gallup*, businesses with highly engaged teams experience a **20% lift in productivity**.

According to the *Workforce Institute on Absenteeism*, businesses saw a **drop in absenteeism (unearned PTO) by 41%** when teams were engaged in their work.

On average, highly engaged teams will experience a **40% improvement in turnover**. This improvement can vary from **24% in high-turnover organizations to 59% in low-turnover organizations**.

An Industry study reports that companies with engaged employees enjoy a **19% increase in operating income**; without engagement, operating income decreases by 30%.



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CASE STUDIES

ARCTIC CAT EMPLOYEE ENGAGEMENT AND TALENT BRAND



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Arctic Cat had been in decline for a few years when a new CEO was hired to turn it around. His goal was to shift a stale internal culture to one of that take risks and raises the bar. The ultimate goal was to create a road map and activation plan to evolve the current Arctic Cat internal brand and culture by using the leadership goals and Strategic Plan as guiding compass.

ARCTIC CAT EMPLOYEE ENGAGEMENT AND TALENT BRAND

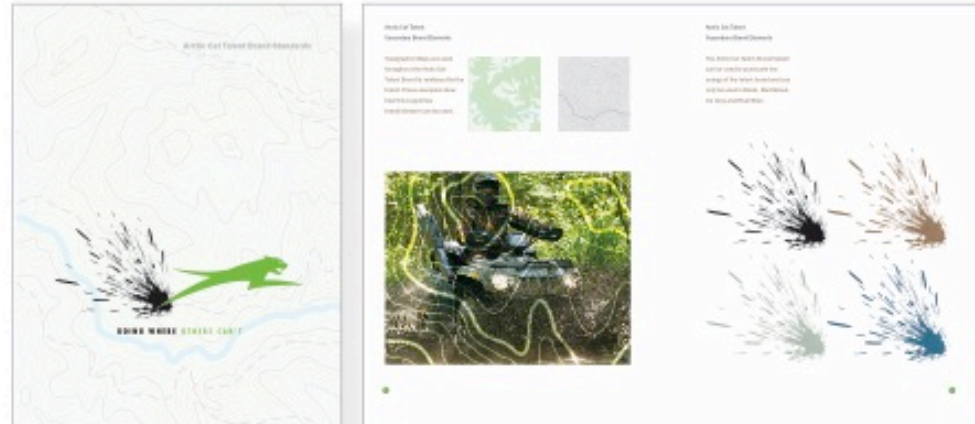


GOING WHERE OTHERS CAN'T



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HOW DO YOU MEASURE THE ROI OF EMPLOYEE ENGAGEMENT

Recruitment + Training + Turnover + Productivity = ENGAGEMENT ROI



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Group Discussion:

What metrics does your company use to measure the cost of recruiting?

Cost of training?

Cost of turnover?

Productivity

Share Your Thoughts.

THANK YOU!



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BONUS: CARGILL EMPLOYEE ENGAGEMENT BRAND



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Cargill wanted to expand its footprint and maintain service quality with their international workforce.

This internal brand campaign inspired inspired and celebrated employees around the world in all business units.

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Empowered by

Trust

We are trusted to exercise good judgment. Trusted to take risks. Trusted to lead. We understand what an impact we can have by trusting others.

"To me, freedom is about an environment where every employee can come to work every day and spend all of their energy doing their job - where they can expect mutual respect from every employee in this company." — Jane Kim, Network Director

"I have the freedom to create, to bring new solutions even to the most 'unsolved problems.'" — Mike, HR Tech

"There's freedom to challenge the status quo, not to follow the expected path. On a daily and operational basis, it's the opportunity to be free in your mind when thinking about new concepts, thinking about innovation." — Randy Henson, Network Director

Energized by

Freedom

Perhaps more than any other word, we speak of freedom. Freedom to explore new directions and to take risks. Freedom to speak out, and freedom to simply be who we are.

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"Eu sempre posso trabalhar, procurar um caminho diferente, uma solução, para problemas que já existiam ou para assuntos que já estavam encaminhados. Essa liberdade é muito clara aqui dentro."

a confiança a liberdade a habilidade

Vicky Li
Crop Sales, Brazil

Cargill

"Ik denk dat verantwoordelijkheid verschillende aspecten heeft. vertrouwen, vrijheid, Enerzijds, de Verantwoordelijkheid voor wat wij de klan deboven, dat we dat ook doen. Dat is een persoonlijke overtuiging, maar die wordt ook heel sterk gedeeld door Cargill."

Dick Brinkman
Analyst, The Netherlands

Cargill

"I think I'm very trusted, both with the people I work with and the farmer producers. Farmers would have to trust me. freedom responsibility They invite me into their home or into their shop and we talk about their livelihood. Once that's established, I know what the farmers want, what they are used to, what they're comfortable with, and I just provide that for them."

Sara Mendes
Field, Brazil

Cargill

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Cargill family, the cows were electronic colliers that give them access to an auto-leader. The colliers allow each cow to open the feeder a set number of times per day. Inside are some pretty special piglets. The feed ration supplied by Cargill is not only specifically formulated for the Cargill farm, it's also designed to produce the best milk for Parmesan cheese production. The process starts when the Cargill-trained dealer takes samples of the forage. Using equations developed at Cargill Animal Nutrition's research center in Elk River, Minnesota, a ration is formulated to perfectly supplement the nutrition the cows get from hay and other forage.

The main protein in cow's milk is called casein. It's also the principle component of cheese. The feed is formulated to provide high levels of casein. The result: better cheese production.

Even the preparation of the feed pellets is special enough to deserve a brand name: Cargill's team in Italy has trademarked the term Factory Cook®. As the pellets are made, heat is applied to make the starches easier to digest, providing the cows with more energy.

Finally, the feed program includes consulting services to help the farmer improve the health of the herd. From the ability to trace each feed ingredient to consulting services, Feed for Food offers enough extra value to command a higher price.

"It's not easy to convince the farmer to pay more," Napoli admits. "It's a matter of developing a new mentality about value rather than cost. We have proven that Feed for Food works. Now, we have to expand it in the marketplace. Our sales force is confident that this will support the program gives them a new relationship with the farmer because they are not just getting a feed."

"Feed for Food has a strong association with improved feed safety," says Stefano Belandina, quality assurance manager at Spessa. "We started in 1998, around the time that Mad Cow Disease hit Europe."

All of Cargill's Italian mills have HACCP certification, a system of processes and standards for improved food safety. "We were the first feed mills in Italy to get HACCP certification," Belandina says. "When we approached the certification agency, they asked, 'Why would you want this? You're a feed business.'"

"This years later, it is absolutely the industry standard to be HACCP certified. According to European regulations,

"(our) fundamental change is expanding the notion of 'customer' to include feed producers and their customers. "Many times, we were forgetting that the farmer produces specialty end products — products for the most important link in the food chain, the consumer," says Fortuit. "We asked, 'Why are we just making feed without demonstrating how the feed is designed to meet the needs of the consumer?'"

Feed for Food also requires a new attitude from employees. "Plant employees began to see their jobs in producing food that a child might eat," Fortuit says. "We had a culture of quality, but it had to evolve into a culture that supported food safety and good food. Employees' attitudes are a key to the program, and managers need to demonstrate that change is needed by providing facts."

Plant procedures change, so do the plants themselves. Visiting Cargill's feed mill in Spessa, the largest in Italy, it is clear that this is no ordinary feed mill. The mill's red tower contains more than 100 bins to segregate ingredients. All ingredients coming into the plant are analyzed for nutrients and contaminants. Each ingredient is produced by a fungus. Cargill standards are stricter than levels allowed under Italian law, which is 10 times more restrictive than Atlantic levels allowed in the United States.

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HACCP will become mandatory for all feed plants in 2005."

With its ability to segregate ingredients and track each feed ingredient with a database system, the plant can guarantee cheese or ham producers full traceability in the event of a problem.

But beyond improving food safety, Feed for Food provides a whole new level of feed quality. In the central hall, located at the Spessa plant, is one of several NIR (near-infrared spectroscopy) machines owned by Animal Nutrition in Italy. "We are the only feed company with this equipment," says the director, Zerbini. "Many food companies don't have it."

Confirming NIR technology with Cargill's expertise in interpreting the data means that a computer analysis of a feed takes about two minutes. The goal is to use NIR to check all incoming ingredients. "If you do the job before you make the feed, you will make good feed," Zerbini says.

For feed designed for the cows providing milk for Parmesan cheese, Zerbini has important specifications that are 20 pages. "Feed formulation has to follow some very exacting criteria to qualify as Feed for Food," he says.

The system, with its tools and controls and special ingredients, is perfect for customers who want higher levels of quality control than the law requires — customers like the producers of such distinctive products as Parmesan cheese and Parma ham.

"We are leading the industry on this," Napoli says. "We are at the very beginning of the food chain, so creating a system that goes all the way to the consumer is not easy. But we've shown it is possible. It is not a dream. That's where we are now." ■

■ In Italy, Cargill Animal Nutrition is extending customer focus to specialty food producers and even to consumers. Re-creating the business as Feed for Food™ is an industry-level innovation. Going beyond commodity feeds to feed designed for specific end uses and improved feed safety means high performance.

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Feed for Food, one of the owner, Spessa and Parma ham at the 'Dolomites' plant for Parma, Italy. The focus on another food safety specialty product where quality can be traced to every process, is another, more recently, feed producers want full traceability — all the way back to the ingredients that go in the feed.

SOURCES



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