



COMPANY STRATEGY AS A KEY TO ENABLE PRODUCT ORGANIZATION

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- Experienced product leader, with 9+ years of experience working as a product owner, setting up new products and development processes
- Worked in energy, FMCG, and retail industries
- Trainer, mentor, and consultant on product transformation and OKRs.
- Currently manages OKR roll out at Aldi Süd globally & value streams strategy set up
- Co-founder of OKR Consortium, responsible for relations with partners and industry consulting



ALDI SÜD IN A NUTSHELL

ALDI SÜD - 5th largest food retailer in the world

1980+
Stores in 11 countries

100000+
Employees

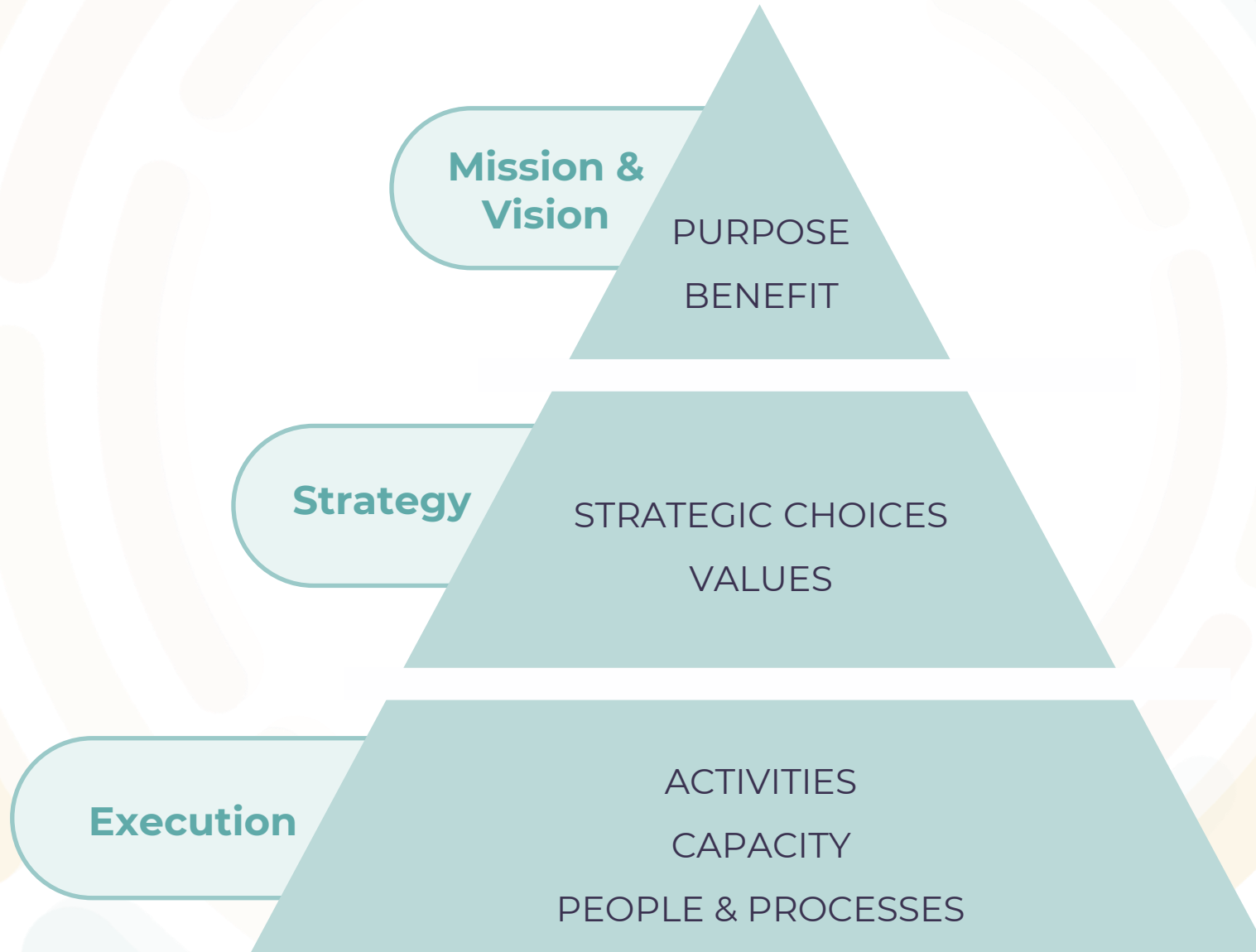
€140+ bln
Yearly revenue

6
Product Departments

40+
Product Teams per
Department

11
Countries of Operations

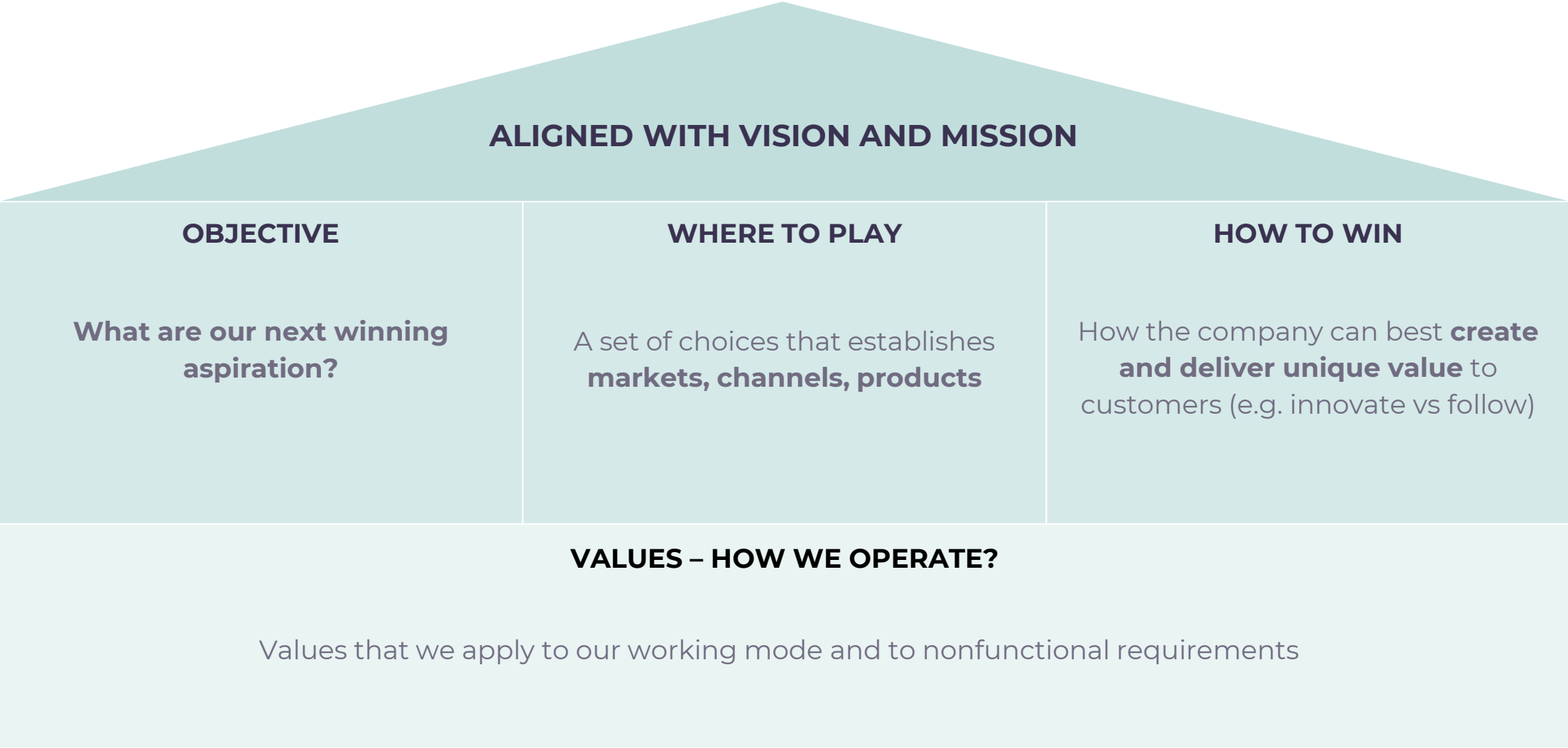
ORGANISATION MANAGEMENT CAN BE SPLIT INTO 3 LEVELS: MISSION & VISION, STRATEGY, EXECUTION



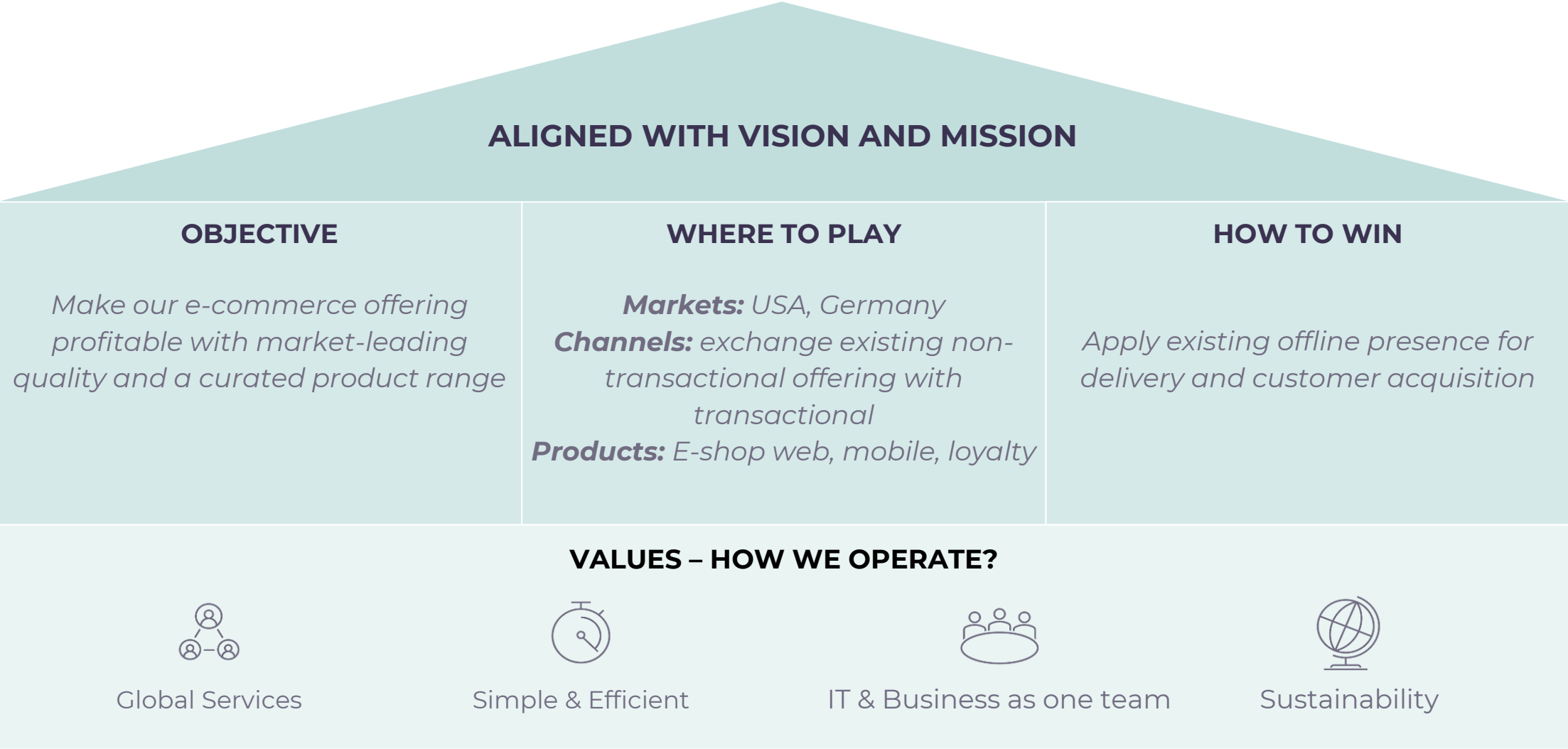
STRATEGY



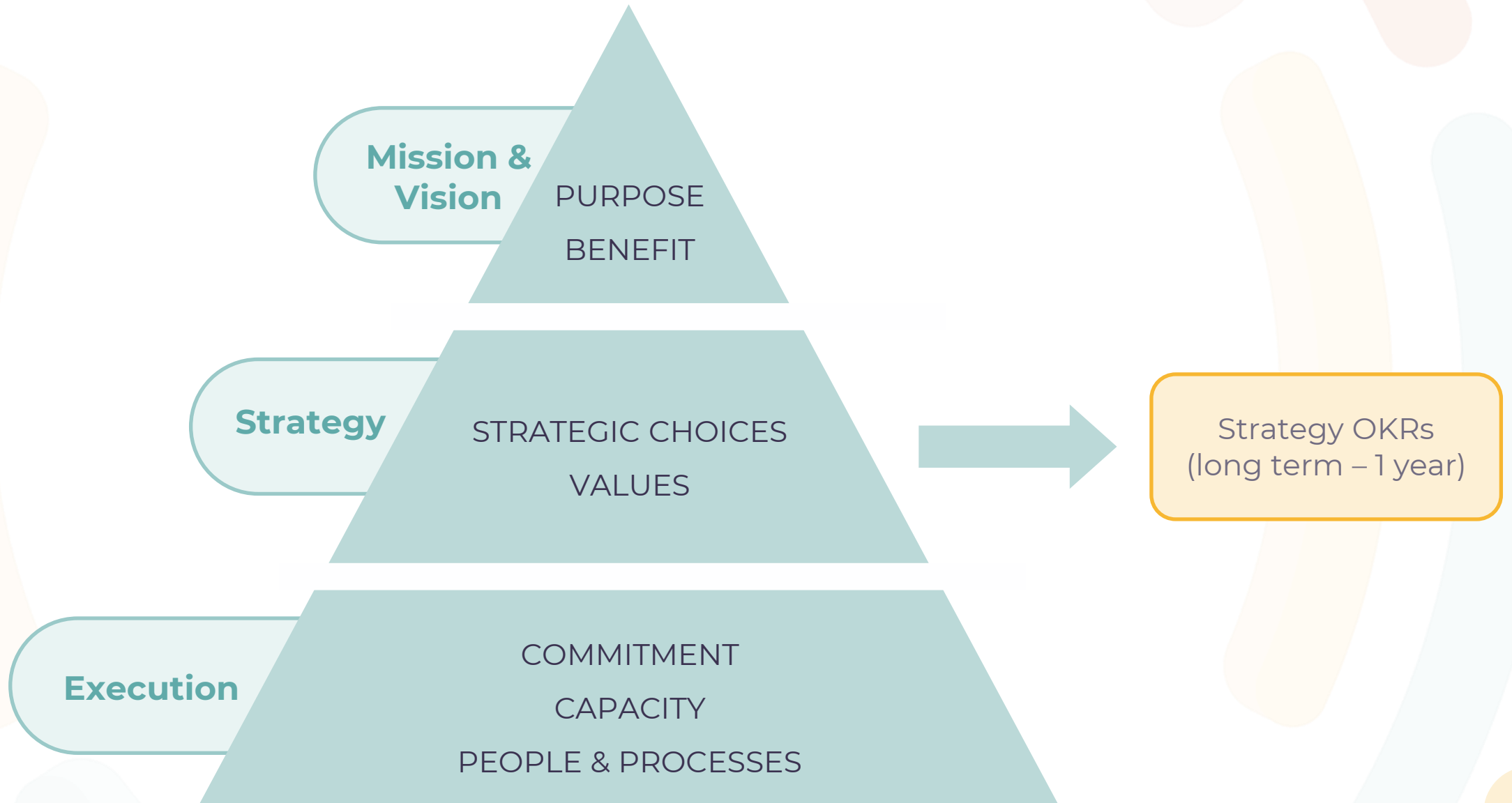
STRATEGY HOUSE SHOWS LONG TERM STRATEGY OVERVIEW



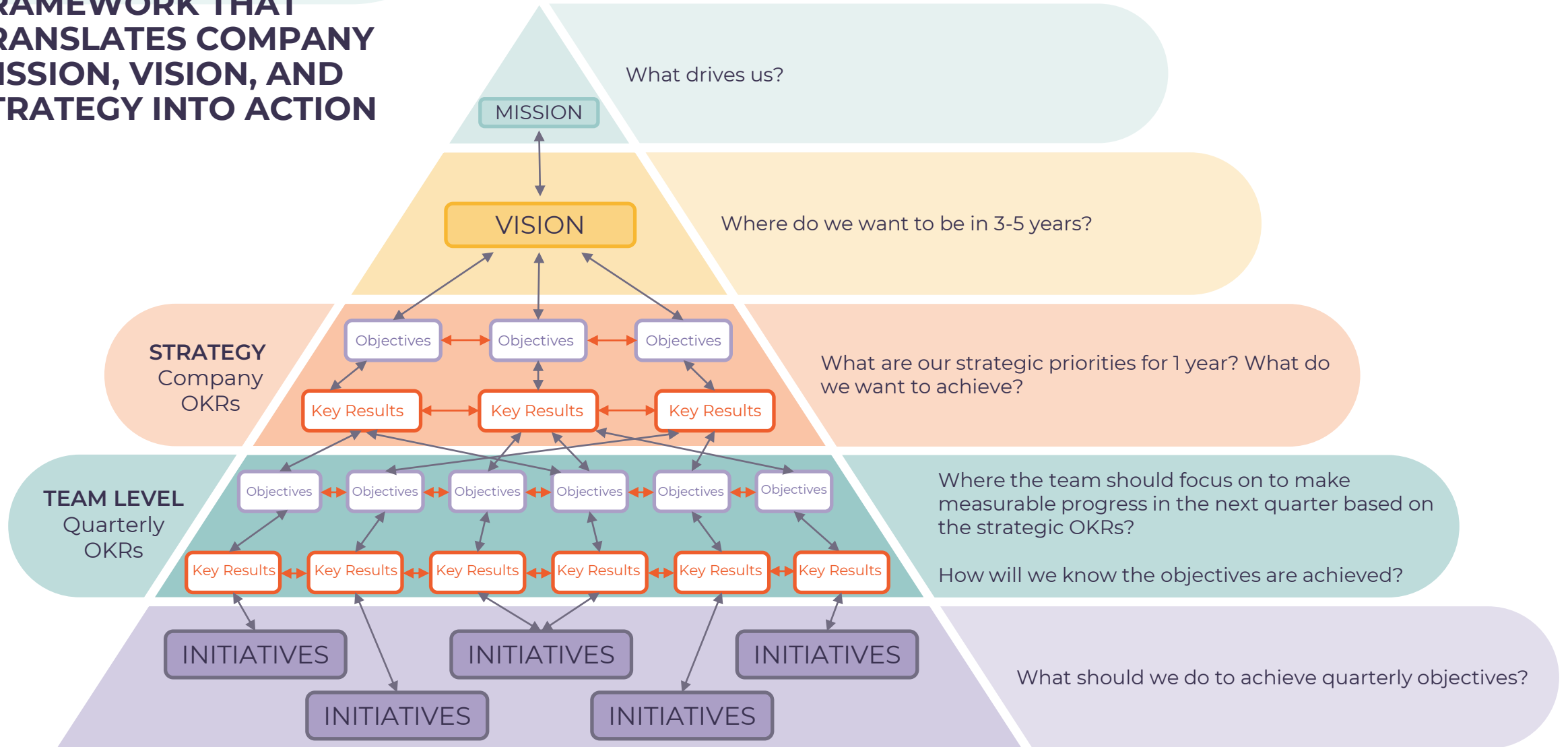
STRATEGY HOUSE – ALDI SÜD E-COMMERCE EXAMPLE



STRATEGY OKRs MAKE STRATEGY TANGIBLE FOR THE TEAMS TO MEASURE, ALIGN AND EXECUTE



OKR IS A GOAL SETTING FRAMEWORK THAT TRANSLATES COMPANY MISSION, VISION, AND STRATEGY INTO ACTION



NEXT BIG OBJECTIVE: LAUNCH ALDI E-COMMERCE ON A NEW MARKET

1 Market Opportunity

- Total Addressable Market (TAM)
- Serviceable Addressable Market (SAM)
- Ideal Profile Market (IPM)
- Available partnerships to launch e-commerce
- ...

2 Growth Assumptions and Expectations

Financial predictions for the next 3 years:

- SAM
- SAM penetration rate
- Monthly revenue
- Gross margin
-

3 Current Situation

Trends and market research & Their implications

4 Key challenges, opportunities, risks

Similar to SWOT analysis

5 Plan & Investments Needed

How much investment is required from:

- IT
- Marketing
- Building Delivery capability
- Operations
- ...

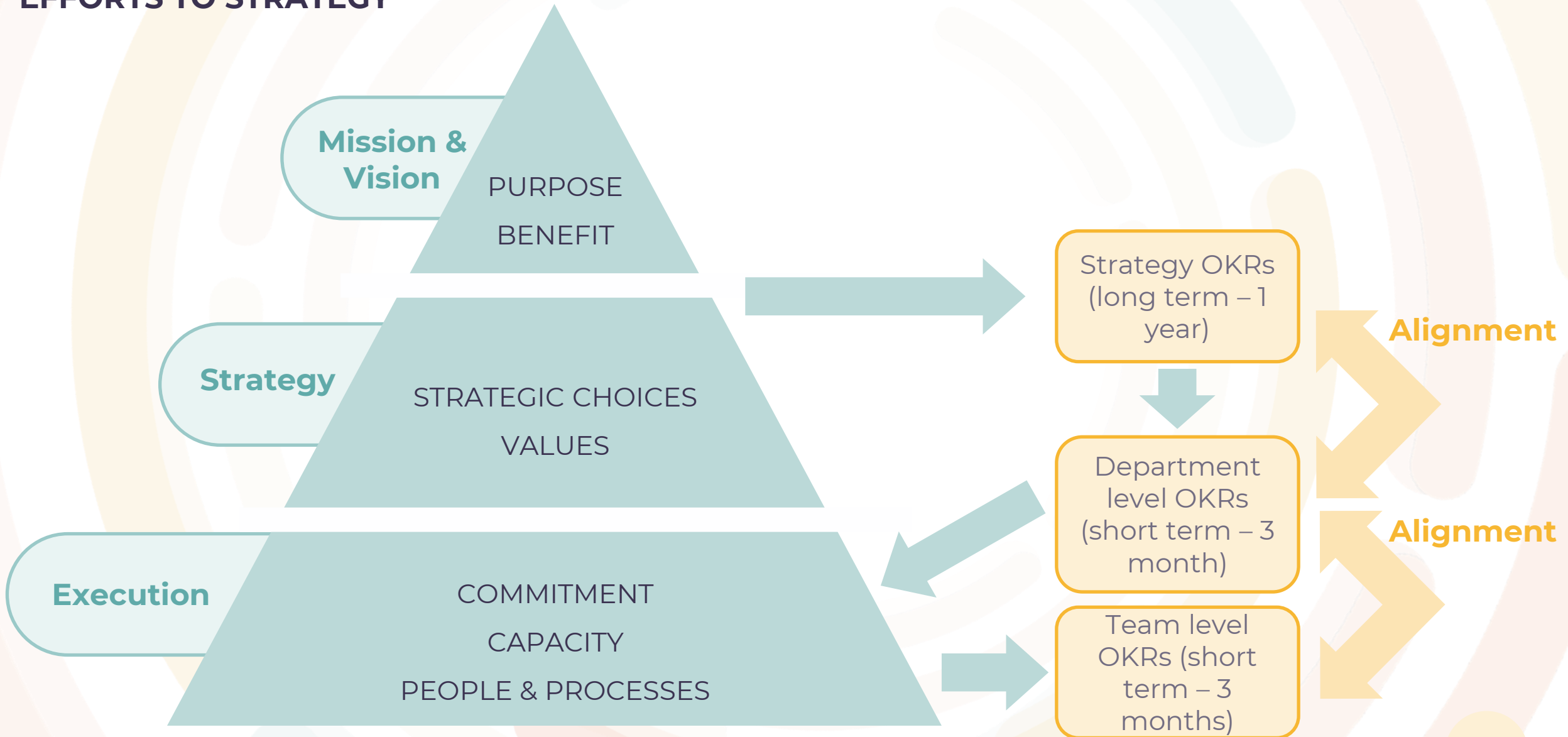
6 Key Results – What do we want to achieve?

- # paying customers
- Avg order value
- Monthly purchase frequency

EXECUTION



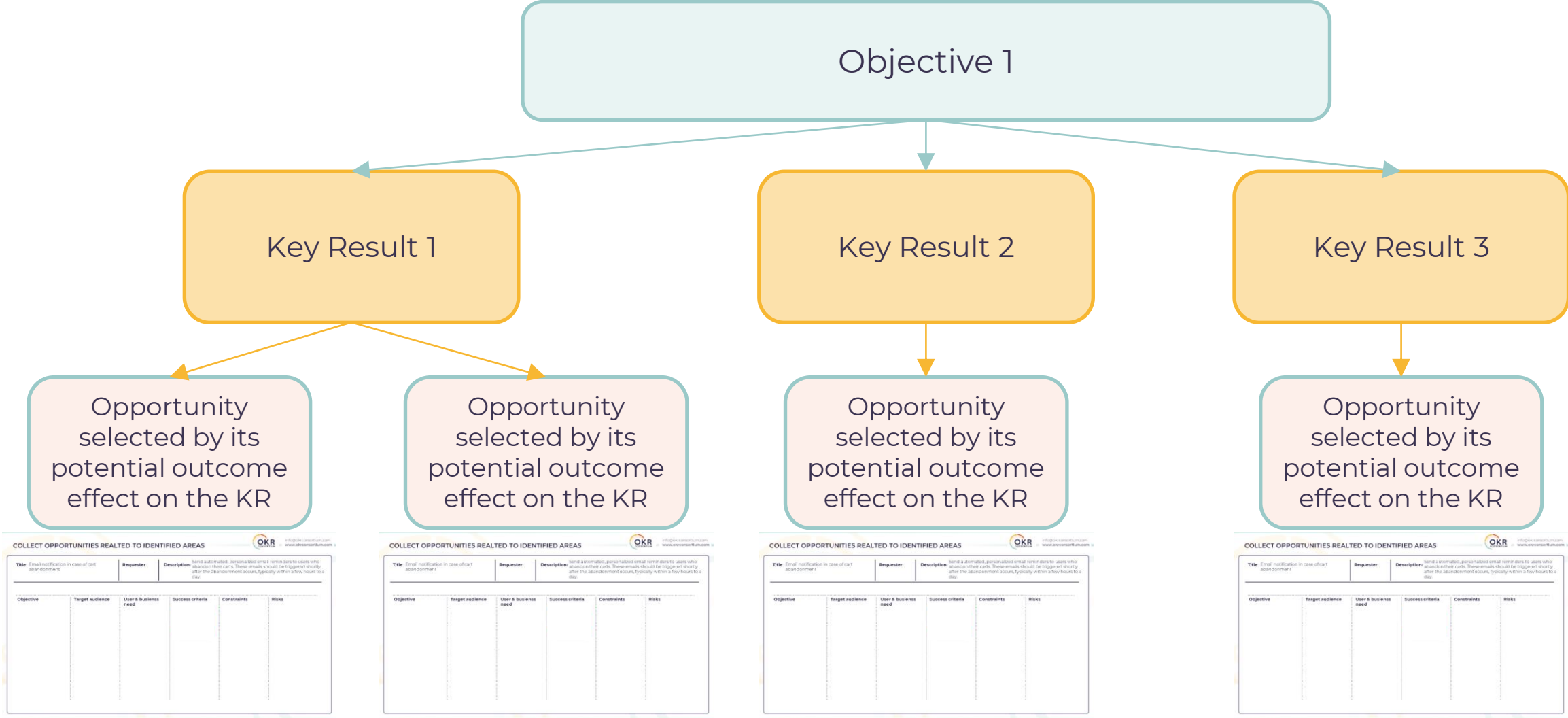
DEPARTMENT AND TEAM OKRs ARE WRITTEN BY THE TEAMS TO CONNECT THEIR EXECUTION EFFORTS TO STRATEGY



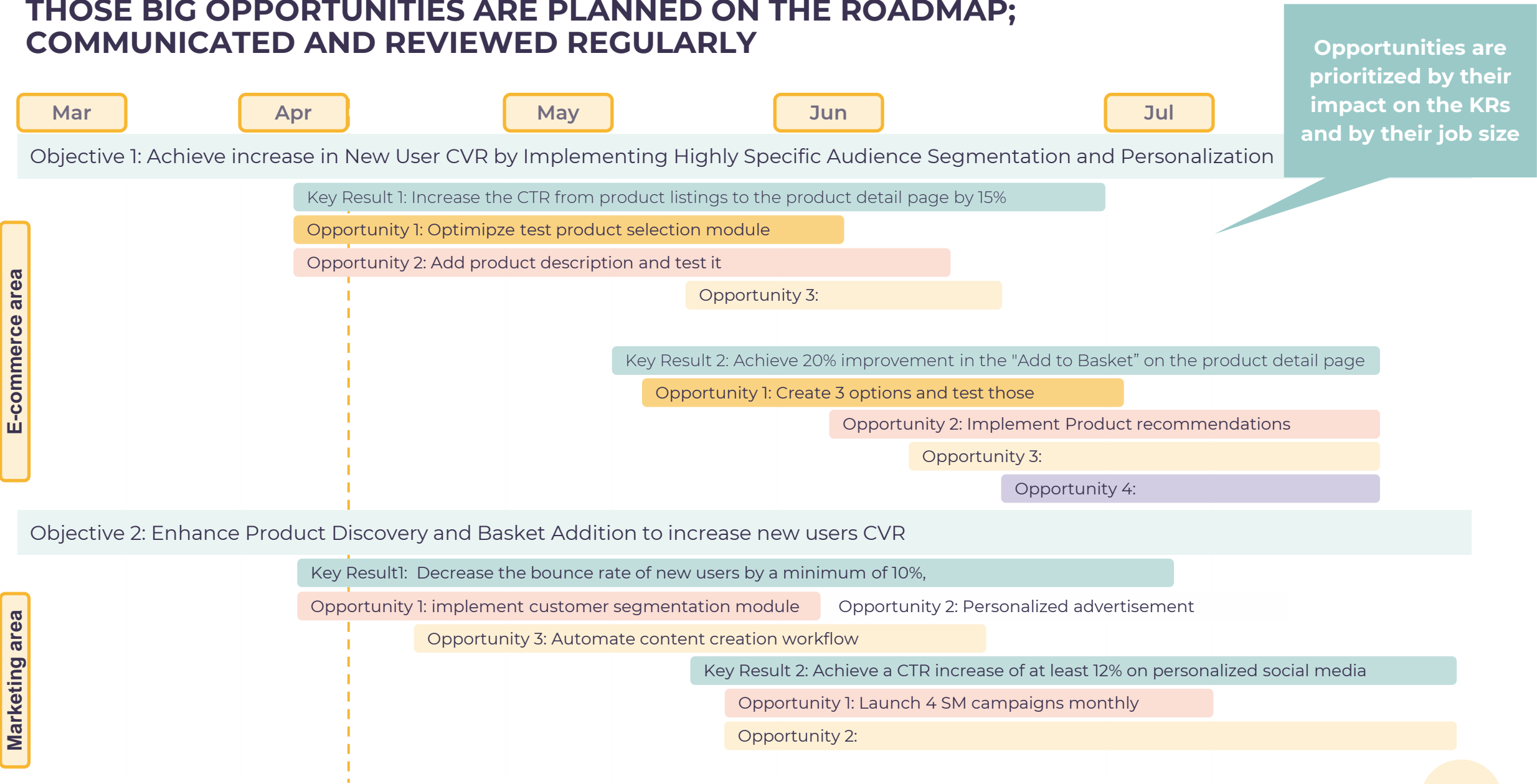
OKRs CREATION IS A STRUCTURED CYCLE PROCESS THAT NEEDS TO BE ESTABLISHED



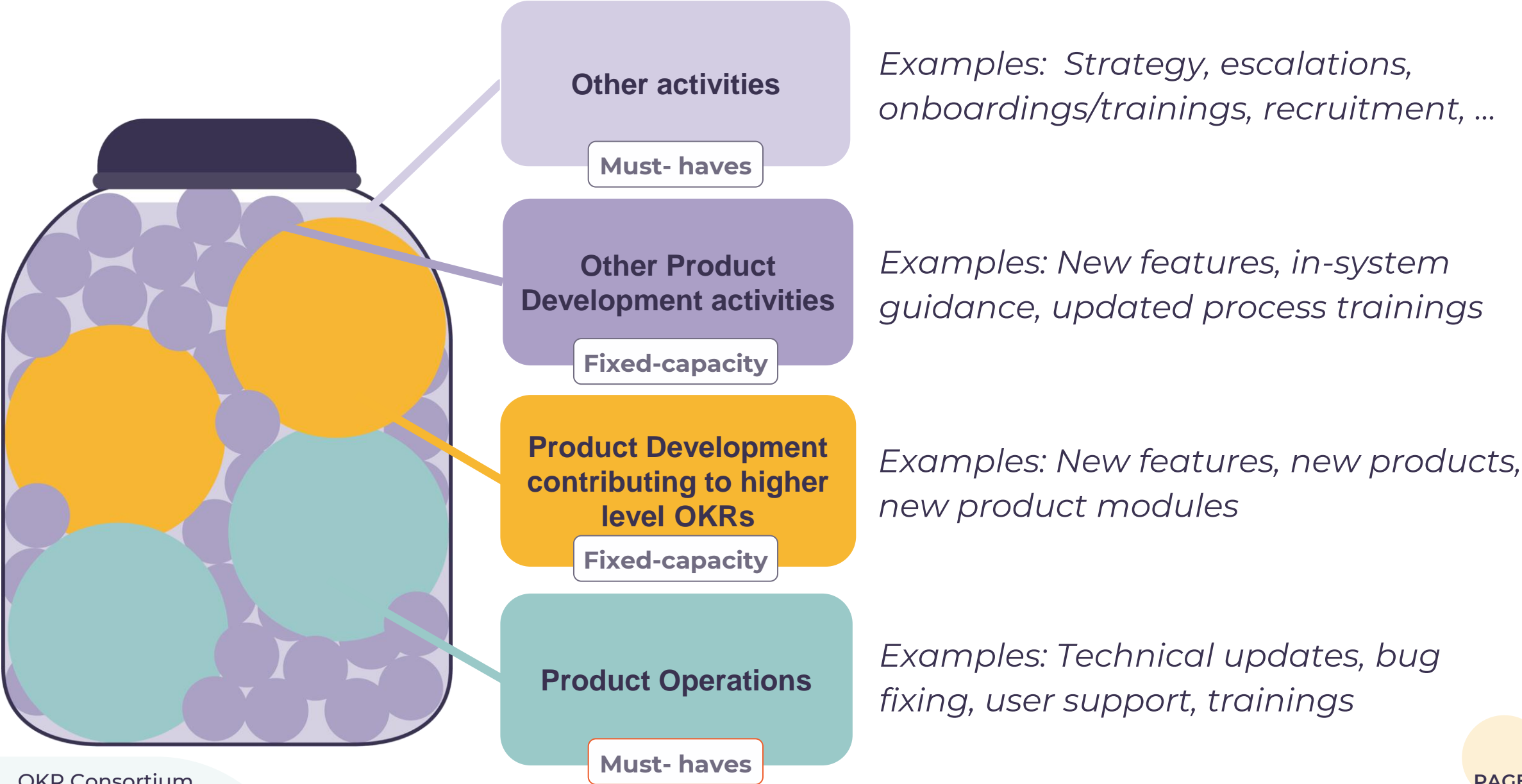
FOR THE CAPACITY AVAILABLE CREATE POTENTIAL OPPORTUNITIES TO DELIVER DEFINED OKRs



THOSE BIG OPPORTUNITIES ARE PLANNED ON THE ROADMAP; COMMUNICATED AND REVIEWED REGULARLY



DO NOT OVERDO IT - OKRs AND ROADMAPs ARE NOT EVERYTHING



CONCLUSION: HOW OKRS HELP YOU TO DEMYSTIFY THE STRATEGY

Strategize

Execute

Next Big Objective: Launch a new market for e-commerce

1

Market Opportunity

- Total Addressable Market
- Serviceable Addressable Market
- Ideal Profile Market
- Potentials to increase consumer experience
- Available partnerships to launch e-commerce

2

Growth Assumptions and Expectations

Financial predictions:

- market share,
- SAM,
- SAM penetration rate, monthly revenue,
- Gross margin,
- Contribution margin

3

Current Situation

Trends and market research:

- Growth of online grocery shopping
- Price sensitivity

Their implications:

- Put emphasis on pricing and its perception
- Offer convenient delivery options

4

Key challenges, opportunities, risks

Challenges: competition, profitability

Opportunities: brand awareness, customer loyalty, omnichannel strategy

Risks: technology is not the key competency, brand damage

5

Plan & Investments Needed (as %/rev)

How much investment is required from:

- IT,
- R&D,
- Marketing,
- Building Delivery capability
- Operations

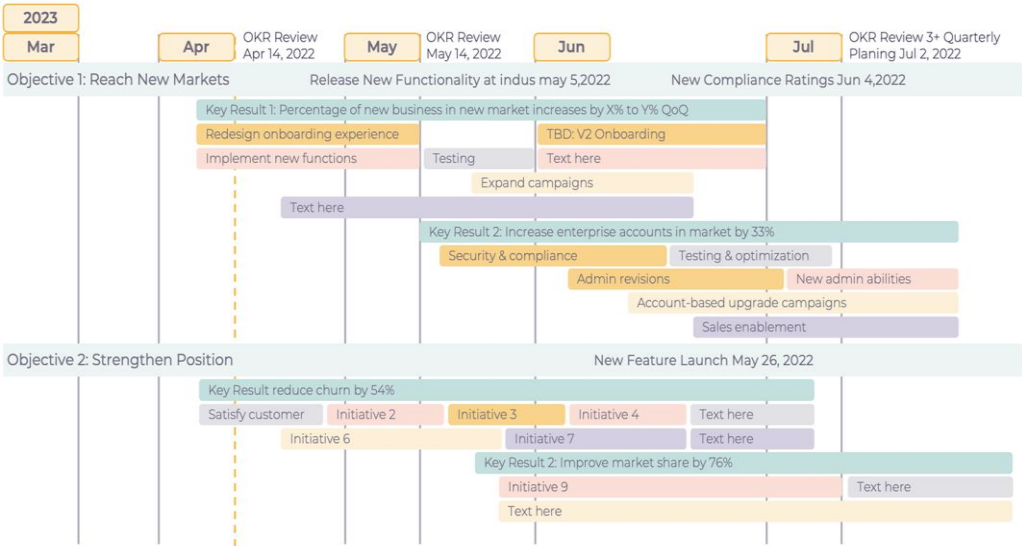
6

Key Results

paying customers

Avg order value

Monthly purchase frequency



OPPORTUNITY BRIEF TO BRING STRUCTURE					
Title	Requester	Description			
Objective	Target audience	User & business need	Success criteria	Constraints	Risks

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**Do you want
to talk more?**



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