

## **Danfoss Drives employees have come closer to the customers thanks to New Future Formula's Meet-Listen-Act concept**

**Meet-Listen-Act (MLA) has become an ingrained part of the Danfoss Drives DNA. The concept has moved the industrial giant closer to its customers, improved customer satisfaction, increased customer loyalty and animated the company's employees to perform their work with motivation and commitment in accordance with of the Danfoss motto "Run the business like your own."**

These are the impressions of Mette Schnefeld, Vice President, HR, who is in charge of organizational development, talent development and the business-oriented HR approach at Danfoss Drives.

– As the most essential component of the MLA concept, optimizing our approach has brought us closer to our customers. The process has made good sense for customers and Danfoss staff alike because they have felt heard and involved, explains Mette Schnefeld.

### **Meeting the customers has posed a gigantic learning process**

The MLA concept is a simple tool and ideal for solving concrete problems and challenges. The first step is a 2-day MLA session attended by a broadly composed group of 5-10 employees from both Danfoss Drives and the customer, which identifies what issues to address.

– Our employees meet the customer at eye level on their home ground and learn about not only the goods things but also about where things might improve. It has been a good learning process for the employees at the individual level as well as for Danfoss Drives as a whole. This has highlighted to us that the key services associated with the product are equally as important to customers, as the quality of the product itself, says Mette Schnefeld.

### **Simple tool – impressive results**

After each MLA session, Danfoss Drives launches 10-15 improvement projects managed by the employees. As part of the 100-day sprint, brief on-line status meetings are held every Friday with the customer and a half-way evaluation session after 50 days. After the 100 days, all projects must be completed.

– The MLA session, the status meetings and the 100-day sprint motivate our employees. This is because when they meet our customers, they acquire a more in-depth understanding of the specific potentials for improvement. They experience, note and see that their efforts make sense and that the outcome of their efforts makes a notable difference to the customers, explains Mette Schnefeld, emphasizing that the cooperation with New Future Formula has added to the behaviour and lifted the collaborative efforts across the organization.

– In a large organization such as Danfoss Drives, systems need to be optimized now and then. The MLA concept has made us sharpen the pen and work more efficiently using simple tools, smiles Mette Schnefeld and takes pleasure in noting that the joint effort with New Future Formula has strengthened Danfoss Drives' customer relations and improved customer loyalty.

– We actually find that our customers ask their suppliers about the MLA concept. This is very much a mark of approval of the concept we have developed jointly with New Future Formula. We enjoy a good and professional relationship with founder of New Future Formula, Niels Gørup Christiansen, who is always in good spirits, with lots of energy and an enormous drive. He has acted as an essential catalyst in the injection of the MLA concept into the Danfoss Drives DNA and the results we have achieved together with our customers, emphasizes Mette Schnefeld.

### **Facts about Danfoss Drives**

Danfoss Drives, member of the Danfoss group, is a world leader in variable speed control of electric motors. Since 1968, it has been a pioneer in the AC drives business. Now one of the largest companies in the industry, it delivers on its passion for development, manufacturing and sale of the most versatile AC drives in the world. Its VACON® and VLT® drives serve a broad range of industries and applications.

Danfoss Drives is 100% focused on developing, producing and supplying AC drives. Its portfolio consists of high-quality application-optimized products that maximize process performance, save energy and minimize emission levels.

### **Facts about the Meet-Listen-Act concept**

The MLA concept identifies and solves specific problems and challenges in 100-day sprints for a customer. A 2-day MLA session with a team of 5-15 broadly selected employees from both the customer and Danfoss Drives maps the collaborative effort and identifies relevant issues to address.

After the initial 2-day MLA session at Danfoss Drives, each of the company's employees is allocated one or two improvement projects for which they are responsible. Every Friday progress is followed up on-line. After 50 days, the projects are evaluated at the customer. On day 100, the customer returns to offer feedback on whether the projects have been completed as agreed – also according to the customer's assessment.

Over a period of three years, Danfoss Drives has held more than 140 MLA sessions all over the world. More than 1,000 employees have been project leaders spanning more than 1,200 improvements.

### **Facts about New Future Formula**

New Future Formula is dedicated to working with CBI – Continuous Business Improvement.

Together with its clients, New Future Formula designs, introduces and supports new CBI programs – and inspires, evaluates and improves existing CBI programs.

Through continuous process improvements, employee development and system optimization we create a steady flow of improvements in all corners of the company and its life.

Since 2007, New Future Formula has completed more than 10,000 improvement projects in more than 100 organizations. The documented effect on the bottom line is in excess of EUR 300 mill. In the process, more than 600 people have received training.