



## Achieving high performance in a global marketing matrix organisation

We are a newly created global cooking category in Arla Foods' Global Categories and Brands organisation, located in Viby J.

Our mission is to add value to basic dairy cooking ingredients in Northern Europe by elevating dairy's role in cooking, and we have a vision to create the future of cooking by offering consumers locally exciting dairy cooking products, together with the inspiration and education to transform those products into tasty dishes every day. We have set an ambitious goal of reaching an incremental cooking revenue of €530m +€2b by 2020.

### The project we offer you

In order to maximize efficiency and efficacy of marketing, human and financial resources, many global companies such as Arla Foods operate in a matrix organisational setup. Local teams feed market relevant insights into the global unit who can take a broader view of all markets worldwide and maximize relevant synergies.

However there are often conflicts between the needs and targets of local and global teams. From a broad perspective, the objectives are largely aligned, but when operating day-to-day there are many opportunities to smoothen ways of working and operating

as truly ONE High Performing Team in a global marketing matrix environment

This is a live issue that affects the broader Global Categories and Brands team as well as local marketing teams (over 400 people worldwide). You will get the opportunity to interact with the global team here in Aarhus and also by phone and video conference with relevant marketing colleagues around the world. You are also encouraged to approach other companies that operate in a global marketing matrix to get multiple perspectives and ideas on best practices.

### Student qualifications

We expect you to come up with 2 or 3 interesting hypotheses, and then go about proving or disproving them. As a person you are curious, solution-oriented and confident that there is always an answer to a problem.

### How can you apply?

To apply for this thesis topic please send a synopsis and your CV to [thesis@arlafoods.com](mailto:thesis@arlafoods.com) no later than November 1 2015 with the subject name "14 ARPR". You will be notified whether your synopsis has been chosen by the thesis advisor for cooperation no later than November 13 2015.