



**IPF 2019 PARIS**

INTERNATIONAL PRICING FORUM

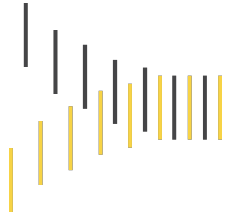
# FIRST 90 DAYS IN PRICING

## FROM ACCELERATED LEARNING TO EARLY WINS

ANNA DUVIALARD

MANAGER PRICING INTELLIGENCE & ADMINISTRATION EUROPE

GOODYEAR



# An history of innovation

## Global

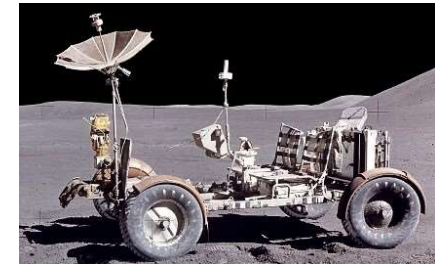
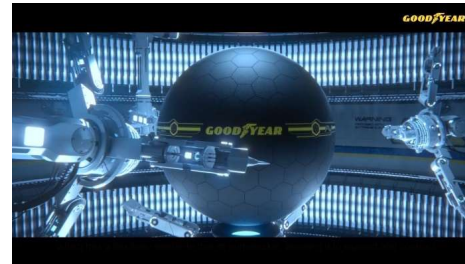
- Goodyear is one of the world's leading tire companies, with operations in most regions of the world. Together with its subsidiaries and joint ventures, Goodyear develops, markets and sells tires for most applications.
- Goodyear operates 49 plants in 22 countries.
- We employ approximately 66,000 people.
- 2 Innovation centers: one based in Akron (USA) and one based in Europe with offices in Colmar-Berg (Luxembourg) & Hanau (Germany)
- 4 test tracks worldwide

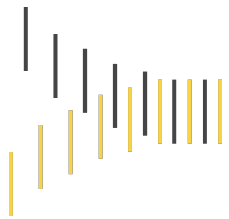


**1842 | Discovery of the vulcanization process by Charles Goodyear**

**1970 | The first tires on the moon – Apollo 14 MET (Modularized Equipment Transporter) was shod with Goodyear's XLT Tires.**

**2016 | Goodyear Eagle-360 Concept Tire for AVs named one of Time Magazine's "Best Inventions of the Year 2016".**



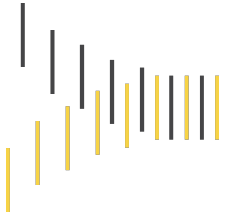


## Anna and her “first 90 days”

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- 7 JOBS IN 12 YEARS PROFESSIONAL EXPERIENCE, IN 2 DIFFERENT COMPANIES...  
...7 “first 90 days”, including 4 in pricing roles
- MANAGER OF A GREAT TEAM, AND ONBOARDING THIS YEAR 2 ASSOCIATES COMING FROM OUTSIDE OF THE PRICING WORLD  
...2 “first 90 days in pricing” as a hiring manager
- DIRECT REPORT OF GOODYEAR PRICING DIRECTOR IN EUROPE, WHO HAS JOINED THE TEAM IN MARCH 2019, AND IS COMING FROM A FINANCE BACKGROUND  
...1 “first 90 days in pricing” as a coach to my manager
- HAPPY WIFE AND MOTHER OF 3 KIDS (5, 3 AND 1 YEARS OLD)  
...3 “first 90 days” of becoming a mother and rebalancing family and business lives...  
...and the most challenging of all of the above!





We all face a bigger challenge than those guys!  
No pressure... right?

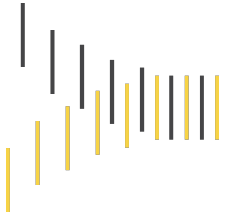
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The President of the USA has 100 days to prove himself.

You only have 90 days to prove that you are an asset to the organization upon entering a new job or getting promoted to a higher position within the same organization.

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# Linking Theory to Practice



Julia

- Title: Pricing Analyst
- [Text]
- Age: Late 20s
- [Text]
- Background: 5 years experience as a supply chain data analyst
- [Text]
- Years of service at Goodyear: None



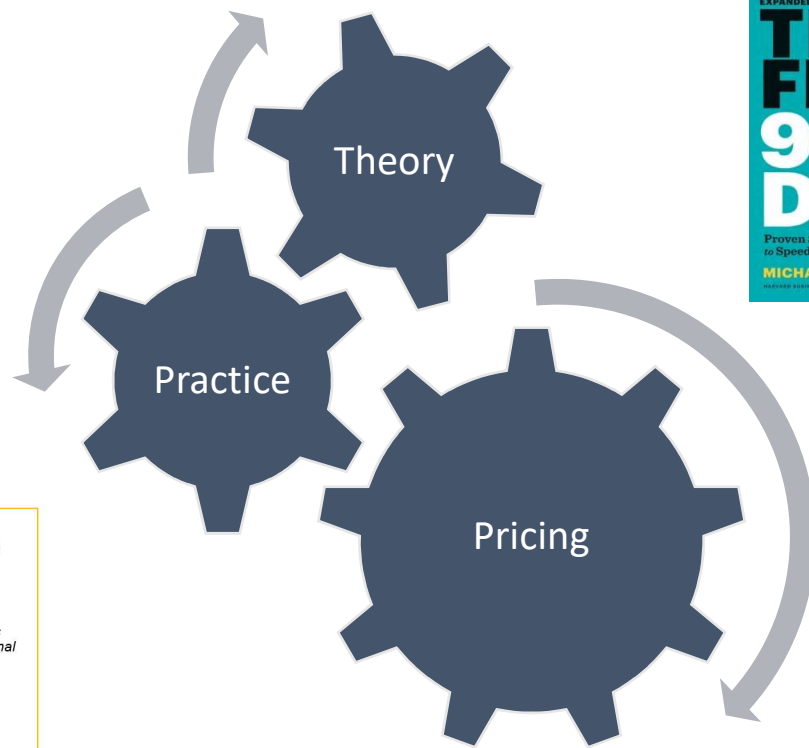
Susan

- Title: Director Pricing Europe
- [Text]
- Age: Early 40s
- [Text]
- Background: 20 years in finance roles, with global and local responsibilities.
- [Text]
- Years of service at Goodyear: 15



Michael

- Title: Pricing Project Manager
- [Text]
- Age: Mid 30s
- [Text]
- Background: 12 years experience in IT Internal Audit
- [Text]
- Years of service at Goodyear: 8





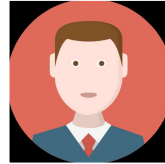
## What did they do to ace their new pricing job in the first 90 days?

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**Julia**

- Title: Pricing Analyst
- Age: Late 20s
- Background: 5 years experience as a supply chain data analyst
- Years of service at Goodyear: None



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**Susan**

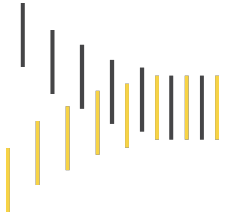
- Title: Director Pricing Europe
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# SHORTENING THE LEARNING CURVE

*“Learning is not attained by chance, it must be sought for with ardor and attended to with diligence.”*

Abigail Adams





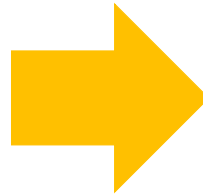
## Shortening the learning curve

### Learning agenda vs. Learning Plan

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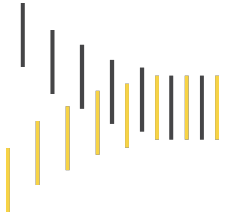
#### CREATE A LEARNING AGENDA

- What are your learning goals?
- Think about the right mix of technical, interpersonal, cultural and political learning
- Manage learning as an investment process: Focus on actionable insights



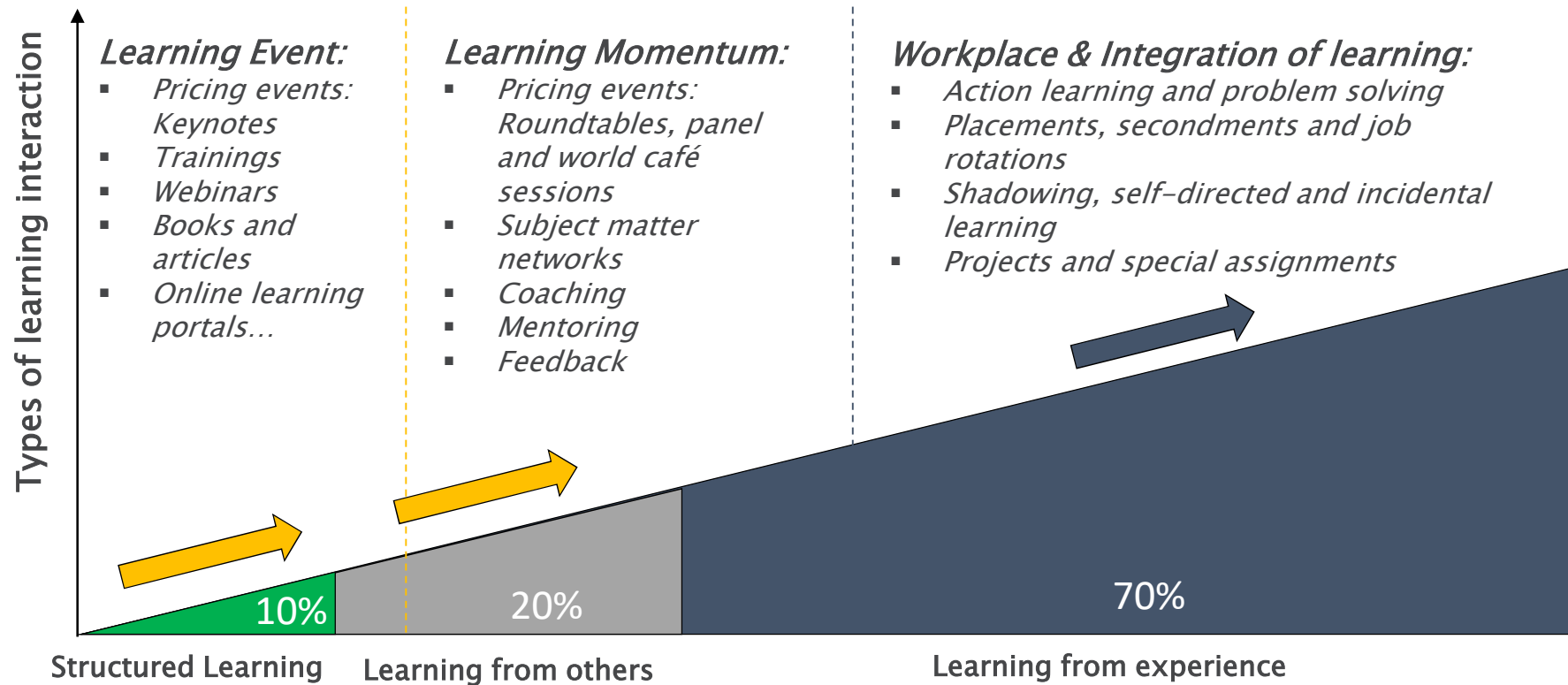
#### CREATE A LEARNING PLAN

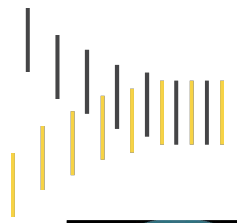
- How to translate your learning goals into specific sets of action?
  - Identify the best sources of insight: Who can provide the best return on your learning investment?
  - Engage in a systematic learning process, creating a virtuous cycle of information gathering, analyzing, hypothesizing and testing
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## Shortening the learning curve

### 70-20-10 Learning & Development model





# Shortening the learning curve

## Case study

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Susan



- **Title:** Pricing Analyst
- **Background:** 5 years experience as a supply chain data analyst.
- **Years of service at Goodyear:** None

➤ *Start with a learning agenda:*

- **From supply chain to business:** Understand the technicalities of our product, who are our customers, what is our brand image and its perceived value.
- **What is pricing?** Understand the basics of pricing, from our price setting strategy, to price execution and analytics. Learn how to use and leverage our pricing tools.

30 days

➤ *Identify best sources of insight*

- **Pricing as a cross-functional activity:** Get known by all the relevant stakeholders within the organization operating around pricing and understand their focus points and challenges (sales, finance, sales operations, sales capability, marketing...)
- **Get to know the organization culture and its impact on pricing**

60 days

➤ *Engage in a systematic learning process*

- **Develop extreme curiosity:** Why do you do things this way? Think of other ways to get at the same information. Ask people who use her analysis on how they use them. What would make them better?
- **Be enthusiastic. Be accurate.** Be helpful when people ask questions or ask for new metrics. In short, be better than they expect.

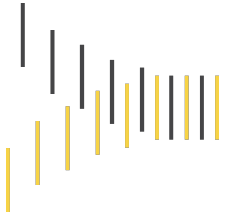
90 days



# NEGOTIATING SUCCESS

*“I think that if you live long enough, you realize that so much of what happens in life is out of your control, but how you respond to it is in your control. That’s what I try to remember”*

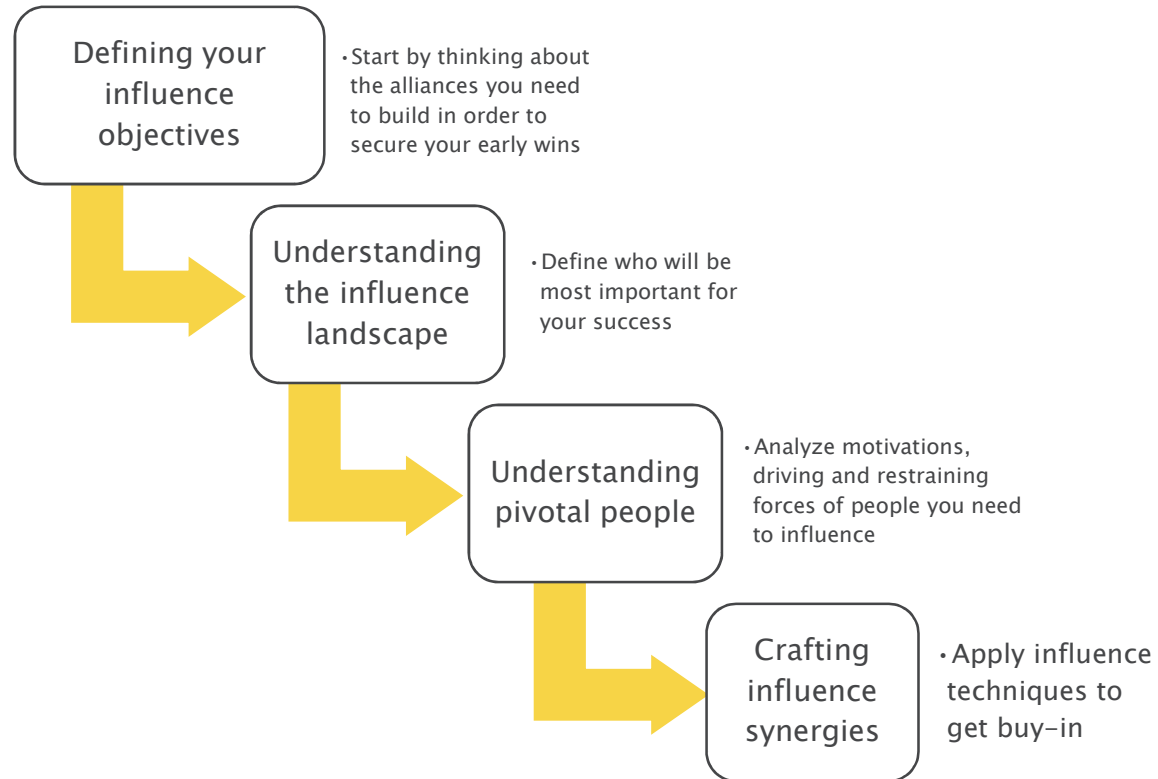
Hillary Clinton

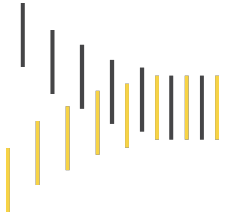


# Negotiating success

## Create cross-functional alliances

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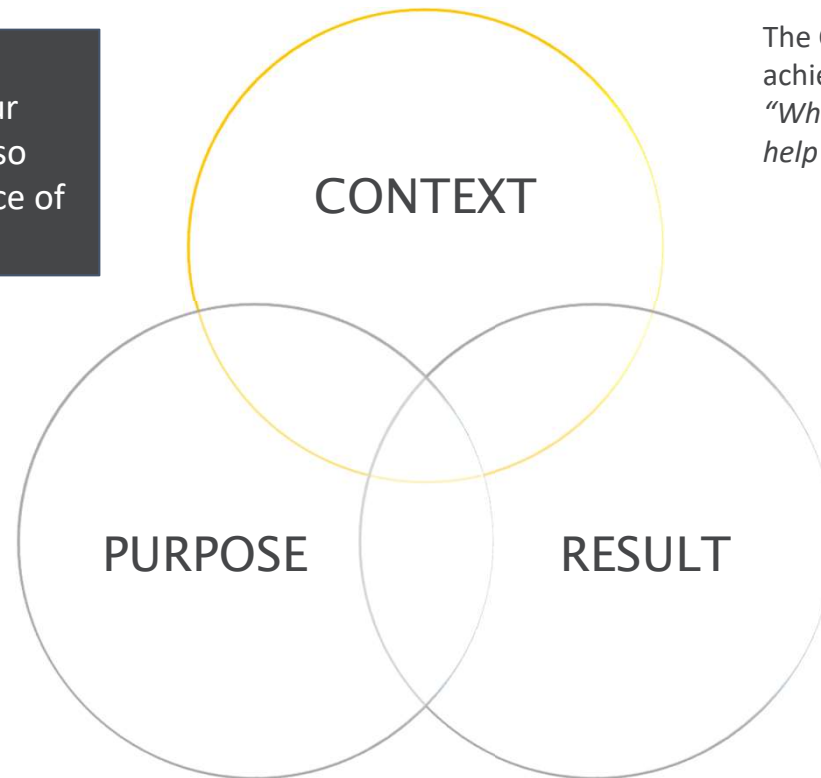




## Negotiating success CPR Framework

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*Negotiating success* means proactively engaging with your new boss to shape the game so that you have a fighting chance of achieving desired goals.

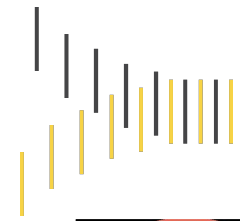


The Context is who you need to be to achieve your objectives.  
*“Who am I being right now and will it help me achieve my Purpose?”*

The Purpose is the “why.”  
*It should be a brief sentence or two at most so you are forced to get to the essence of it.*

The Results are the practical and the intended results. They’re the specific, measurable outcomes of your efforts.

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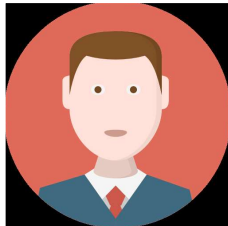


## Negotiating success

### Case study

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Michael



- **Title: Pricing Project Manager**
- **Background:** 12 years experience in IT Internal Audit.
- **Years of service at Goodyear:** 8

**Objectives:** Improve pricing processes, reduce pricing complexity and harmonize pricing policies across European markets.

**Key challenge:** Needs, to succeed in this new role, the support of people over whom he has no direct authority.

**Chosen approach:** Leverage his learning and onboarding time to approach stakeholders with a “consultation” influence technique.

**Result:** Building winning alliance thanks to a clear understanding, before the end of the first 90 days, of the patterns of influence, potential support and opposition.

30 days

60 days

90 days

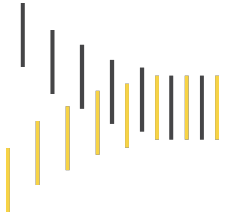


# BUILDING A SUITABLE POSITIVE NEW MOMENTUM

*“The only limit to the height of your achievements is  
the reach of your dreams and your willingness to  
work hard for them.”*

Michelle Obama





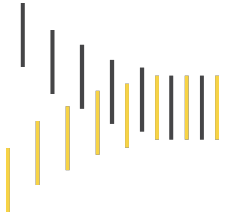
## Building a suitable positive new momentum

### Building credibility

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- In your first weeks in a new job, you cannot hope to have a measurable impact on performance, but you can score small victories and signal that things are changing.
- Building personal credibility is about marketing yourself effectively, much akin to building equity in a brand. You want people to associate you with attractive capabilities, attitudes and values:





# Building a suitable positive new momentum

## Achieve alignments

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### BEGIN WITH STRATEGIC DIRECTION

How is your pricing team positioned with respect to the organization's goals and your agreed-to priorities  
Make sure your mission, vision and strategy are well thought through and logically integrated

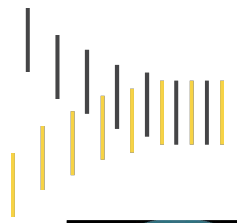
### LOOK AT SUPPORTING STRUCTURE, PROCESSES AND SKILLS

Look at whether your pricing structure and processes support the strategic direction  
Understand the relationship among those elements  
Figure out how you will either adapt your direction or build the capabilities you need

### DECIDE HOW AND WHEN YOU WILL INTRODUCE THE NEW STRATEGIC DIRECTION

Chart a path for shifting direction, sketch out changes in positioning  
Adopt a realistic time frame for making these changes

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## Shortening the learning curve

### Case study

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Susan



- Title: **Director Pricing Europe**
- Background: *20 years in finance roles, with global and local responsibilities*
- Years of service at Goodyear: **15**

➤ *Everything starts with “people”*

- **Talk with people before making any decision**

Spoke to everyone – senior people, junior people, support people, from the pricing team and around.

- **Highlight the strengths of each pricing team member**

Sitting between the number guys, the creative types and the social nerds.

➤ *Identify the gaps between the pricing strategy and pricing processes*

- **Similar deals for different prices**
- **Pricing capabilities gap**
- **Mismatched sales incentives**

➤ *Plan what she wishes to accomplish by specific milestones*

➤ *Engage and lead by effective delegation:*

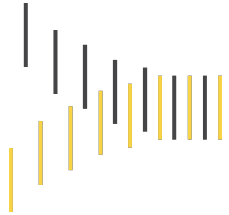
- **Build an “advice-and-counsel network”,** whom she trusts
- **Build the right team**
- **Establish goals and metrics to monitor success**
- **Translate high level goals into specific responsibilities** for her direct reports

30 days

60 days

90 days





## First 90 days in Pricing Bringing it all together

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- First 90 days in a new role are difficult. Uncertainty and lack of clarity are huge psychological pressures.
- Key is to keep balance:
  - Be disciplined
  - Plan suitably
  - Say no when necessary
  - Reserve time for hard work
  - Take time for difficult decisions
  - Focus on process
  - Quit early enough when necessary
  - Keep checking if you are on the right path
- Never forget that: *“No leader can achieve great things alone”*



*“A woman is like a tea bag – you can’t tell how strong she is until you put her in hot water”*

Eleanor Roosevelt

*...and this is exactly what the first 90 days are about!*

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*Thank you for your attention!*

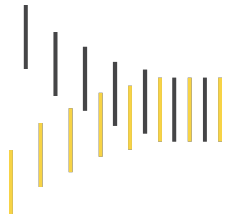
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GOODYEAR DUNLOP TIRES

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## Appendix – Sources

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- Books

- The First 90 days, Proven strategies for Getting up to Speed Faster and Smarter, Michael D. Watkins, Harvard Business Review Press
- Authentic Negotiating: Clarity, Detachment, & Equilibrium The Three Keys To True Negotiating Success & How To Achieve Them, Corey Kupfer

- Report

- “Skills for Pricing Experts”, Ibbaka Value Report, November 2018

- Articles

- How to Ace Your New Job in the First 90 Days, Jane Bianchi, Forbes, June 2014
  - Career question from a pricing analyst, Mark Stiving, February 2019
  - The Secret to Effective Delegation, Victor Lipman, Forbes, June 2013
-