

A satellite image of Australia, showing the continent's diverse terrain from arid redlands to lush green coastal areas. The text is overlaid on a dark green rectangular background.

**WHO HAS DELIVERED TO MORE
THAN 60% OF AUSTRALIAN
HOUSEHOLDS?**

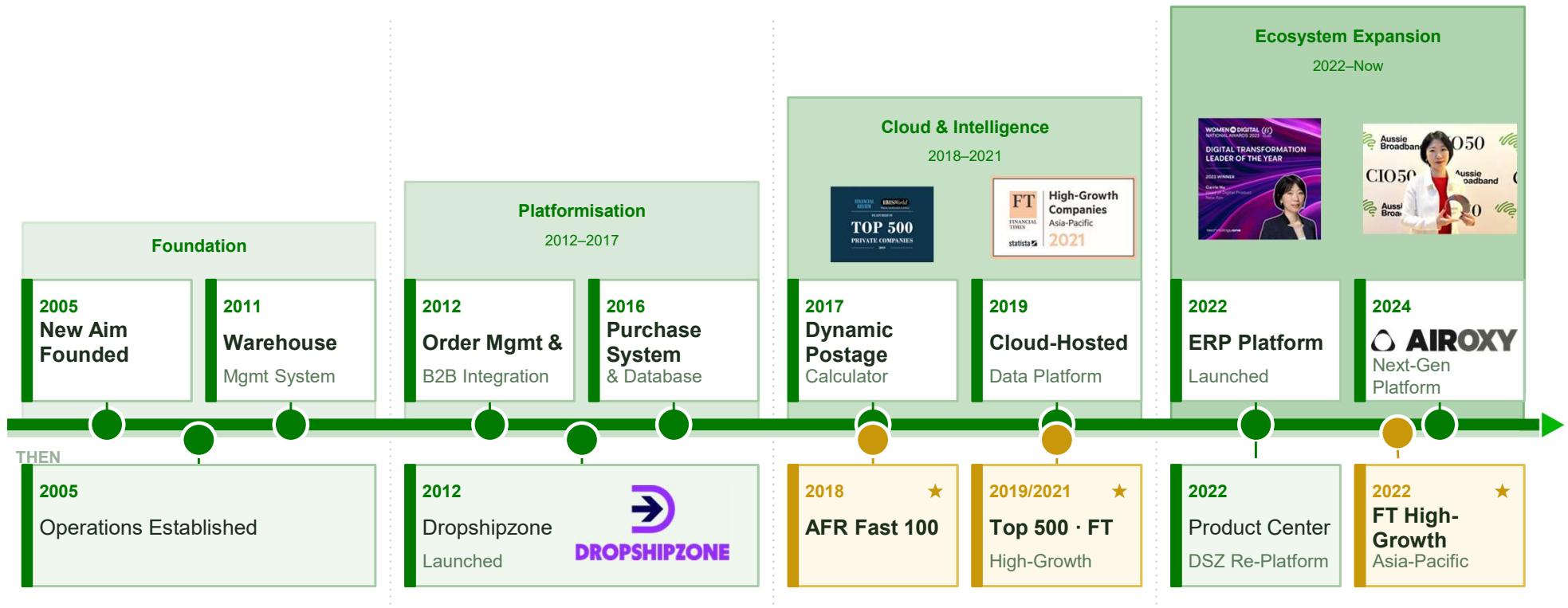
New Aim's 20-year journey



Technology Enabling Scale

Every business milestone was powered by a technology leap

- Tech implementation
- Business outcome / Award

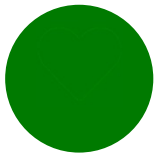


Tech didn't just follow the business. *It enabled and unlocked* the next era of growth.

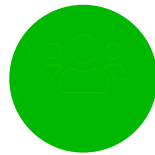
"Carrie, what is the hardest part of Digital Transformation?"

It is the PEOPLE.

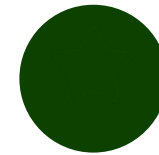
Algorithms are cold logic. But the people driving them are filled with emotions, habits, and fear.



Emotions



Habits



Fear

We built it.

Why didn't they come?

ACT 1 · THE ASSUMPTION

**System
launched.
Team
celebrated.**

ACT 2 · THE REALITY

**Nobody
logged in.**

ACT 3 · THE TURN

**You can't
automate human
side of change**

And here's what I've learned:

No AI can fix a culture problem. No system can rebuild trust.

20% Technology. 80% Psychology. 100% GROW.

20% TECH

80% PSYCHOLOGY & CULTURE — the GROW work

Technology

4 months

- Demand Planning Automation
- AI/ML Demand Forecasting
- Cloud Infrastructure
- Real-time Analytics

People & Culture

18 months+

- Mindset Shifts & Trust
- Change Management
- Capability Building
- Continuous Learning

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The Iceberg Reality

10%
above surface

VISIBLE

- System integration
- Data migration
- Process docs

HIDDEN RESISTANCE — 90%

✘ Fear of automation & irrelevance

🛡️ Loss of control & override ability

! Fear: "What if I can't learn this?"

🕒 "Manual tracking worked for 15 years"

🧠 "IT doesn't understand our business"

👤✘ No time to stop and learn

The bigger the transformation, the deeper the iceberg.

The Problem: Demand Planning

Built for Stability, Broken by Volatility



Traditional Planning

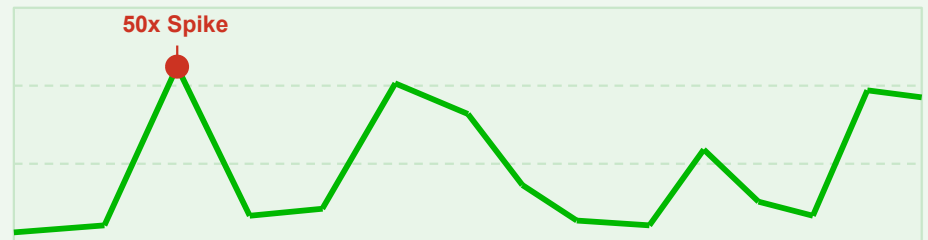
- **Linear Demand:** Based on stable history
- **Local Scope:** Store-by-store catchment
- **Static Contracts:** Monthly/Quarterly cycles
- **Slow Feedback:** Lags behind actual sales

Legacy ERP Interface: Spreadsheet-centric



eCommerce Reality

- **Chaotic Spikes:** 10-50x jumps overnight
- **Channel Complexity:** Each platform behaves differently
- **Hyper-Volatility:** Promos drive 90% of movement



THE CRITICAL FAILURE:

Legacy systems "smooth" these spikes as errors. This leads to **catastrophic stockouts** during peak demand windows or **massive overstock** when trends shift.

The Problem: Demand Planning

Excel Was Their World



What buyers did every day



1,000s of SKUs across multiple files



Multi-dimensional filtering: Lead time, safety stock, stock on hand, stock on water, stock at port, price, stock, supplier, season...



Manual qty changes — anytime, from anywhere



Hours of manual work. Every. Single. Day.



Why Excel felt perfect to them



Complete control — change anything, anytime



Flexible for e-commerce complexity



Built around their exact business logic



"It's always worked. Why change?"

This wasn't resistance to change. This was pride in something that worked.

Why Previous Systems Failed

The same story. Over and over.

01



Market products didn't fit

No existing system could handle the rapid, dynamic nature of e-commerce — multi-dimensional data views, instant qty changes, complex filtering across thousands of SKUs.

02



IT didn't understand the business

Business logic built up over years, living in Excel formulas. No time to translate that into a spec. No common language between IT and operations.

03



Business had no time to teach

E-commerce moves fast. Buyers couldn't stop to explain edge cases and exceptions. So they kept using Excel — and IT projects got shelved.

The result: a vicious cycle. Business keeps Excel. IT projects get abandoned. The gap widens.

The Turning Point



I didn't call a meeting.

I didn't run a workshop.

I didn't send a survey.

I sat down next to them. And I watched.

Designed For Them, Not At Them

01

Mirror their habits

The UI replicated exactly how they already worked in Excel — same mental model, same flow. Zero learning curve for the familiar parts.

02

Automate the painful parts

Algorithm-based automation handled the repetitive calculations and qty planning that ate hours every day. The intelligence was invisible.

03

Give them more control, not less

Multi-dimensional filtering, instant overrides, real-time data. Everything Excel gave them — and more. Designed around e-commerce's rapid change.

MEET THE TEAM

23 Spreadsheets. 0 Consensus.





The reaction when they first used it:

***“This is actually easier
than my Excel.”***



***PM principle: The goal is not compliance.
The goal is desire.***

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G

Gear Up with Technology

Technology is your gear, not your destination

-  Designed around how buyers already worked
-  Then automated what cost them hours daily
-  The system elevated people, not replaced them

R

Raise New Capabilities




Supply Chain Heroes Program

-  Buyer + data scientists pairing
-  20% ↑ engagement
-  80% processing time reduced, 20% accuracy increased

O

Open Minds, Remove Fear




Name the fear out loud

-  Fear of losing control & decision override
-  Fear of becoming irrelevant or replaced
-  "You are not being replaced — you are being upgraded"

W

Win Together

When people grow, teams grow

-  Share the credit, share the struggle
-  Celebrate small wins loudly and publicly
-  Name the people who adopted

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When people grow, teams grow

When people grow, teams grow. When teams grow, businesses grow. That's how we Win Together.



GROW

Emotional Wisdom

*Our greatest
leadership advantage*

*"Transformation is not happening
to them — it's happening for them"*



Goes Deeper Than Empathy

At the core of every team member isn't someone afraid of change — it's someone who wants to grow, to become a better version of themselves.



Invite Them to Become More

We're not asking people to adapt to change — we're inviting them to become more. Through upskilling, new roles, and discovering they are far more capable than they ever believed.



Resistance Becomes Momentum

When your team sees transformation happening for them — not to them — that's when your supply chain heroes are born.

A Marathon of Resilience

Japanese: Shu-Ha-Ri 守破离

English: Follow — Break — Let go



Year 1: Foundation

Establish trust by solving immediate pain points. Move from "Tech vs Business" to "Partners".



Year 2: Alignment

Standardize logic across silos. Scale digital habits through systematic governance.



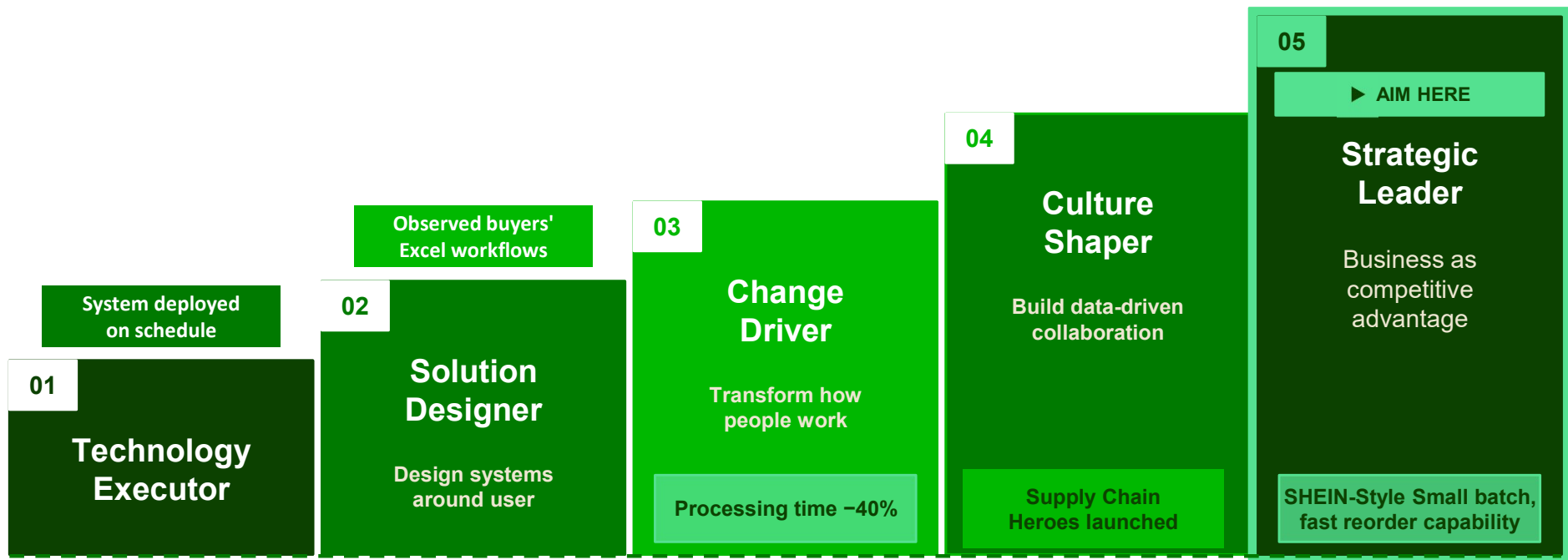
Year 3: Culture

The "Digital Native" mindset becomes the default. Transformation is no longer a project; it is the culture.

My Leadership Evolution

YOUR JOURNEY ►

From Technology Follower → Change Driver



Key Shift: From "reduced 97% processing time, 20% accuracy increase"

→ "Enabled Daily Dynamic Small Batch Fast Turnaround Supply Chain Capability"

How New Aim Enabled this

It's not just me — it's who we are as a company



Business-Embedded Tech Teams

Our engineers sit alongside business teams — not behind a ticket queue. We understand the pain before we write a line of code.



Outcome-First Delivery

We don't ship features. We ship results. Every engagement is measured against business KPIs, not delivery velocity.



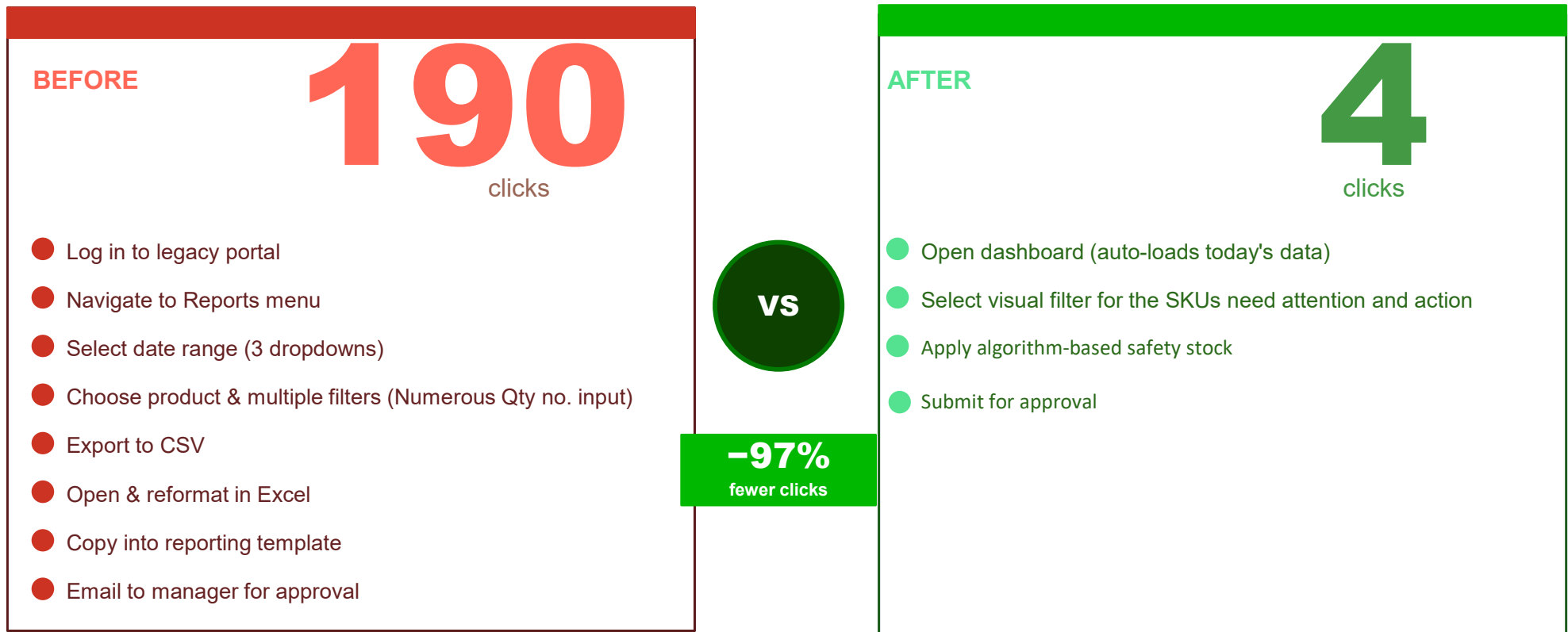
Change Capability as a Product

Adoption, training, and culture change are built into every project — not an afterthought. People is always part of the plan.

New Aim · *Where technology meets the people who use it.*

Show the Before & After

Don't just announce the fix – make the numbers undeniable



Same outcome. *Same data. A fraction of the effort.*

3 Things to Try Tomorrow

Walk out of here and do these — your team will notice the difference

1

Find 1 Pain

 This week

Don't ask what the system can do. Ask: what takes someone 30 minutes that should take 30 seconds? That's your first quick win.

2

Show the Before & After

190
clicks → **4**
clicks **-97%**

Make the change visible and measurable. Numbers travel further than words.

3

Give Glory, Gain Adoption

 The secret multiplier

Find one business stakeholder and make them the hero of the story. When they tell others, adoption spreads on its own.

Start small. Win visibly. Let others tell the story. — *That's how change spreads.*



We didn't just digitize our supply chain
—
we humanized our technology

— *Carrie Ruan Hu*

CIO & Digital Transformation Leader, New Aim

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The endpoint of digital transformation isn't code — it's more empowered humanity.