

Danone

Unique Culture:

a competitive advantage

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Danone Unique Culture



1. **Dual project:** the economic and social project as the DNA of the company
2. A **people-centered** company based on All Danoners development and engagement
3. A **glocal management** with a **growth mindset** relying on proximity management and local leadership
4. **Agile organization:** a learning organization that leverages networking and acts with pragmatism, speed & agility

1 – DUAL PROJECT

The economic and social project as the DNA of the company

1960's



BSN: glass maker

1980's



Food

1990's



Internationalization

2000's



Health through food

2010's



For ALL

**Dual Project
Marseille
1972**



**Danone Values
1997**



**Danone Way
2001**



2008



2009

Dan' Cares

2011

**1985
First agreement
UITAIUF**

**1998
First
partnership
with Ramsar**

**2006
danone) (communities
2008
Nature Funds**



2 – A PEOPLE-CENTERED COMPANY

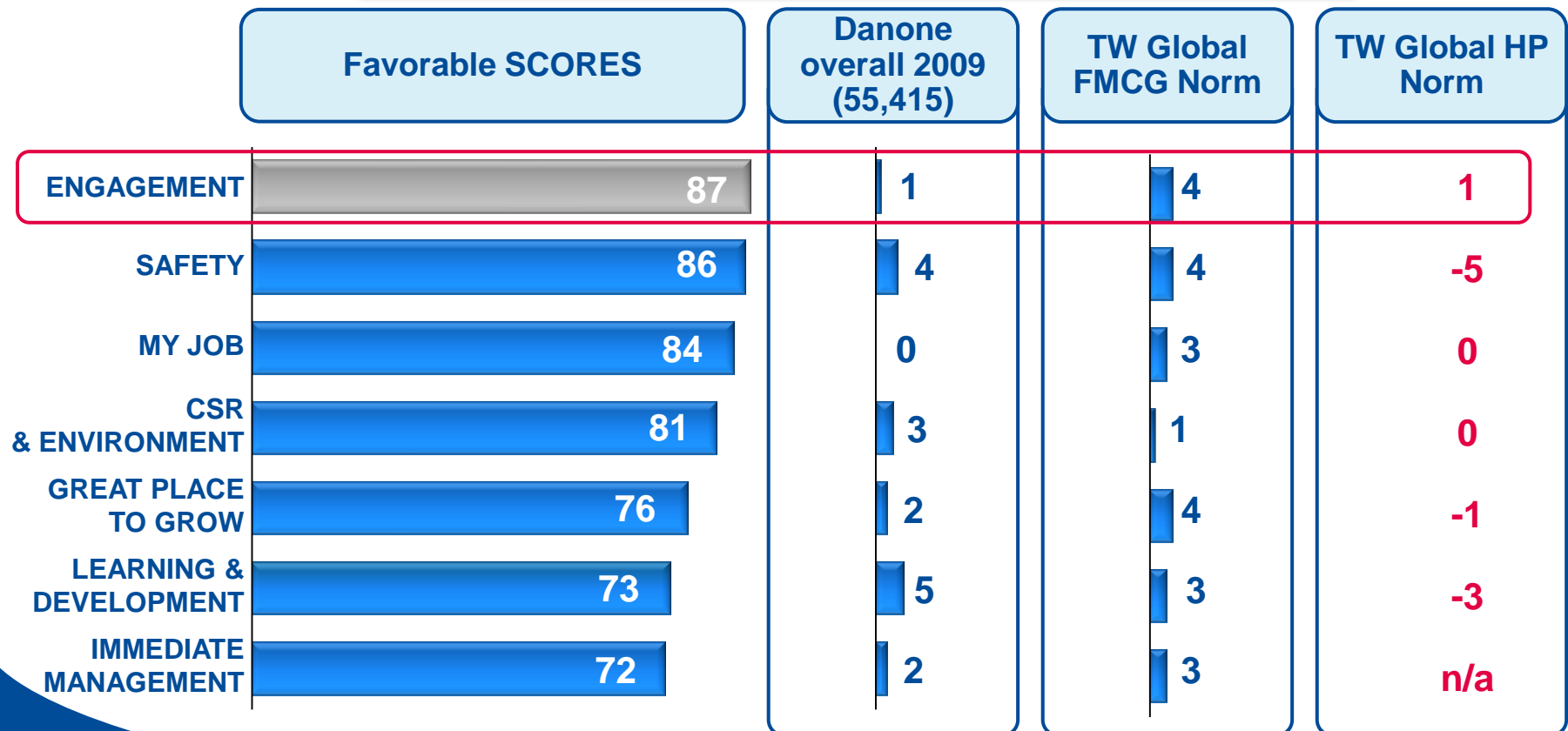
All Danoners engagement

101,000 Danoners in 90 countries

In 2010 Engagement continues to rise (87%)

Among the best in class in the world

> FMCG & High Performing Companies



2 – A PEOPLE-CENTERED COMPANY

People leadership makes the difference

GM: a fully international management team

- 80% of the GMs come internally
- 24 nationalities
- 95% with international experience
- 26% of expat in CODIs

Management alignment on the 3 third Bonus Scheme

ECONOMIC	CANN, MARGIN, OFCF
SOCIAL	PEOPLE, NATURE
BUSINESS DRIVERS	CUSTOMIZED eg: Innovation, market shares, transformation



150 CBUs:
Danone
building blocks

2 – A PEOPLE-CENTERED COMPANY

People leadership makes the difference at all levels

Committed

- Inspire & “Be” the vision
- Commit to create breakthrough results



Empowered

- Engage & align teams
- Coach & harness diverse talent



Open

- Listen with empathy & Talk straight
- Connect inside & outside

Doer

- Take responsibility & risk to show the way forward
- Act with speed, agility, & pragmatism

Based on Values, CODE in

- Managerial assessment
- HR processes at all levels

CODE in

30 languages

and 30 dialectes



DANONE

3 – A GLOBAL MANAGEMENT with a growth mindset relying on proximity management and local leadership



Mission:

Danone leaders are committed to an ambitious future, open to learn and share with others, doers who deliver results fast, through empowering and developing people



OBJECTIVE: 15,000 Team Leaders by 2012

CBU
116

Team Leaders
9,000

Internal Trainers
420

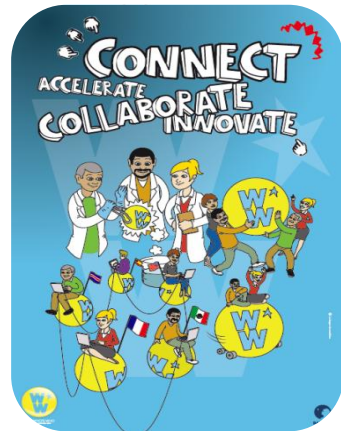
Business Growth



People Growth

4 – AGILE ORGANIZATION a multi-centric connected organization

Networking



Connect
Collaborate
Innovate
Accelerate

33,000 people connected
250 communities on the internal
social network

A learning organization



7,500 managers trained



**Acts with pragmatism, speed
& agility**

Resets



DANONE

Why Danone culture is a competitive advantage?

- Living culture: consistency over time and space while lever to integrate new businesses / new employees and transform
- Differentiation to attract and retain leaders at all levels
- Sustainable engagement → sustainable performance
- Agile and networked to take opportunities in a connected and fast changing world

