

Friesland Coberco Dairy Foods Changing Reality at Corporate Research: The Butterfly Program



Everybody's truth is
true, together it's our
whole truth

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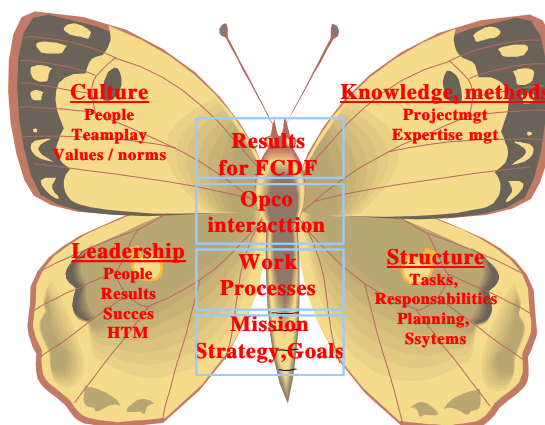
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Friesland Coberco Dairy Foods is a multinational company which develops, produces and sells a wide range of branded dairy products and fruit-based drinks for the consumer market, professional users and food producers.

Friesland Coberco employs 16.700 staff, of whom 11.000 work outside The Netherlands. The company operates from 94 branches worldwide. In Western Europe, Central Europe, West Africa and Southeast Asia in particular, Friesland Coberco has a strong presence on the dairy market.

Friesland Coberco Dairy Foods is a young company with a long history. Its roots go back to 1894. A large number of mergers and take-overs have brought about the current modern structure and size. The most important merger occurred in late 1997, when four Dutch dairy cooperatives joined forces.

One of FCDF's Corporate Departments is Corporate Research which serves the operating companies (opco's) and plays an important role in product line extensions, innovations and their time to market, thus confirming and enhancing FCDF's brand images. FCDF's ambition is to act as a global player, competing with Nestlé and Danone for example. This ambition stresses the effectiveness and efficiency of Corporate Research even more, being a relatively small department. In 2001 Karel Horn, managing director of Corporate Research, envisioned this role and function and started a program which should lead Corporate Research into becoming a highly effective as well as an efficient organisation and a compelling place to work.



Issues to be addressed by the Task Teams

Several task teams were set up to explore and address the issues. The program was named: Butterfly. After several months it appeared that, in spite of all its wings, the butterfly wouldn't take off to fly. Something major had to happen to bring the butterfly to life again and Karel Horn decided for external

Friesland Coberco Dairy Foods

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Why we advised to apply Whole Scale Change

The Task Teams had lost their energy and the rest of the organisation wasn't connected

The organisation couldn't afford to de-capitalise on the work that was already done

The sense of urgency in the operating companies was increasing

The pace of the change process decelerated increasingly.

Task teams got stuck in details

There was an open atmosphere in the Management Team. No hidden agenda's

The Management Team believed that the wisdom really was in their employees

Internal capacity and means were available however for a short period of time

help. Rijnconsult business consultants were brought in to design a process in which the work that had already been done remained, and at the same time would bring about new energy within the entire organisation to elaborate on the issues and internalise new behaviour and attitude. Another assignment was to stay focused on the headlines, not putting too many efforts in the details (which was common behaviour of the researchers). The challenge was, while keeping the quality of the work, to speed up the process and then keep it moving. As specialists in large scale change processes Rijnconsult proposed to

Powerful solutions require powerful approaches

Whole Scale Change is the trademarked name for Real Time Strategic Change and Real Time Work Design. It consists of a series of well designed small and/or large group interactions that enable the organisation to undergo a paradigm shift. It applies an action learning approach, using Whole Scale Events as accelerators. Using microcosms –groups that represent the entire range of levels, functions, geography and ideas in the organisation – Whole Scale Change processes provide a powerful way of working with the whole system to create and sustain change and renewal.

Whole Scale Change also enables a 'critical mass' of the organisation to create a new culture in the moment. The same critical mass then models what the organisation can look like and becomes the vehicle by which powerful change occurs in the whole system.

apply the Whole Scale™ Change methodology.

After the Management Team had -reluctantly- agreed to the proposed approach and the overall process design, microcosms of the entire organisation were installed, ensuring that the flow of information that would emerge from these microcosms, kept synchronized. By inviting members of the management team to join these team meetings their enthusiasm for the approach gradually grew. The Butterfly Overall Team (BOT) was made responsible for the success of the total program while the Butterfly Event Team (BET) concentrated on how to design the process for two large group meetings: The Task Team's Landing Session and the Changing Reality Event.

During The Landing Session members of the Task teams learned to listen to each other without judgement and to appreciate their diver-

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What did Corporate Research gain by applying the Whole Scale Change methodology?

Cycle time of the program was reduced to 4 months

Investments where half of those of a classical cascade approach

Employees believe in the future of Corporate Research and in their own future

Content of the task teams work was deepened and linked to the vision, mission and strategic goals

New ways of renewing the organisation where found and adapted

Because all employees participated a solid common ground for change was established

The preferred future lived not only in the brains of people but also in their hearts

sity of realities. Gradually the participants yearned for the whole organisation to behave like this.

The purpose of the two day Changing Reality Event was

- Shared and agreed strategic goals
- In depth understanding of Corporate Research today's realities both external and internal

Core Beliefs and Values of Whole Scale Change

Creating Empowerment and participation

We believe in engaging the entire organisation in ways that lead to ownership of and commitment to a shared purpose and future direction.

Creating Community

We believe that when you foster an environment where employees can come together, they can create and believe in something larger than themselves.

Using Reality as a Key Driver

We believe the change process must keep a continual focus on the simultaneous and sometimes conflicting realities that exist in the internal and external environments of the organisation.

Building and Maintaining a Common Database

We believe that "a level playing field of information" and common understanding of the strategic issues informs the discretion of people at all levels so that they can make wise decisions.

Creating a Shared Preferred Future

We believe creating a collective "image of potential" for the future forms the basis for action today. People will only support what they have been part of creating.

Creating Change in Real Time

We believe in simultaneous planning and internalisation of individual, group and organisational changes around strategy, culture and work processes.

Practicing Action Research

We believe that only through continuous re-examination throughout the process we can adjust our approach to ensure reaching our vision of success.

Transferring Learning

We have a strong value for creating self-sufficiency and against creating dependency on us in our client systems. Our goal for the completion of each project is that participants will make our methods their own so they would feel confident and capable of carrying on with or without Rijnconsult.

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- A self-created and accepted picture of our preferred future
- Robust actions to ensure that we realise our preferred future and mobilised energy that enables us to carry out these actions
- Every individual has a clear picture how to contribute to a successful Corporate Research

This challenging purpose formed the guideline along which the Butterfly Event Team designed the Changing Reality Event that took place in November 2002. This microcosm (diagonal slice of the whole system) acted as a window through which we could foresee what would happen in the whole system during the Event. It goes without saying that this Event was a tremendous success. All the collective energy, intelligence and creativity was mobilised in a unity of space and time in order to meet the challenges of Corporate Research and to fulfil their ambitions which lie ahead.

The first challenge for Corporate Research now is to keep the fire burning!

Your situation

Every situation is different and requires a different approach. This case history gives you an impression of how we worked with FCDF Corporate Research. If your organisation needs to change fast and in a robust way please contact:
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Keep the fire burning

Many of our clients ask us how to keep the fire burning after a Whole Scale Event. From our experience the organisation has to install three elements which are interdependently connected:

Meaning	Have and keep a clear direction for the organisation which people have in their hearts and heads and which they understand.
Hope	Stay connected as a community. Communicate and share the purpose of the organisation, the short-term objectives or results that it has committed to, the success the organisation is having toward achieving those objectives, individual performance results and how they contribute to organisational results.
Power	Give people a voice. It is important that people are heard, throughout the process, as the organisation develops purpose, objectives and actions.

Meaning x Hope x Power = ENERGY

Author: Douwe Minkema. Text approved by FCDF Corporate Research for publication.