

Knowledge Sharing in Chr. Hansen A/S

MANDI Workshop on 4th November 2005
Copenhagen Business School

Project Director Hans Holm

Chr. Hansen A/S - Key Figures



CHR HANSEN

- ▼ Revenue 2003/04: 3.420 million DKK
- ▼ 2.600 employees in 29 countries
- ▼ 85 distributors/agents worldwide
- ▼ Modern production sites on three continents
- ▼ 6% revenue is spent on R&D (+Application)
- ▼ Research centered in Denmark
- ▼ Development and Marketing in Denmark, USA, France and Germany
- ▼ Application centres in 21 countries

Knowledge Management Project goal



How can Chr. Hansen increase its innovative capacity by utilizing the full potential in all joint efforts?

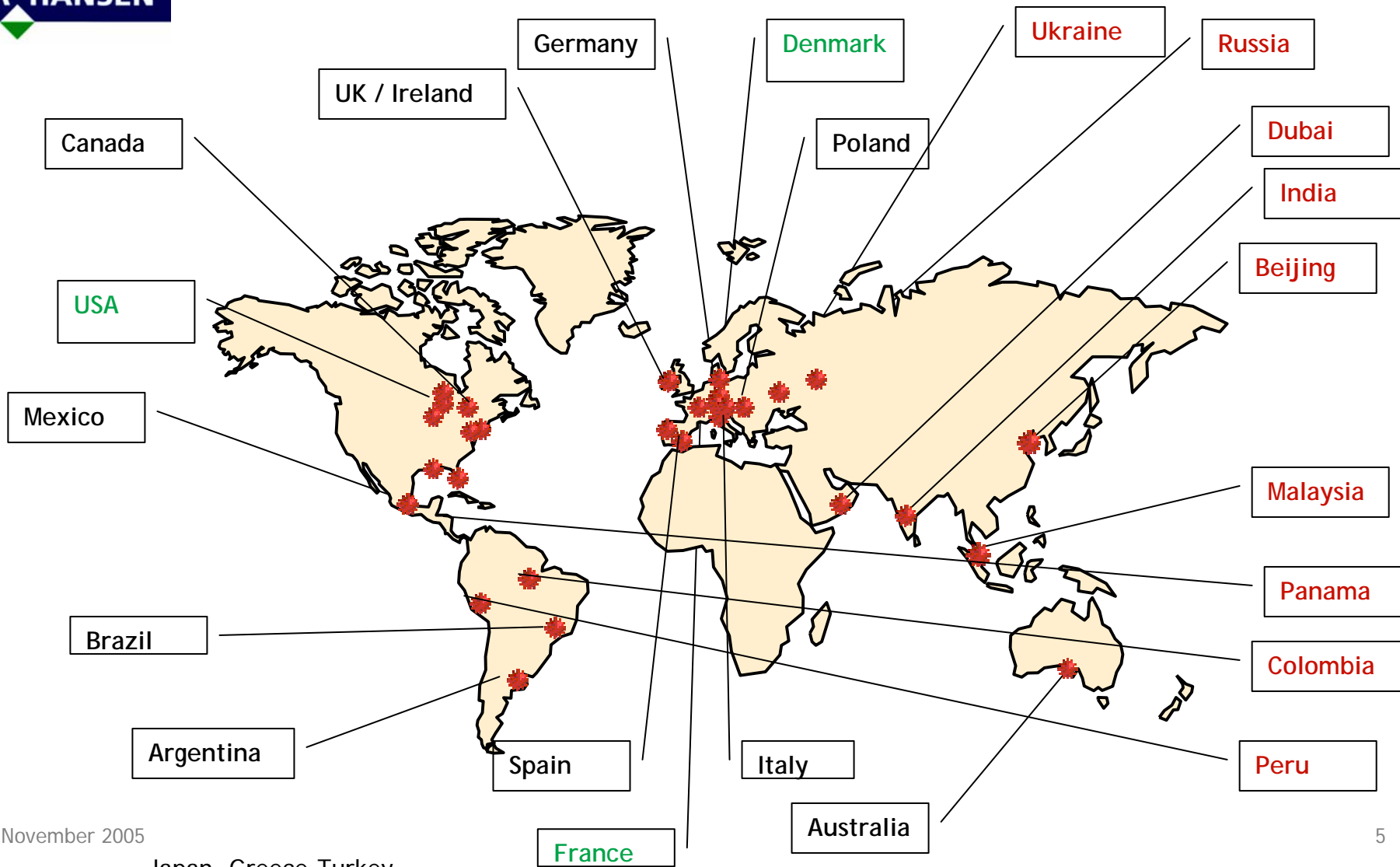
Knowledge Management Project goal



How do we nurture the goose that lays the golden egg?

Own companies in 22 countries

CHR HANSEN



The biggest technological breakthrough in CH since we started culture production

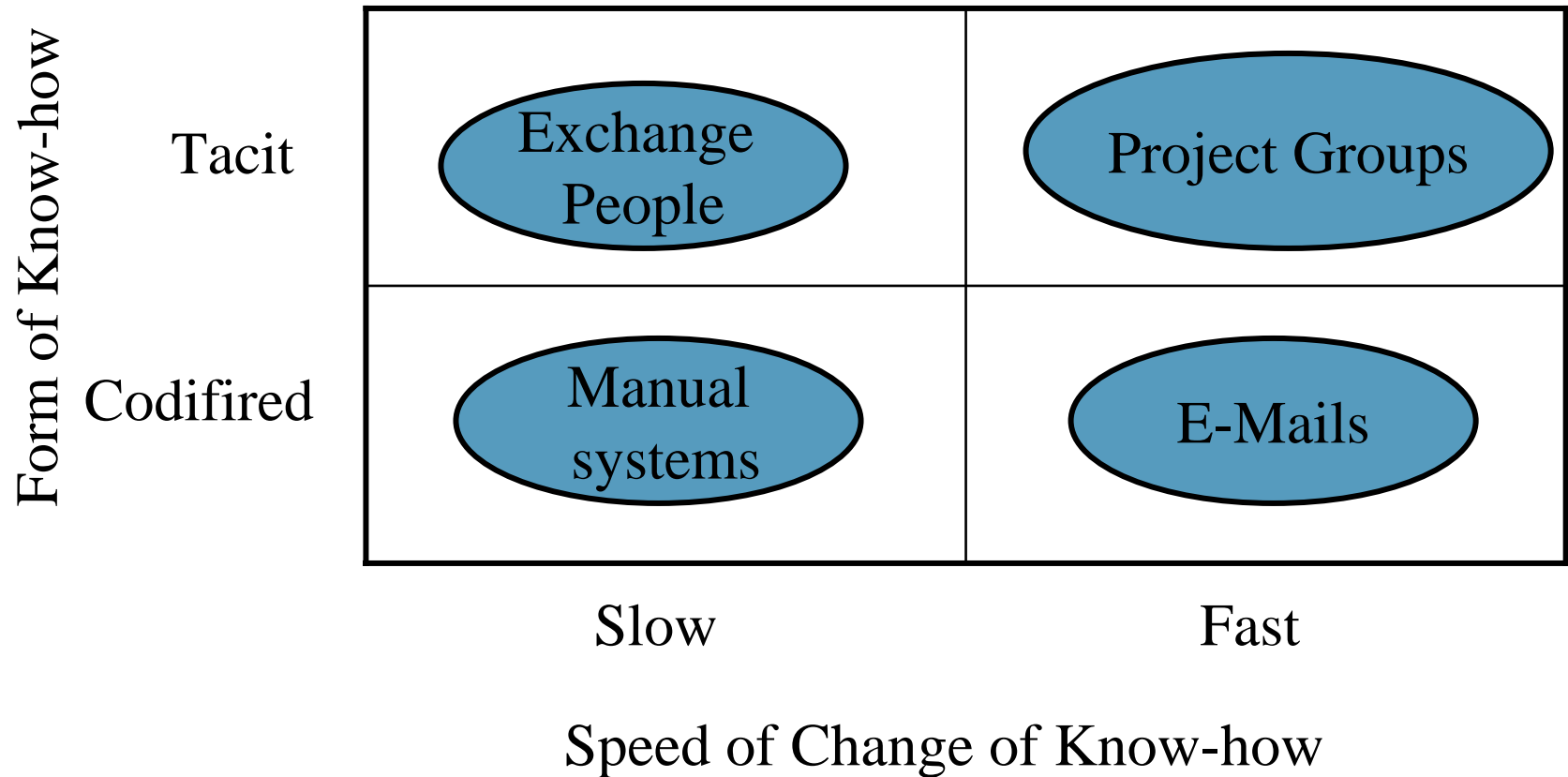
CHR HANSEN



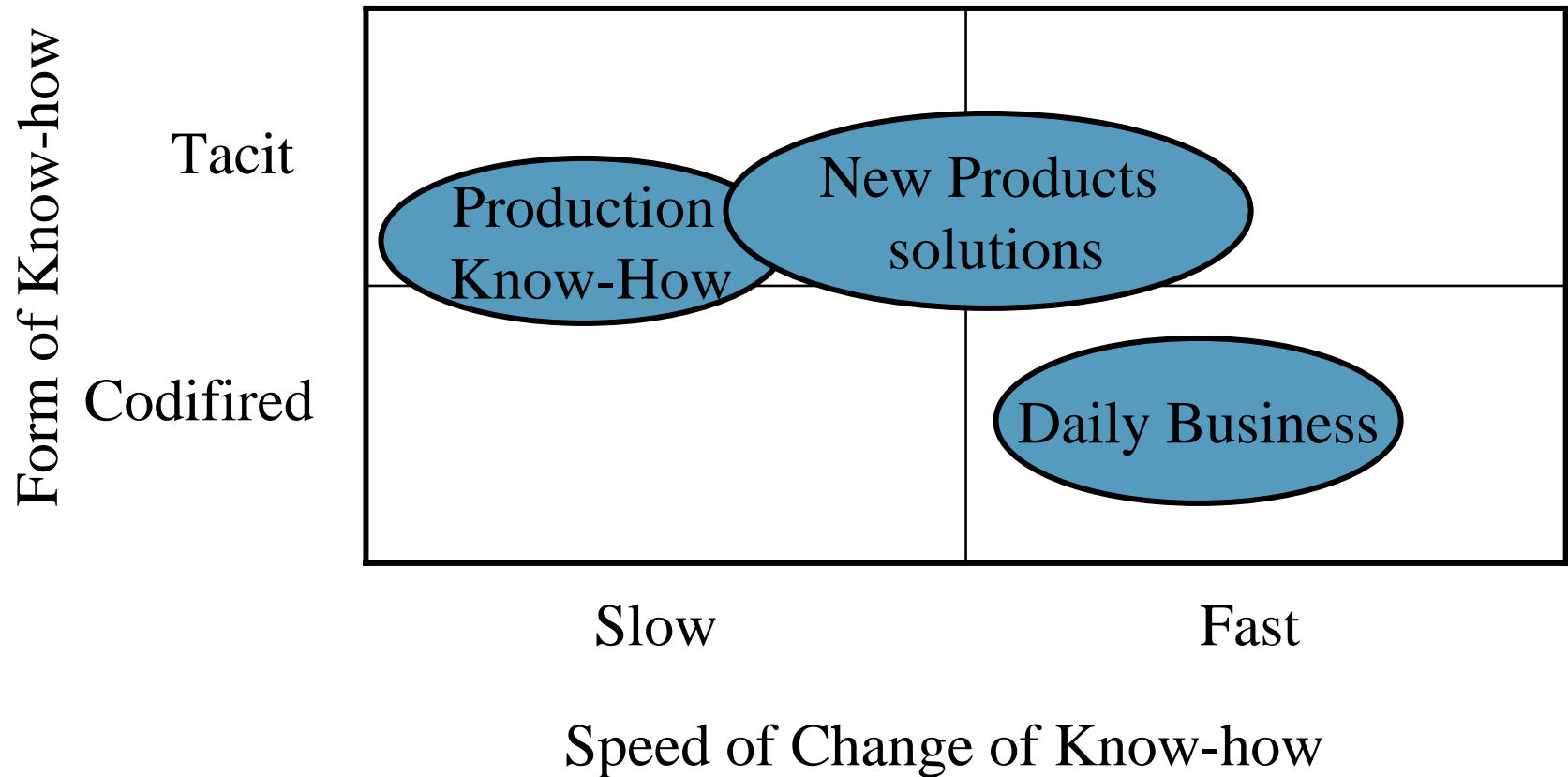
- and global cooperation saw it through
Both Lars and Susanne emphasize the good teamwork across functional and national borders: "This is a textbook example of how an extraordinary result can be achieved through knowledge sharing between researchers and operators in Applied Biotechnology, Pilot Plant and Production, both in Roskilde and Arpajon".

"In fact, part of this success is due to a flat tire. The car owner then had to take the company bus, where he accidentally sat down next to a colleague involved in the EMIL project, and it turned out that he had valuable contributions to make!"

Transfeer of knowledge



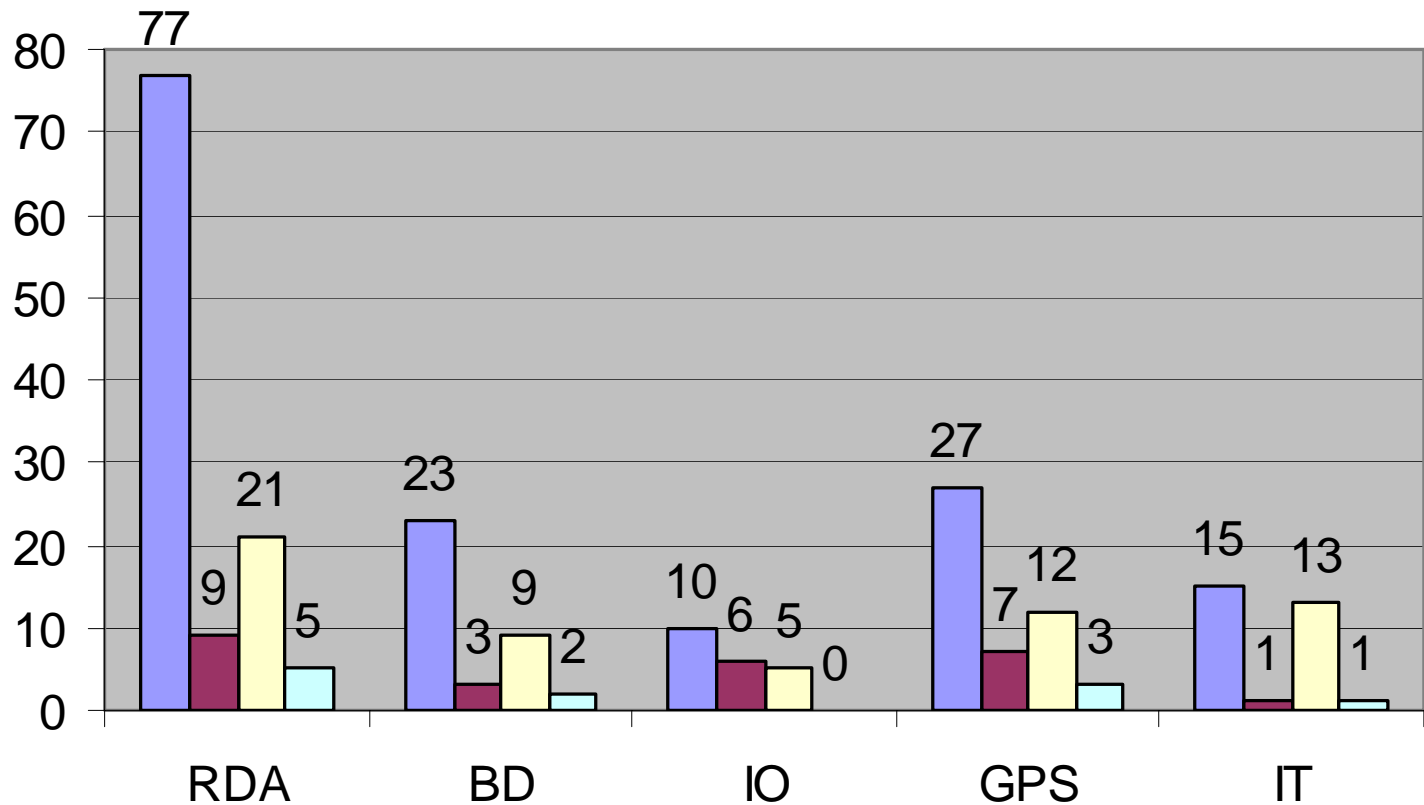
Transfeer of knowledge



Distribution of respondents

CHR HANSEN

Distribution of Persons - Country & Area



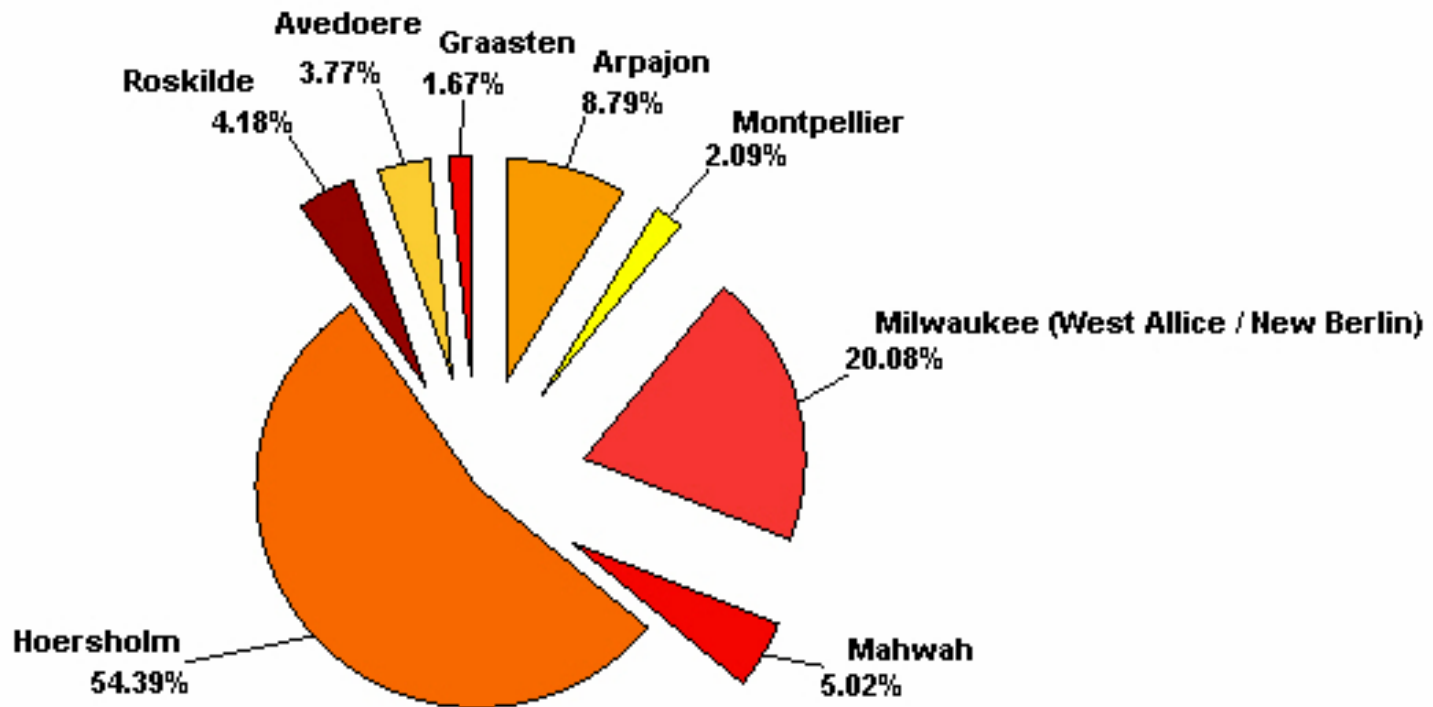
Denmark

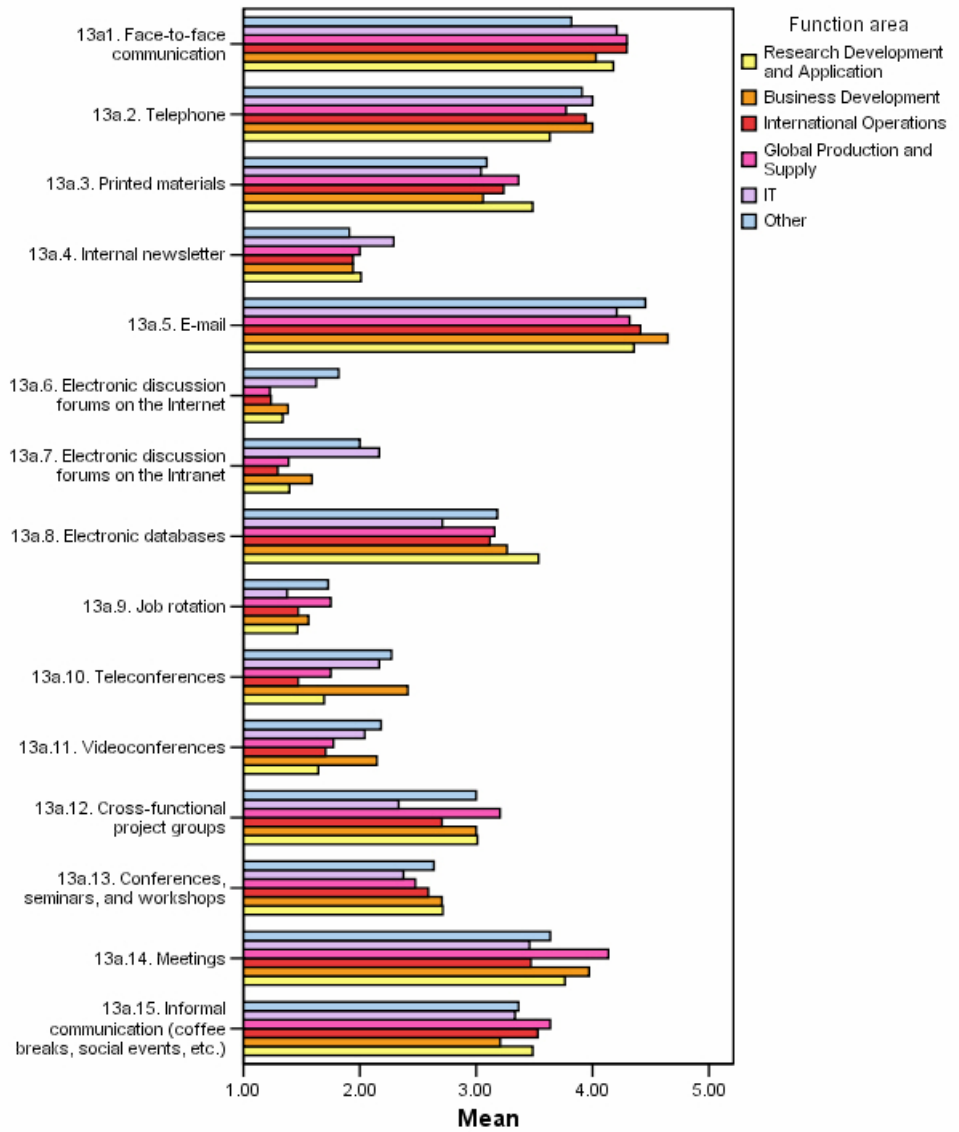
France

US

Not known

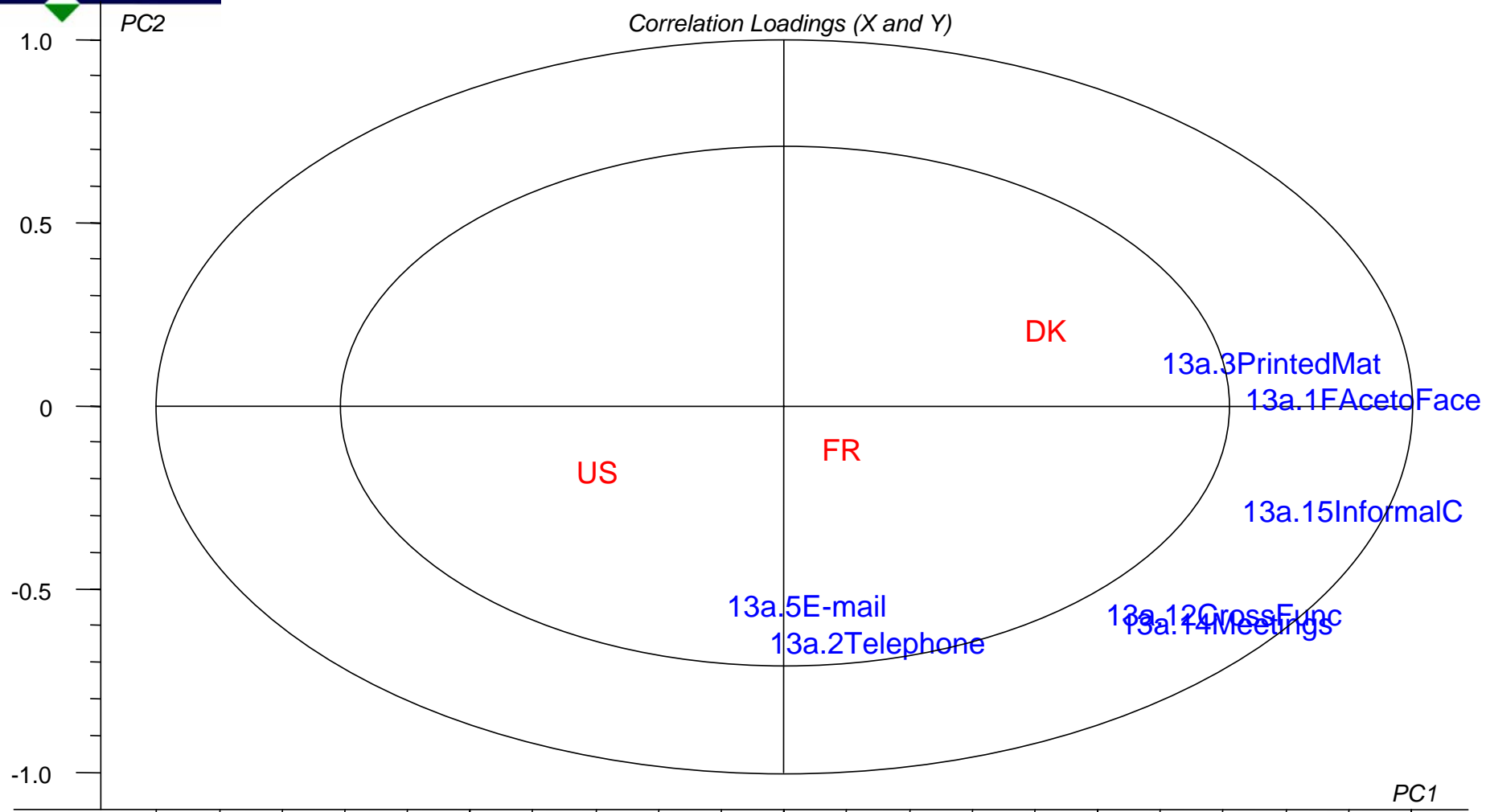
Response by site





Means of communication, national - country

CHR HANSEN



The Working Culture

- ▼ Some units have higher status than others
- ▼ A general perception of high level of collaboration
- ▼ Individual recognition is higher in FR/US
- ▼ Acquiring and leveraging new knowledge are highly valued

How do we share knowledge?

- ▼ A lot of e-mails - face-to-face, phone, meetings and informal communications
- ▼ Specialists draw against informal, and face-to-face communication
- ▼ Technicians seem to share less knowledge
- ▼ Knowledge sharing in Cross functional project groups lower than expected

How do we share knowledge?

CHR HANSEN

- ▼ Denmark seem to prefer printed material and face-to-face
- ▼ US prefer communication by e-mail and phone

Drivers for Knowledge Sharing

CHR HANSEN

- ▼ Professional development
- ▼ Acknowledgement by colleagues and superiors

Conclusion

- ▼ Open, trustfull, sharing and low competetive work environment
 - ▼ less inter-departmental knowledge sharing
- ▼ A lot of e-mails
- ▼ Acquiring and leveraging new knowledge are highly valued
- ▼ We acknowledge that we can learn from mistakes
- ▼ Knowledge sharing driven by value creation
- ▼ Rewards must be based on value achieved
 - ▼ Acknowledgement & recognition
- ▼ Limited use of communities of practices
 - ▼ Very little use of virtual communities of practices

Experience

- ▼ Knowledge sharing communities work when they have defined purpose and frame
 - ▶ Recognize the created value
 - ▶ Acknowledge the achievements
- ▼ Project works when the frame is right!
 - ▶ Front loading of projects
 - ▶ Project rooms
 - ▶ How to enhance Creativity?
- ▼ Specialists need face time
 - ▶ with customers
 - ▶ with colleagues

Thank You for your attention

Hans Holm