Organisational culture and knowledge sharing in Danisco

Agenda:

- Knowledge sharing challenges
- Important cultural variables
- Mandi survey on knowledge sharing
- Survey findings
- Actions
- Discussion

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Leading supplier to the global food industry

Danisco A/S

Danisco is part of:

- half of all ice cream
- every fourth loaf of bread

consumed in the world

Chocolate-coated ice cream may contain the following Danisco ingredients:

- sugar
- sweeteners
- flavours
- emulsifiers
- stabilisers
- functional systems
Danisco's vision is to become the leading supplier of value-adding ingredients to the global industry

- Danisco creates value through efficient and creative use of knowledge
- Knowledge management plays a significant and measurable role
Knowledge sharing challenges

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10,000 employees
150 sites
10 divisions
40 countries

Technologies
- Biotechnology
- Microbiology
- Chemistry
- Health & Nutrition
- Separation & Process Technology
- Physical Food Science
- Sensory Analysis
- Emulsifiers
- Textural Ingredients
- Functional Systems
- Flavours
- Enzymes
- Cultures
- Sweeteners
- Genencor
- Sugar
- Animal Nutrition

Increasingly knowledge based
Critical success factors

- Knowledge has maximum impact when shared broadly
- A culture that embraces knowledge sharing
- Well-established knowledge management teams and networks
- All relevant data/information is included in knowledge management systems
- Necessary IT resources to develop fast and user-friendly systems and to provide global training
Cultural variables critical for knowledge sharing

H₁ : The higher the degree of dialogue between organisational members across departments, units and functions, the higher is the level of knowledge sharing.

H₂ : The higher the degree of empowerment throughout the organisation, the higher is the level of knowledge sharing.

H₃ : The higher the level of mistake tolerance throughout the organisation, the higher is the level of knowledge sharing.
MANDI Survey on knowledge sharing

- Survey conducted in September 2004
- 281 employees invited to participate
- Located in 10 countries
- Response rate 78 per cent (N = 219)

- Clear trends
- Positive attitude towards knowledge sharing
- Hardly any national culture differences
Survey findings

- **Level of knowledge sharing**

  90% agree that they have 'used and gained knowledge from their colleagues'

  - *own department*: 62% to a large and very large extent
    30% moderately
    \[ \text{mean 3.6} \]
  
  - *other departments*: 42% to a large and very large extent
    37% moderately
    \[ \text{mean 3.3} \]
Survey findings – dialogue (mean 3.5)

- People in my department cooperate well with each other (mean 4.2)
- In my company practices support open and frank knowledge sharing between different hierarchical levels (mean 3.4)
- In my company people cooperate across departments (mean 3.7)
- In my company communication among units primarily takes place at head of department level (mean 2.9)
- In my company learning from people at lower hierarchical levels is highly valued (mean 3.2)
Survey findings – empowerment (mean 3.5)

- In my department decisions are mainly taken by superiors (mean 3.1)
- Not sharing knowledge helps to secure my position in the company (mean 1.8)
- Increased value for me is enough to motivate knowledge sharing (mean 3.7)
- Increased value for my company is enough to motivate knowledge sharing (mean 3.7)
- I would like to be rewarded for transferring knowledge by acknowledgement of my contribution (mean 3.6)
- I would like to be rewarded for transferring knowledge by a better reputation (mean 3.4)
- I would like to be rewarded for reusing knowledge by acknowledgement of my contribution (mean 3)
- I would like to be rewarded for reusing knowledge in that my colleagues respect me as an expert (mean 3.3)
Survey findings - mistake tolerance (mean 3.8)

- One can learn a lot from mistakes (mean 4.3)
- Knowledge created outside my department is often not of sufficient quality (mean 2.3)
- I often do not trust knowledge sources outside my department (mean 2.1)
- I feel I have the right to make mistakes when I do my job (mean 3.2)
  - Asia (mean 2.7), Scandinavia (mean 3.4)
- I do not have difficulties telling others about own mistakes (mean 3.8)
- My colleagues act in a professional and positive manner if I share with them that I have made a mistake (mean 3.7)
  - Asia (mean 3.3), Mexico (mean 4.1)
Knowledge Sharing Culture

Empowerment

Dialogue

Mistake Tolerance
Danisco’s knowledge sharing culture

High appreciation for knowledge sharing

- *In my company:* 73.7% agree (mean 3.9)
- *In my department:* 83.5% agree (mean 4.1)

- 75% of all respondents agree and strongly agree with ‘*My company’s values and attitudes support knowledge sharing*’ (mean 3.8)
… can we do even better?

- By focusing even more on people, values and culture
- By increasing efforts on Danisco knowledge management
- Improving interface and cross-fertilisation with all other functions
- Measuring the value of knowledge management

All to enable our employees to become an even more valuable source of knowledge and value creation
Focus on dialogue

Danisco A/S

Danisco Intranet Portal

30 global knowledge teams + networks

Danisco Learn

Global knowledge data systems

Virtual Teams

Customer collaboration

Knowledge sharing

Danisco

Learn

Intranet

Portal

Virtual

Teams

Virtual

Teams
# Danisco Knowledge Teams

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Danisco Learn

- Learning Management System
- Puts action behind 'First you add knowledge...' and Danisco's values
- Globally accessible to all employees
- Improves time-to-performance
- 30+ online courses
Virtual teams – online dialoguing tools

- Working online across time, space and organisational boundaries
Virtual teams - continued

Awareness

Chat

Collaboration
Online meeting
Screen sharing

Phone conferencing

Team room
Projects & file sharing

E-calendar

Education
**The essence of our values**

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**First you add knowledge...**