



DANONE

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The Dannon Company: Marketing and Corporate Social Responsibility (A)

Thank you for your attention



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Presentation of Danone

Danone

- Leading Global healthy food company
- Key figures: 120 countries, 160 production plants, 100.000 employees

Refocused on main activities: 4 lines of products

HR Policy:

- People essential for the company
- Core Values: HOPE
- Building leaders: CODE

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Challenges of Danone

Development of emerging market and especially Asian market

- Sales growth: 50% in emerging market
- Sales: 49% in emerging market

Workforce evolution: not in line with the business

HR issues in Asia:

- Difficulties to find talent
- High turnover
- Few Asian leaders

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Danone in Asia

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Bo-Le Program

Created to face challenges in Asian Market
 Goal: develop Asian Talent Pipeline
 Collaborative approach

3 axes:

- Attraction
- Development
- Retention

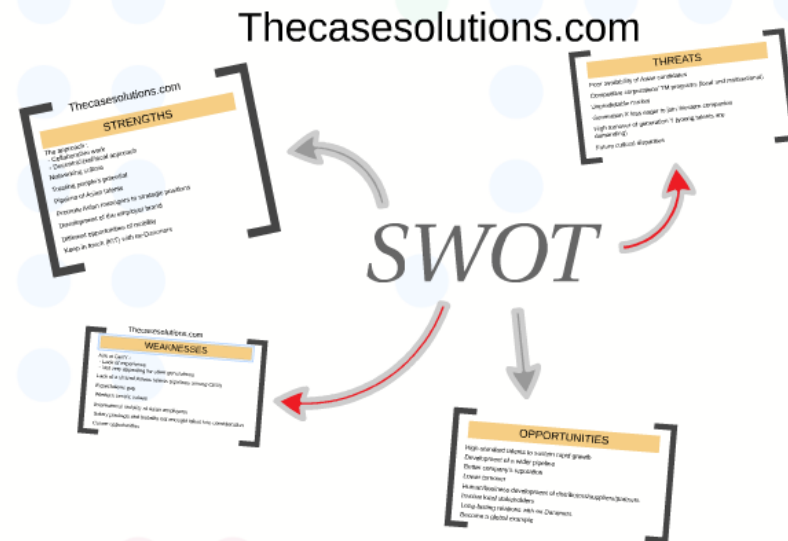
Global and local approach

How can we evaluate the BoLe Program until now and make sure it is sustainable in the next coming years?

Strategy and Recommendations

Continue to improve and innovate some aspects through a more integrated and agile TM strategy, in order to face the rapidly changing and high-competitive Asian context.

<p>Attract</p> <ul style="list-style-type: none"> Develop a list of target talents Identify and attract talents Develop a list of target talents Identify and attract talents 	+	<p>Develop</p> <ul style="list-style-type: none"> Develop a list of target talents Identify and attract talents Develop a list of target talents Identify and attract talents 	+	<p>Retain</p> <ul style="list-style-type: none"> Develop a list of target talents Identify and attract talents Develop a list of target talents Identify and attract talents
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Bo-Le Program

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STRENGTHS

The approach :

- Collaborative work
- Decentralized/local approach

Networking culture

Trusting people's potential

Pipeline of Asian talents

Promote Asian managers to strategic positions

Development of the employer brand

Different opportunities of mobility

Keep in touch (KIT) with ex-Danoners

THREATS

- Poor availability of Asian candidates
- Competitive corporations' TM programs (local and multinational)
- Unpredictable market
- Generation X less eager to join Western companies
- High turnover of generation Y (young talents are demanding)
- Future cultural disparities

SWOT

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WEAKNESSES

Aim at GenY :

- Lack of experience
- Not very appealing for other generations

Lack of a shared Asians talents pipelines among CBUs

Expectations gap

Western centric values

International mobility of Asian employees

Salary package and benefits not enough taken into consideration

Career opportunities

OPPORTUNITIES

- High-standard talents to sustain rapid growth
- Development of a wider pipeline
- Better company's reputation
- Lower turnover
- Human/business development of distributors/suppliers/partners
- Involve local stakeholders
- Long-lasting relations with ex Danoners
- Become a global example

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