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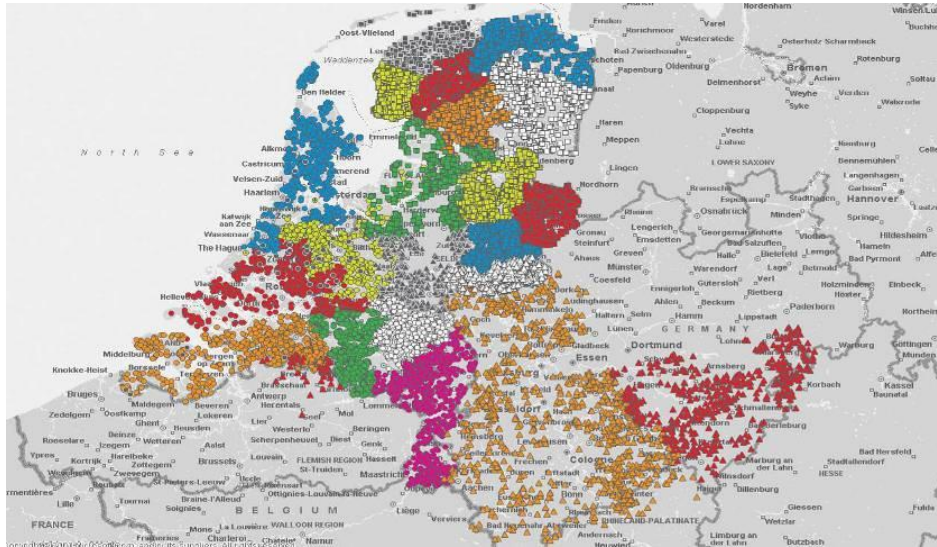
FrieslandCampina – Organisation



Royal FrieslandCampina
provides people around the
world with all the good things
milk has to offer.

We deliver healthy food, every day...

We are a multinational dairy company wholly owned by the dairy cooperative **Zuivelcoöperatie FrieslandCampina**, which has 15,300 member dairy farms in the Netherlands, Germany and Belgium.



Our company

Dairy products and fruit drinks for consumers

Milk, concentrated milk, milk powder, infant and toddler nutrition, dairy drinks, fruit based drinks, yoghurts, desserts, cream, coffee enrichers, cheese, butter, meat alternative.

Dairy products for professionals

Cream, butter, milk fat fractions, desserts, ice-cream and milkshake mixes.

Ingredients for food and pharmaceutical companies

Caseinates, milk powder, encapsulated fat powders, encapsulated nutritional oils, protein hydrolysates, milk calcium, lactose, pharma lactose, cream liqueurs, young animal nutrition, whey proteins.



Our ambition

Sound market results must bring about a leading milk price for our **member dairy farmers**.

We keep expanding our knowledge of milk by investing in research & development. This will allow us to better leverage the **market opportunities** that present themselves.

We want to be attractive as a partner for our **customers** and as an employer for our **employees**.

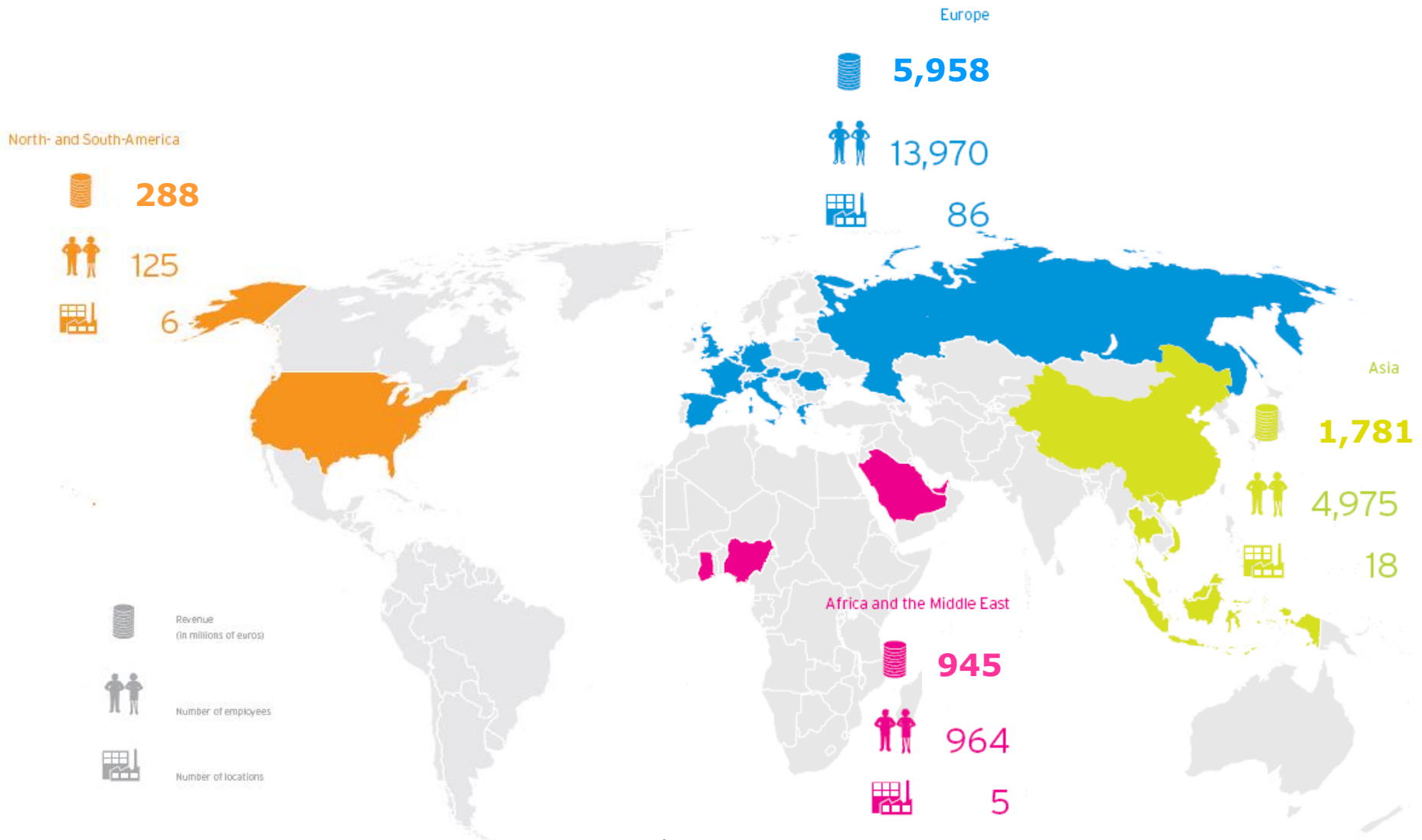
FrieslandCampina aspires to be the world's most professional, successful and **attractive dairy company**.



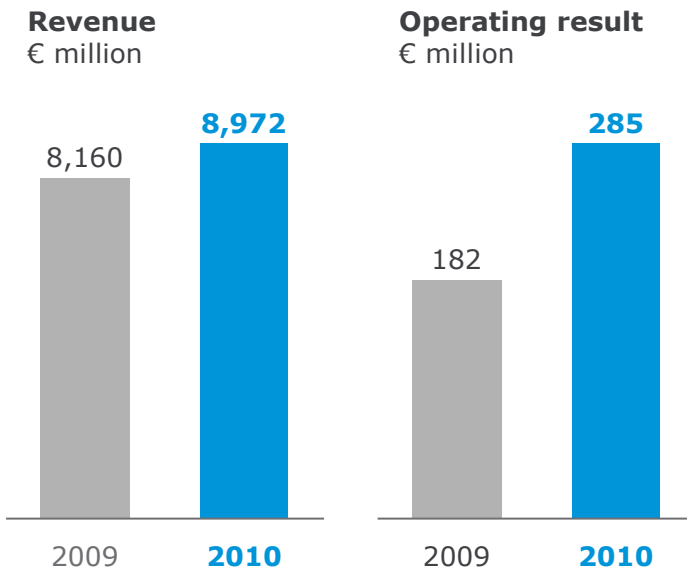
A young company in name, but we have a long history






FrieslandCampina Worldwide



Facts and figures



Considerably higher result
with 10% higher revenue

	2010	2009
 Employees (average number of FTEs)	19,484	20,034
 Number of member dairy farms at year end	14,829	15,326
 Milk supplied by members (in millions of kilos)	8,821	8,685
Total milk processed (in millions of kilos)	10,266	10,755

Revenue in millions of Euros

	2010	2009
Consumer Products Europe	3,269	3,222
Consumer Products International	2,277	1,893
Cheese & Butter	2,355	2,195
Ingredients	2,062	1,505

R&D – Organisation & Locations

Research & Development organisation

Categories/Strongholds



R&D services

KIC/IP

Open innovation

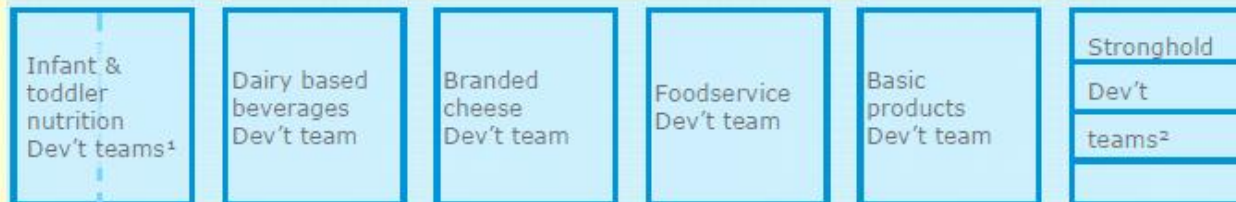
Project management

Human resource

Finance

Facilities

Development teams



Benefit platform managers



Research teams

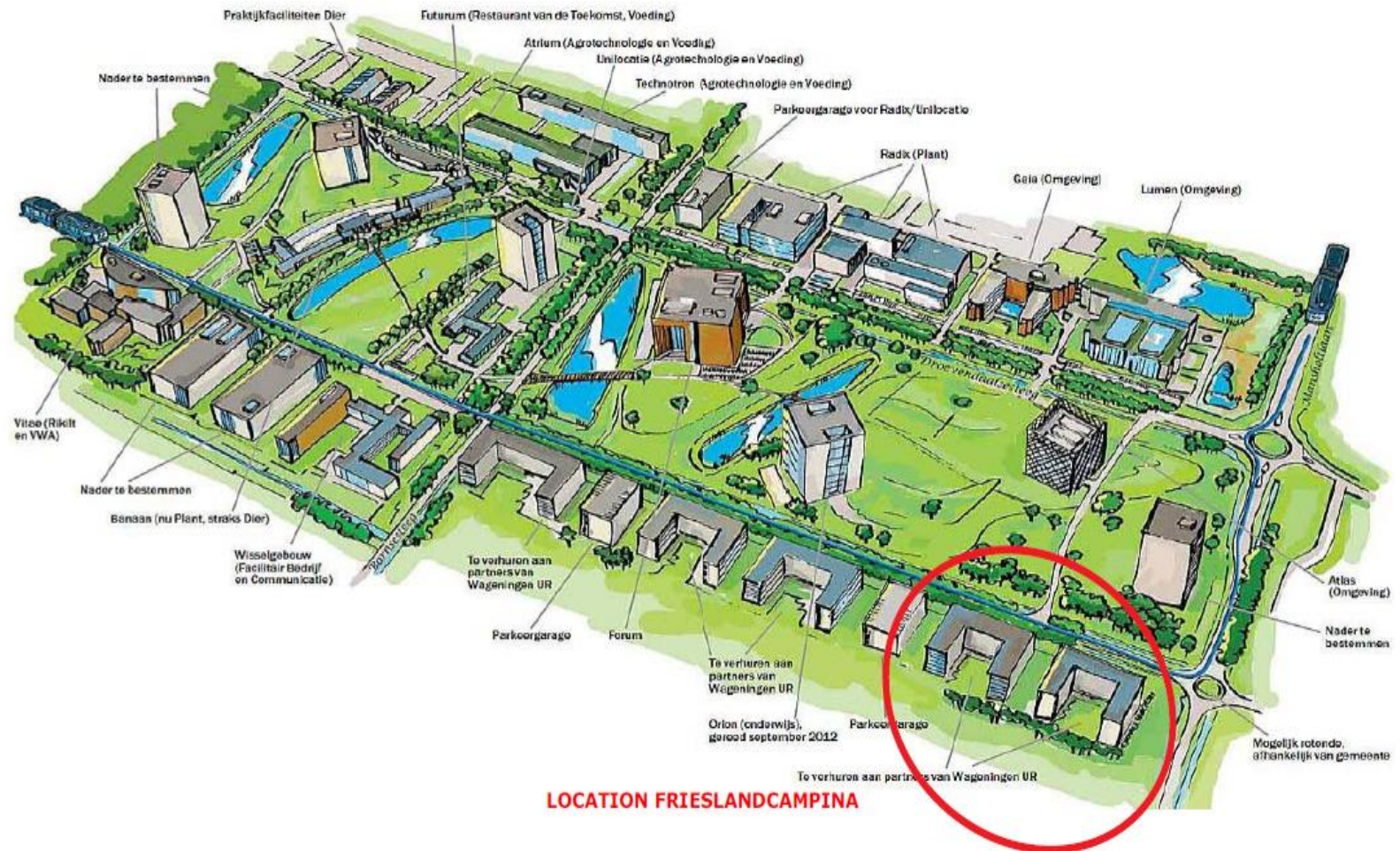


Expert teams¹

Packaging

Sensory

All R&D activities will move to one centre in Wageningen



KIC

- Knowledge and Information Centre

KIC - Organisation

- KIC
 - No longer a department of the Deventer site, but part of Corporate Centre
- Staff
 - Manager (Scientific Affairs & Intellectual Properties)
 - Coordinator
 - Information specialist
 - Librarian
- Account management
 - Working on site at all R&D locations
- Customer profile
 - 8 R&D locations in The Netherlands
 - Employed as e.g. chemist, nutritionist, product developer
 - Majority has bachelor education or higher. >50 PhD

KIC – Roles and responsibilities

Disclosure of explicit information

- Internal information
 - Project and trainee reports
 - Library collection (e.g. books, thesis)
- External information
 - Scientific information (e.g. literature)
 - Information of partner institutes (e.g. TIFN, TNO, NIZO)
- Via KIC portal
- Co-developing tools e.g. one-stop-shop

Support disclosure of implicit knowledge

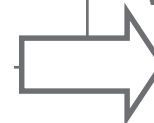
- Define Knowledge Management strategy
- Support of Communities of Practice
- Support exchange of learnings from seminars

R&D – Knowledge Management

Create continuous improvement culture: Sharing knowledge

Bronze	Silver	Gold
<ul style="list-style-type: none"> • No push for continuous improvement and sharing of know how. • Local ad hoc initiatives. 	<ul style="list-style-type: none"> • Active search for and implementation of Best Practices. • Support of 'Dare to Share' initiatives. 	<ul style="list-style-type: none"> • Sharing of knowledge (push and pull) is institutionalized / enforced. • Strong dare-to-share culture: eg Internal Social networks • Knowledge flows freely both horizontally and vertically through the R&D community as part of the way we work

Current



Ambition 2013

Projects 2011:
project results implemented

R&D – Knowledge Management

Management of KM processes

Bronze	Silver	Gold
<ul style="list-style-type: none"> • No overall coordination of KM. • Ad hoc and local-for-local approach. 	<ul style="list-style-type: none"> • All activities of knowledge management are coordinated; eg CoP • In- and external explicit knowledge in defined areas readily accessible for R&D community via databases • Best practices worked out and implemented. 	<ul style="list-style-type: none"> • One standard way of working regarding knowledge management for all disciplines within FC. • Also all tacit knowledge fully captured in systems

Current



Ambition 2013

Projects 2011

- One stop search via portal
- User committees for optimum alignment

KIC Portal

[About KIC](#)

[Library catalogue](#)

[New Research reports](#)

[Online Journals](#)

[E-alerts](#)

[Congress Calendar](#)

[Databases](#)

[Request literature](#)

[Literature profiles & searches](#)

[Links](#)

[Dairy News & Analysis](#)

[Domo Knowledge Information
Sharepoint](#)

[Manuals and tools](#)

 [View All Site Content](#)



Internal sources:



Search for reports,
books etc.



Congresses, reports:
past, future

External sources:



Search for literature



Search for worldwide
products



Set up a literature
search

Share congress benefits: 'Congress Calendar'

- Tool on KIC portal with:
 - History
 - See who attended a congress on a specific topic
 - Read the main topics and learnings of the congress
 - Future
 - See upcoming congresses that you'd like to attend
 - Draw your colleague's attention to a congress
 - Add your name and congress report in the database
- Organising Congress learnings meeting
 - Share and enrich ideas from congresses with colleagues

Find references in a literature search

Scopus

- www.scopus.com or via KIC Portal | Databases
- Links to
 - ScienceDirect
 - Subscribed journals
 - Request form -> NCC-IBL / BL

Outsource

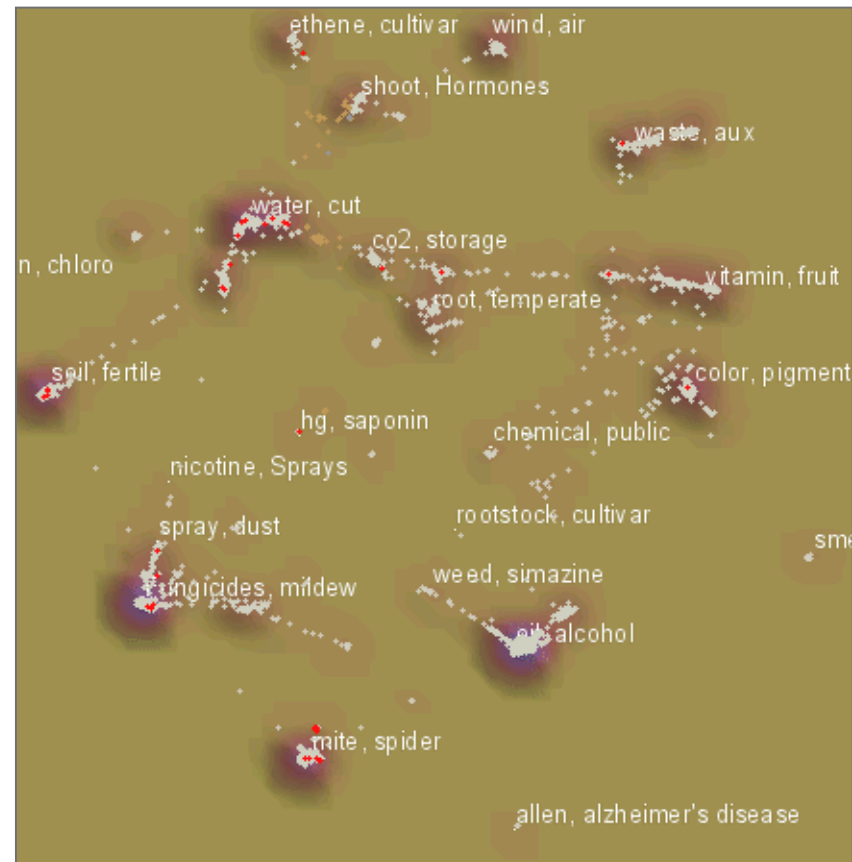
- KIC can outsource a search on a specific topic in sophisticated search tool (STN) with third party (Science IP)

Know activities of competitors

- Landscaping with STN Anavist
- Main competitors
- Research topics
- Patents and non-patents
- Development in time

Extra needs:

- Plot own documents
- Plot only relevant documents



Other databases

- Global New Product Database
- Ingredient Information Database (IngrIDnet)

Support of Communities of Practice

- Communities of Practice on several topics
- Knowledge exchange in live meetings and via Sharepoint

Advice

Explicit information

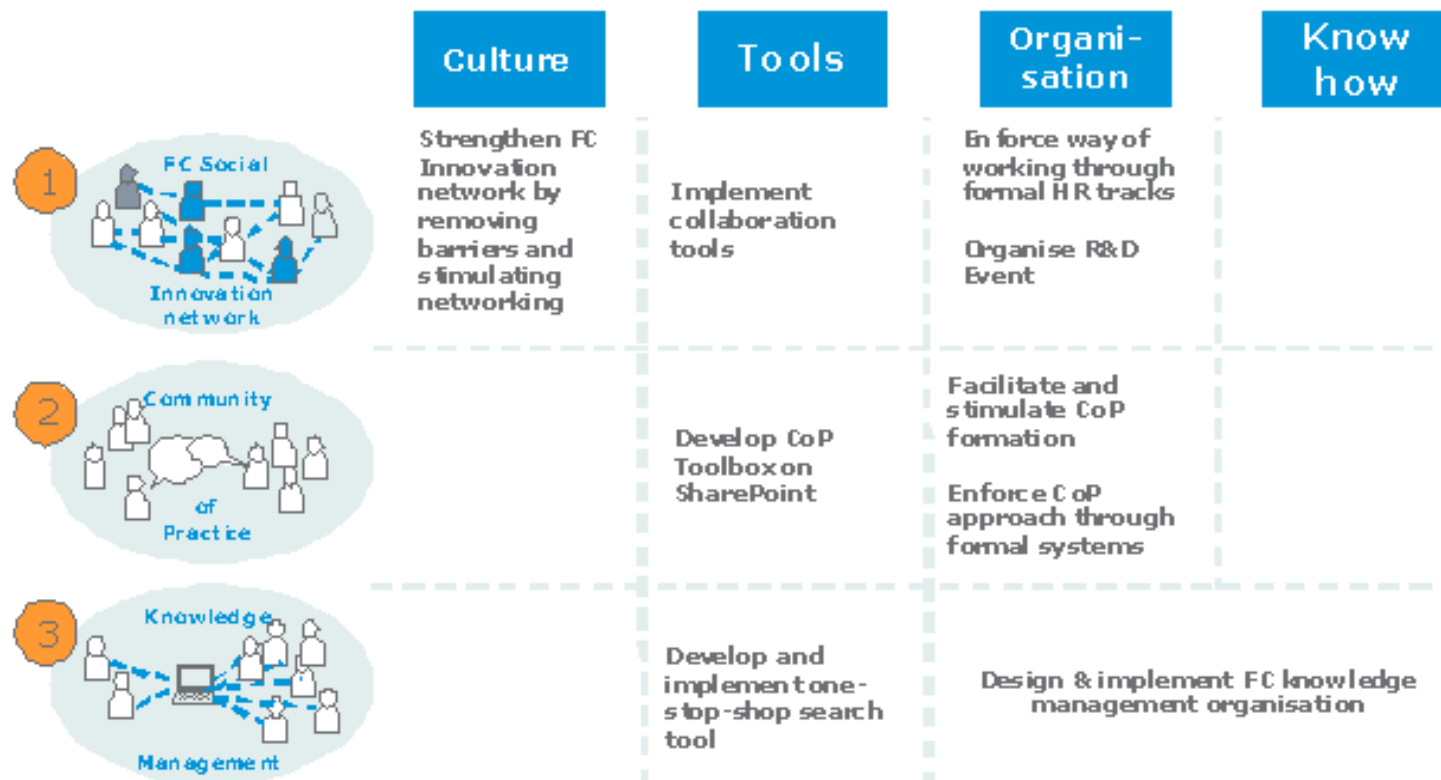
- Structure of Sharepoint sites
- Sharing information and documents

Implicit knowledge

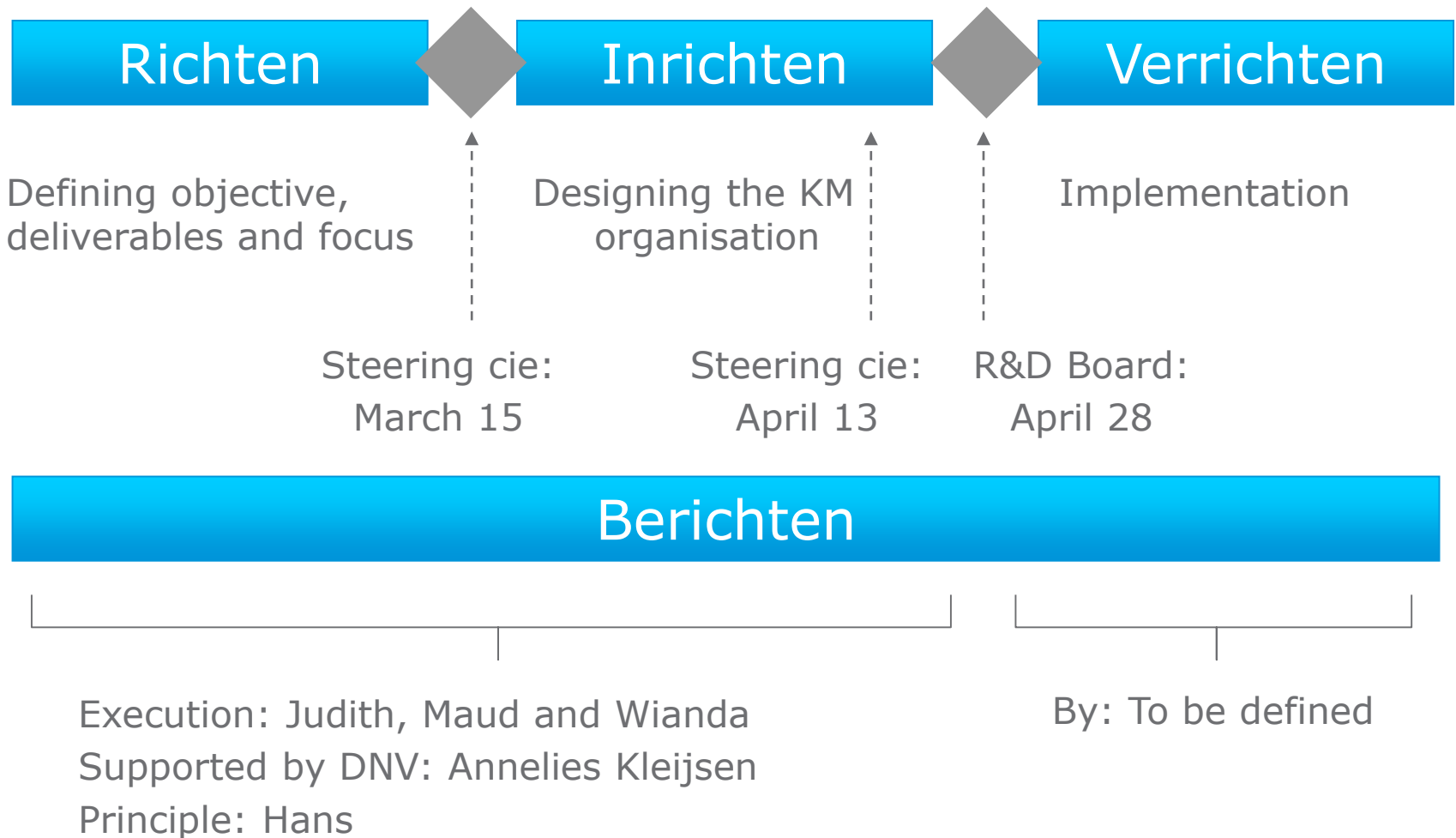
- Knowledge sharing (e.g. success from projects, peer assist)
- Leaving experts
- CoP support

Knowledge Management project

- Continuation of project Networking (start Dec '09); resulted in request for design and implementation of the right and proper knowledge management organisation



Approach



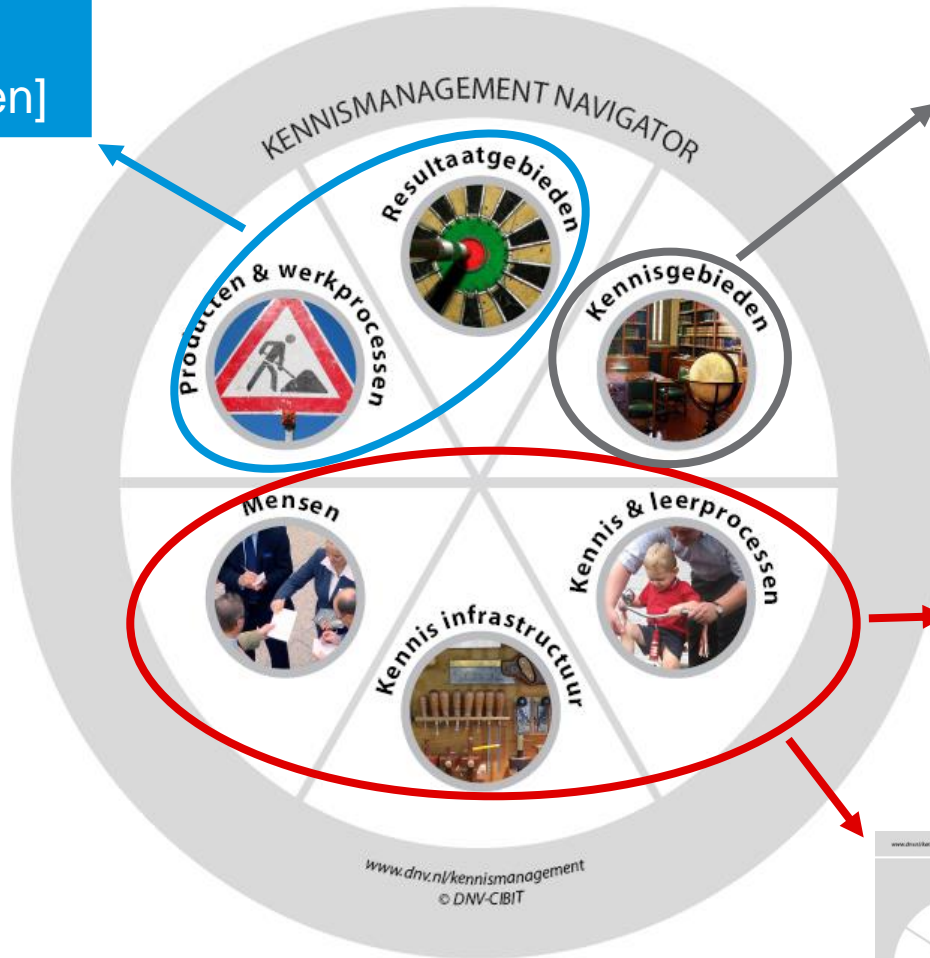
The knowledge and learning cycle



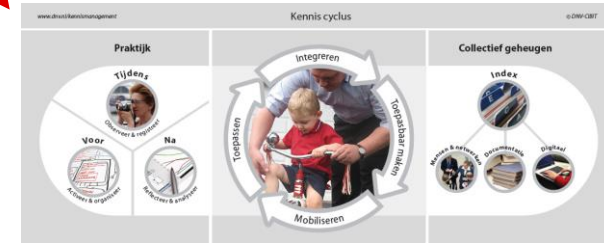
KM Navigator

Omdat
[organisatie doelen]

Wij willen
[kennisambities]



En daarom ...
[acties en maatregelen]



Overall summary of interviews managers

- Kenniscollectie
 - Overzicht/Index: wie, wat, waar
 - Kennis gebieden: enkele specifieke wensen

Overzicht — Markt/business/TI kennis — Screening extern

- Kennis toepasbaar/
beschikbaar maken
 - Toegankelijk maken van informatie, bruikbaar en aansluiting bij niveau
 - Borgen van kennis uit projecten

Toepasbaar

- Kennis halen/brengen
 - Mensen activeren, bewust maken van belang voor kennis uitwisseling
 - Mensen met elkaar in contact brengen:
 - Persoonlijke competenties ontwikkelen (operations - R&D - marketing)
 - Facilitatie mogelijkheden

Awareness — People to people

Activities steering cie agreed on

1. Create overview within defined knowledge fields
 - A. Key technology/product areas (in scope)
 - B. Technology scouting (temporal out of scope)
 - C. Competitors intelligence (temp. out of scope)
2. Define organization of the knowledge cycle for the 3 defined knowledge fields (=1):
 - Setup approach for integration, disposing (making available), mobilizing and applying knowledge
 - Define roles and responsibilities

