

Nestlé in Society

The Nestlé Strategic Performance Framework

THE NESTLÉ STRATEGIC PERFORMANCE FRAMEWORK has as its ambition to be the leading Nutrition, Health & Wellness company. This is underpinned by CREATING SHARED VALUE (CSV) which means a focus on Nutrition, Water, and Rural Development.

CREATING SHARED VALUE is NESTLÉ's way of doing business. It is where NESTLÉ competes. CSV must fulfil two conditions:

- It must make money for Nestlé
- It must improve things in society.

The NiS-CSV Simulation

The NIS-CSV SIMULATION is a one day board-based game, involving 6 teams of 2-4 people per team, in an engaging and competitive exercise:



It shows some of the practical challenges that managers face as NiS-CSV becomes a mindset and a way of working. Critically it shows exactly how social values, employee engagement and business results feedback and reinforce one another. THE NIS-CSV SIMULATION enables your people to absorb essential NiS-CSV concepts and transfer them directly to their workplace in the form of changed plans and behaviour.



"In Nestlé, we aim to do excellently in not just 1, but 3 dimensions; society, our people and business (profit). The simulation helped us to see how to manage all 3: How investment and focus in Sustainability is good business sense. Also, to understand clearly that a company that cares about society ALSO attracts and keep Talent. Good discussion about different Society benefit projects and the different types of value they bring to society e.g. Nestlé investment in farmer training to increase coffee yields in Africa"

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What will participants do?

Each team is set up with business as usual around a core product range. They can take on new initiatives to grow their market share and address NiS-CSV issues. Quality and marketing spend drive success. The strength of their workforce drives quality. As they compete for business and resources in a crowded market they must balance the trade-offs to satisfy THE THREE PS.

THE THREE PS

1. People
2. Planet
3. Profit

The winning team is the one with the most skilled workforce, making the most profit, while adding the most value to society through a combination of environmental and social sustainability.

Learning Outcomes

- A clear understanding of what CSV is and what underpins it.
- How to generate profit for Nestlé while at the same time adding value for society.
- Using the current NiS-CSV initiatives to establish a plan of action back at work.
- Being able to apply a CSV mindset to every part of the business.
- How to best communicate NiS-CSV to colleagues at Nestlé.

For more information, please contact:

Email: info@profitability.my

Who should attend?

Any employee directly influencing NiS-CSV, especially those with planning and budget responsibility.

Class Size

Six teams with 2 people per team; class size 12 – 24.

Duration

One to one and a half days.



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Nestlé in Society – a new simulation from ProfitAbility

The challenge for many major companies today is to get managers to think about sustainability in everything they do, rather than every now and then as an afterthought. And sustainability is not a simple concept. It has moved on from simply “minimising environmental damage” to include:

- The durability of our relationships with customers, employees and other stakeholders
- Our product’s environmental impact from sourcing to production, use and disposal
- The Carbon footprint of the business
- Transparency and communication
- Responsible supply chain & sourcing strategies
- The value we create or destroy for all our stakeholders
- Our water use, resource utilisation, waste, and our whole way of doing business

Telling people things of this complexity has little impact. The best way to help people grasp the interactions in a complex system is through simulation. Take part, make decisions, see the effects, make fresh decisions and see how things change. Learn actively from personal experience and feedback, rather than passively. This leads to automatic application of the learning, and lasting impact.

ProfitAbility is developing a set of simulations for Nestlé to help their managers understand the “Nestlé in Society” thinking that has developed in top management, and now needs to spread through the rest of the organisation. The first puts participants into teams running a business where they have to make decisions on:

- Managing the existing “core” business
- Developing their people
- Launching new products
- Social and environmental projects with no guaranteed business benefits

While the simulation has relatively few parameters in it, and is shown as a physical board game, the dynamic complexity (as in real life) is huge. Developing and deploying your people drives quality in all you do, which naturally affects growth, profits and staff turnover. Your external projects affect your company image, which in turn helps drive customer loyalty, staff retention, and the ability to attract the best talent. And projects without a day to day business impact may save your skin, if they insure you against a potential disaster (whether a consumer backlash against alleged child labour in your suppliers’ business, or a physical challenge such as a drought which could halt your factories).

By working through the model for a few “years”, participants begin to see the linkages between those aspects of the company’s business that they have always thought about, and those that they have not. And because the model is based on participants’ own reality, there is no “learning transfer” needed to get them thinking about their day jobs in the same way.

The next stages of the project will look at creating online, self-paced simulations and other ways to spread the message into Nestlé managers’ daily thinking.