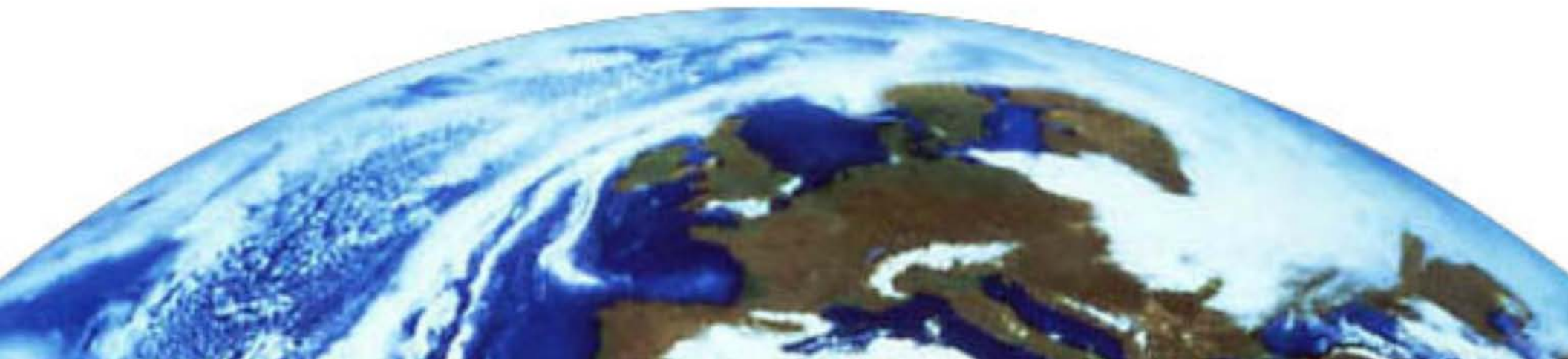


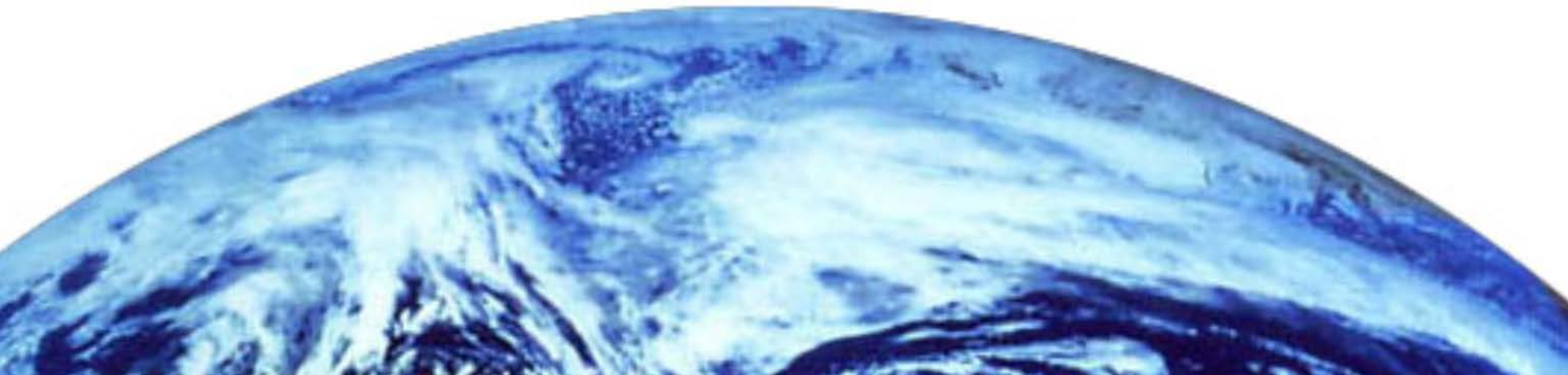
Difference of perception



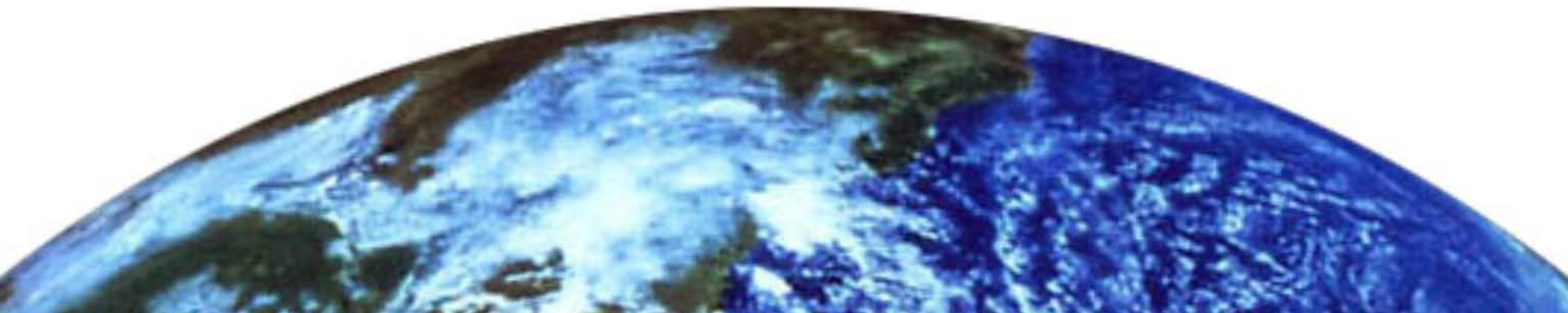
Difference of point of view



Difference of culture



Gender difference



Difference of perception



Gender difference



Difference of point of view



Difference of culture

Is it possible to fully understand and
plan behaviour of an individual?

NO !

... and under pressure ?



Even less !

Can we avoid
inappropriate behaviour?

NO !





Boycott



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Group Type

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Boycott Nestle for dealing with the Mugabes

Global

Basic Info

Name:

Boycott Nestle for dealing with the Mugabes

Category:

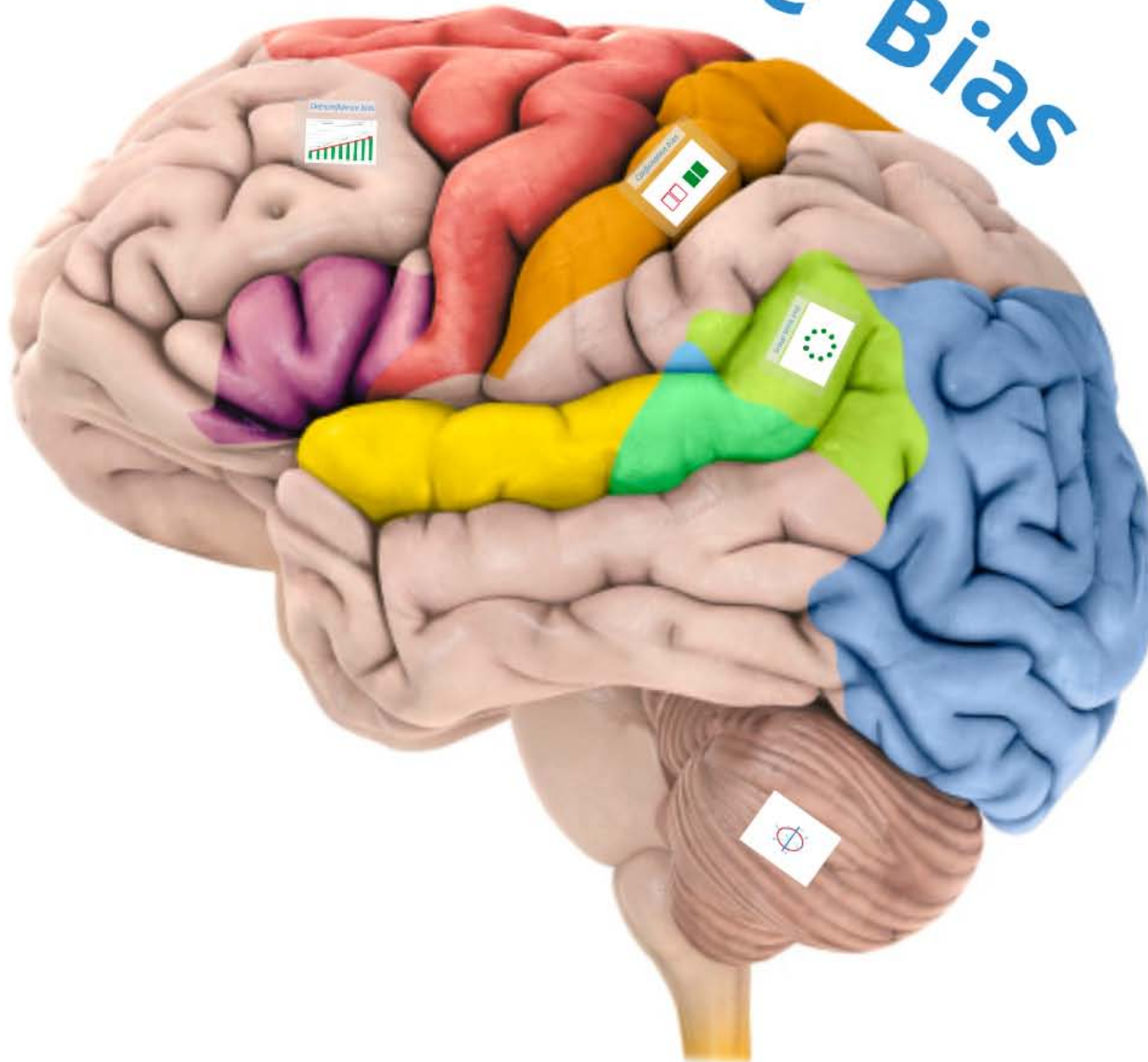
Business - Companies

Description:

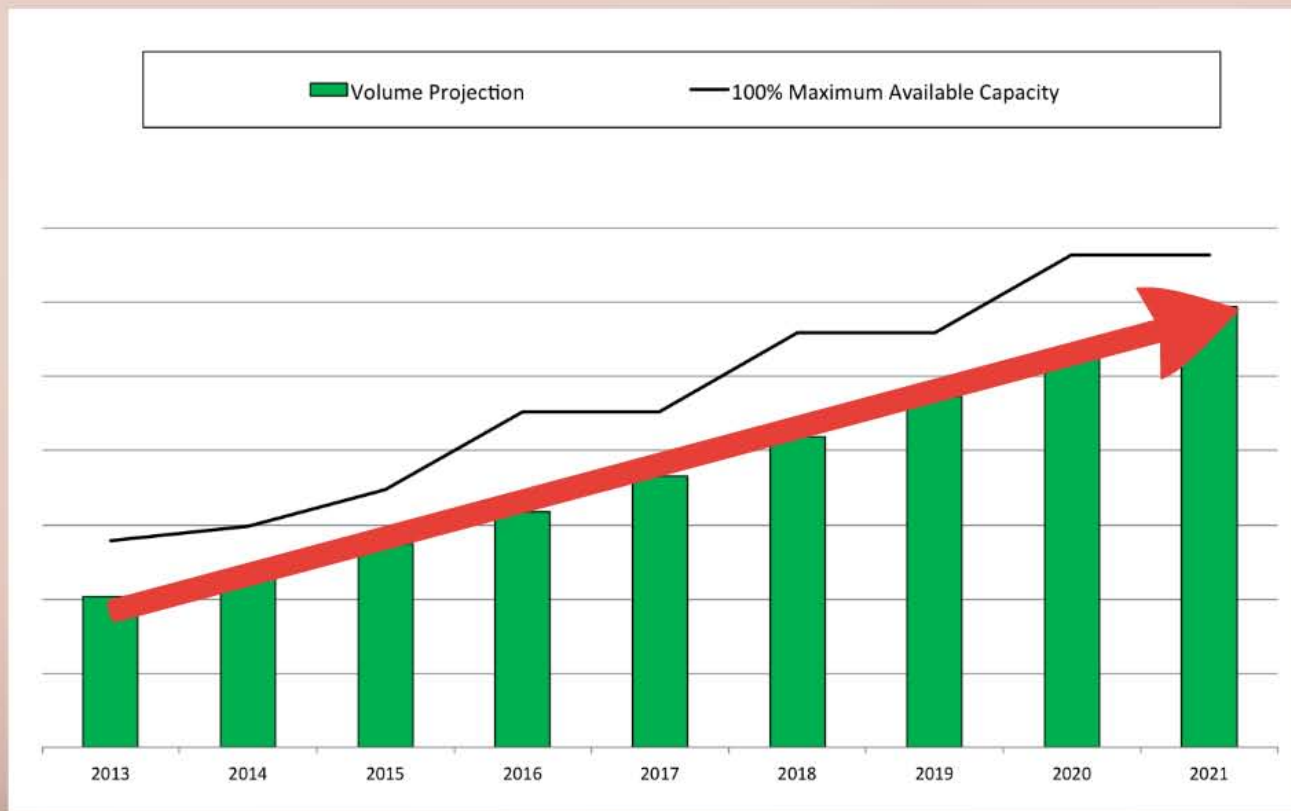
Zimbabwean President Robert Mugabe and his wife Grace have helped themselves to five or six of the most valuable of the hundreds of white farms his government has taken over.

Stop Nestlé from buying
BLOOD MILK in Zimbabwe!

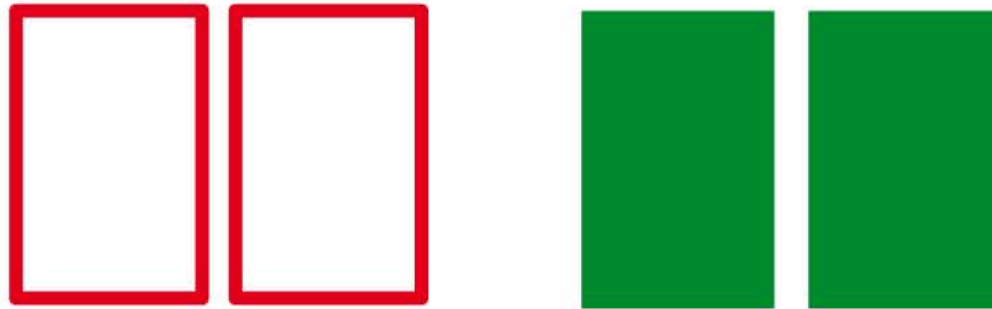
Cognitive Bias



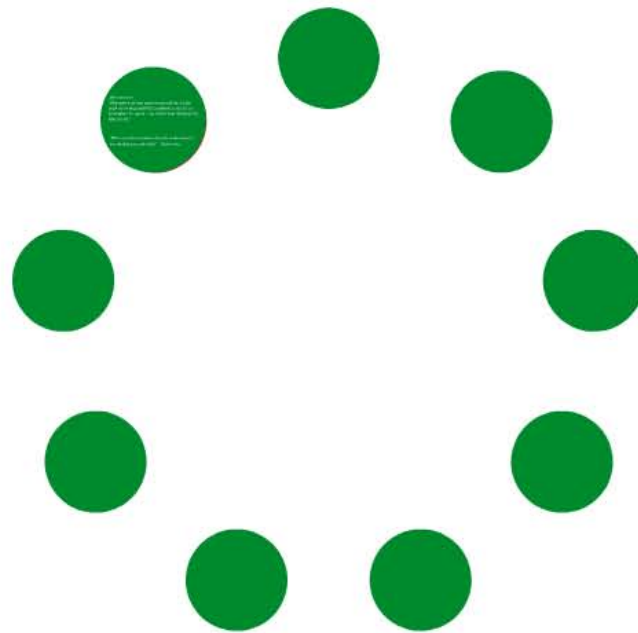
Overconfidence bias



Confirmation bias



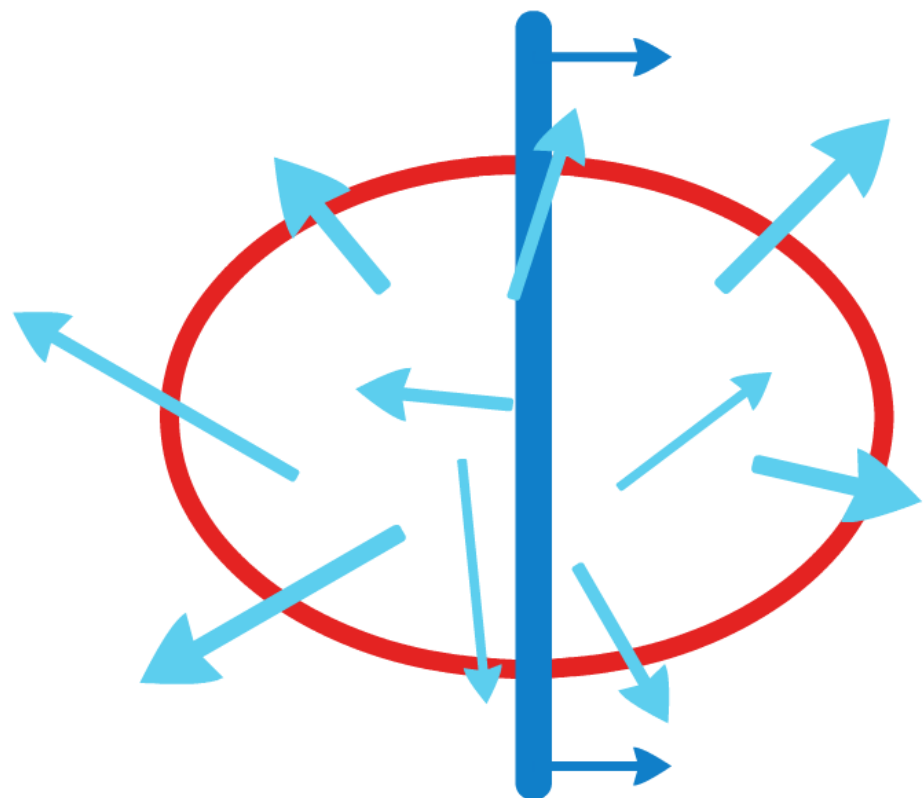
Group think bias



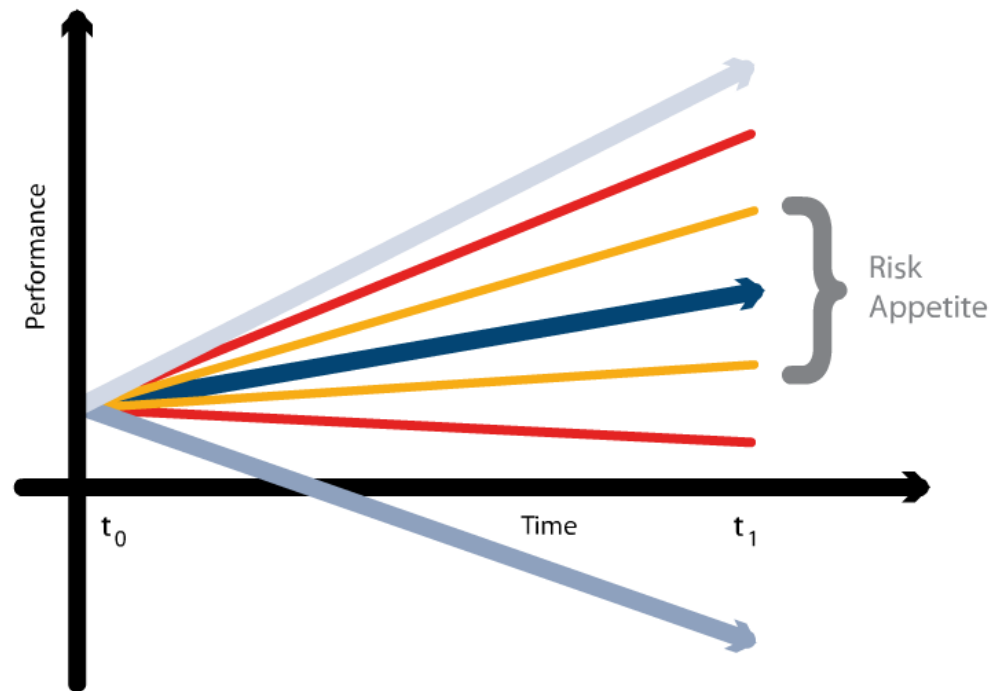
10th man rule:

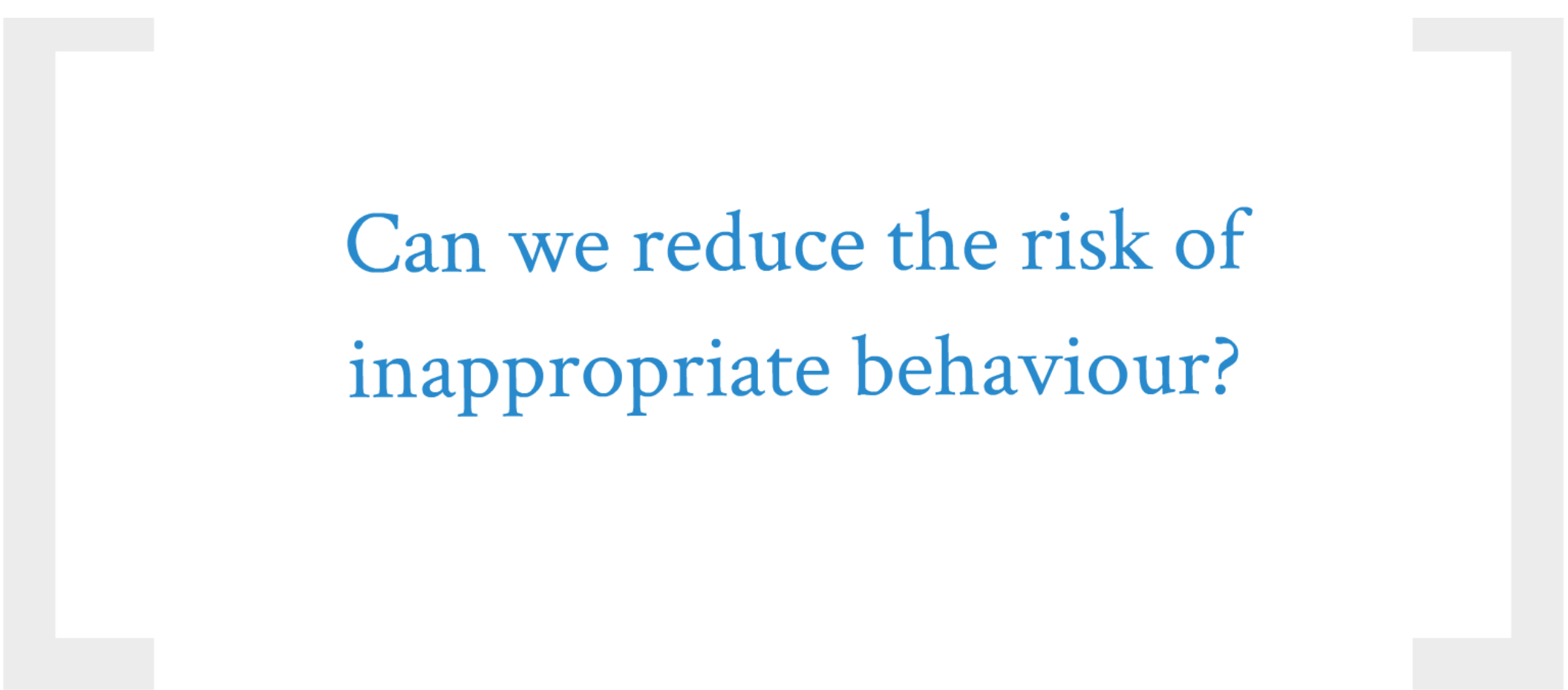
"Whenever nine men agree on something, it's the tenth man's responsibility to present a case for an alternative view point – no matter how ridiculous the idea sounds."

"When you find yourself on the side of the majority, you should pause and reflect." - Mark twain



Risk Appetite





Can we reduce the risk of
inappropriate behaviour?

We think so.

How ?

Learning → Training
→ Control → Training
→ Training → Training again







Nestlé



CHF 92.2 billion sales in 2012

330,000 employees

468 factories

Over 4'000 brands

1 billion Nestlé products sold every day

Learning... the Hard way
... and creating solutions



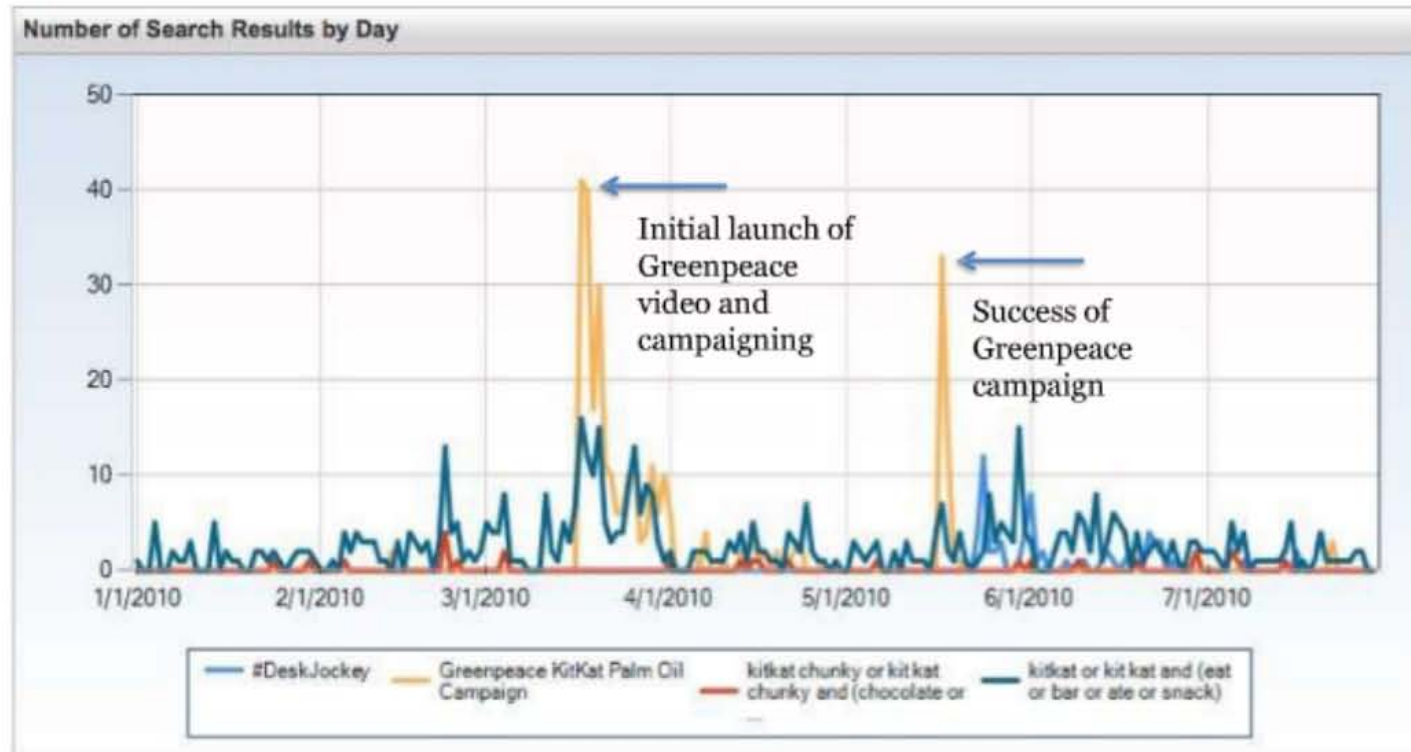


March. 2010 -
Worldwide

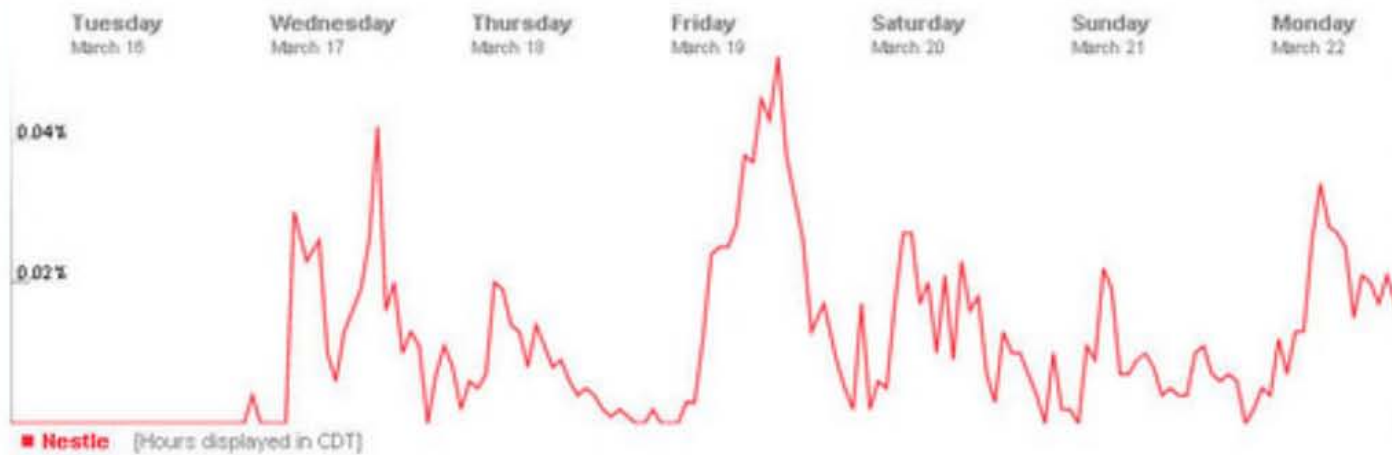


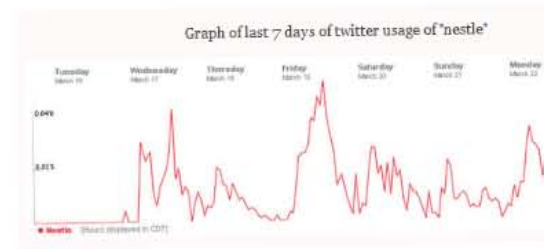
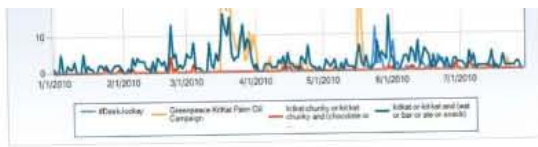
Greenpeace "talks"
about palm oil and
deforestation

Kit Kat Mentions – Jan to July 2010



Graph of last 7 days of twitter usage of "nestle"





We did all wrong:

- We tried to remove Greenpeace's video from the net
- We removed bad comments on our Facebook page
- We wait, hoping things will change by themselves
- We had a lack of transparency, and an apparent unconcern

So we learned:

- We created the Digital Acceleration Team in 2011
- We created a training module of 6 months to train specialists
- We scan permanently - 24/24 - the net to act quickly
- We use the knowledge to improve our digital marketing









twitter

Connexion Rejoignez Twitter !

@Nespresso_US 30 minutes of waiting
and people arriving after getting their
order before me at your Montreal
location, kind of pissed

9:26 PM Feb 21st via TweetDeck



normboulanger

Normand Boulanger

© 2011 Twitter À propos de Twitter Contact Blog État du service Ressources API Entreprises Aide Emploi Con

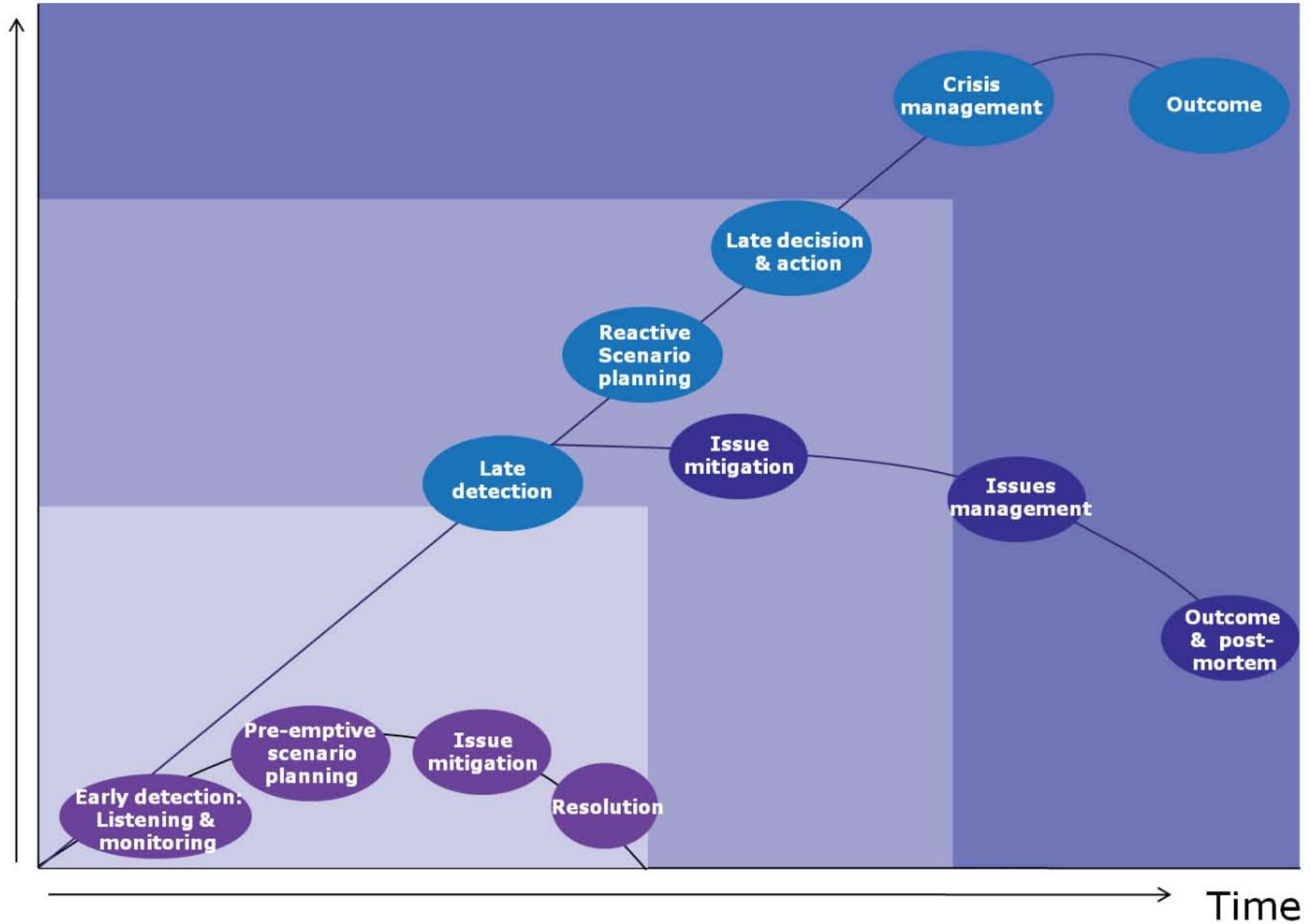
NESPRESSO



Time Management
is essential

Early warning

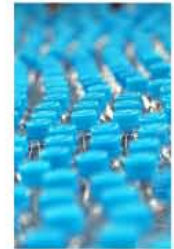
Risk level





Water factory in Africa, 2013

- Completely destroyed by a fire
- Root cause: most probably a cigarette





Context:

- Factory visited by Loss Prevention specialists 3 years ago
- Alarm system electrical malfunction for 2 years
- No independent power feed for electrical water pump
- New water pump not yet connected
- Diesel pump activated, but automatic activation not active



Training



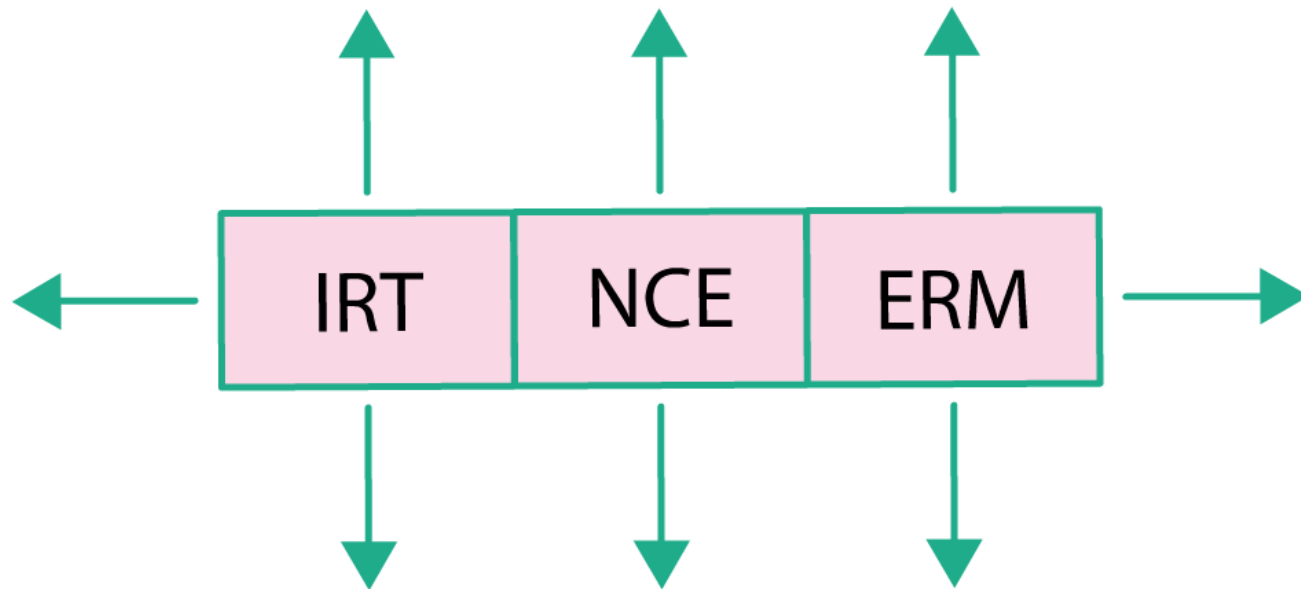
Chain of wrong decisions:

- • No alarm given when fire started
- • 2 people used powder extinguishers, but at 8m of the fire
- • Electrical power cut for security, leaving water pump without energy
- • Alarm to fire men after 32 min., a car needed to be sent to guide them. 22 min to come
- • Doors locked with padlocks
 - Army called
- • Water pumps reactivated after 1 hour.
 - Fire was finally stopped.

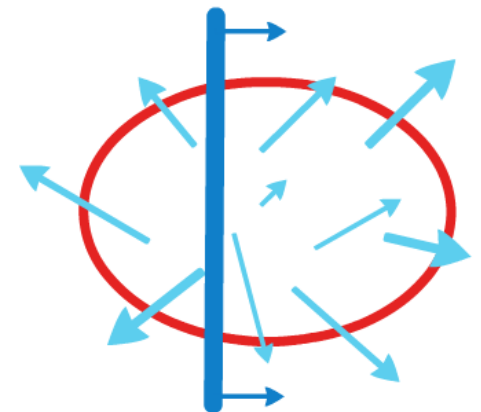




Top Management



Base



Issue Round Table:

- Alert network
 - 200 people in 3-5 people's cells, worldwide
- Monthly meeting to analyse insights
- Regular presentation about evolution of topics under scrutiny
- important emerging issues are escalated

NCE



NIMS

Nestlé Integrated Management System

NEMS

Nestlé environmental Management system, ISO 14001

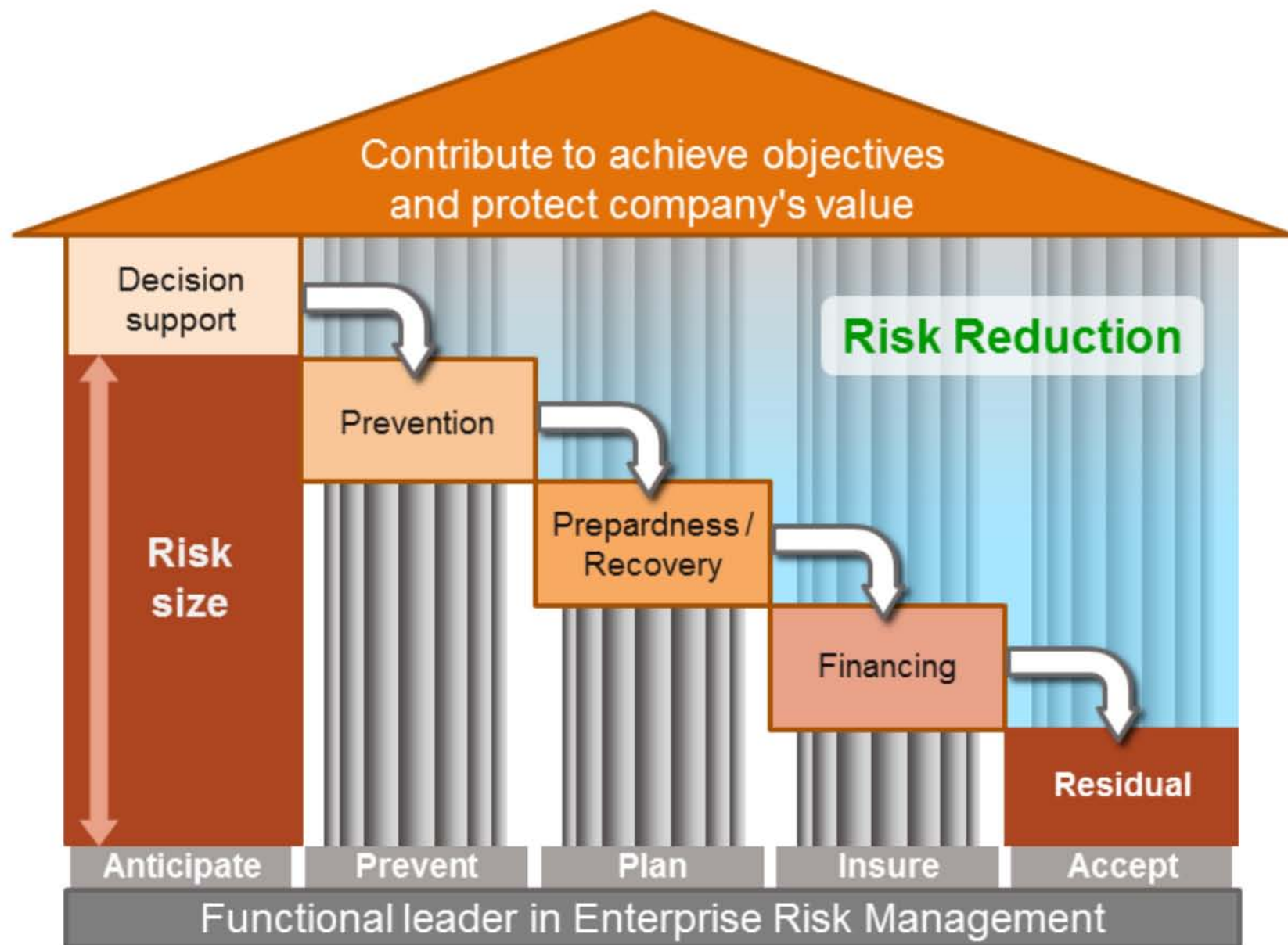
NQMS

Nestlé Quality Management system, ISO 9001, 22000

NSMS

Nestlé Safety Management System, OHSAS 18001

Leadership Development Goal Alignment



Training Centre



IMD

Institute of Management Development

Training Centre



Rive-Reine

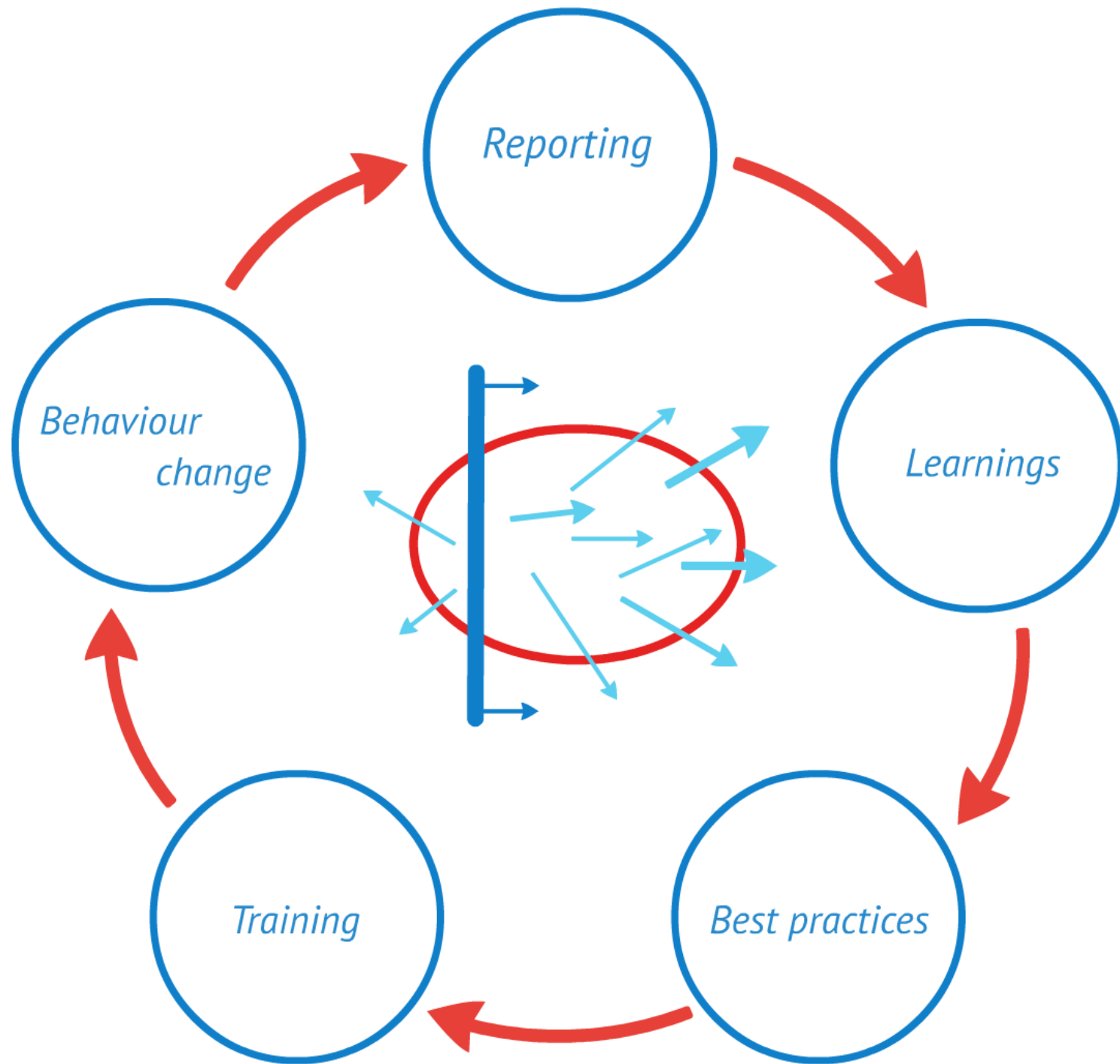
- Started in 1957 (IMD) and 1971 (RR)
- For long / short training managerial staff
- 2'000 + employees each year

In Switzerland, an added 21 mio spent in 2011 in internal and external training for non-managerial staff

Crisis Management / Scenario testing:



- Each market has its own crisis cell, and trains a specific scenario during days once a year
- All factories/PTCs/Warehouses/HQs with a BCP should test a scenario once a year
- Debriefing and analysis are captured to improve best practices



Successes:

- 9/11
 - Risk Assessment done the same afternoon, prepared to work without available flights for an undetermined period of time



- End 2004 - H5N1 pandemic (bird flu)
- Measures taken long before official alert level increased, management of impact on raw material (chicken)
 - Learning: be prepared for any pandemic
- End 2005 - human preparedness, end 2006 network and guidelines



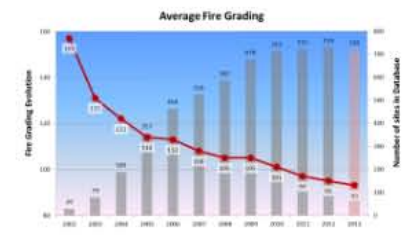
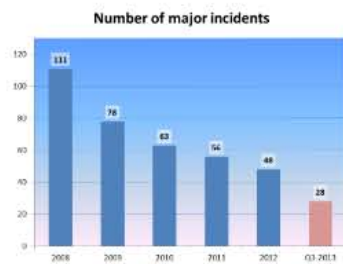
- 2008 Thailand political crisis
 - Same network and procedures used to manage people out of office
 - 10 weeks without possibility to access HQ... without interruption of work



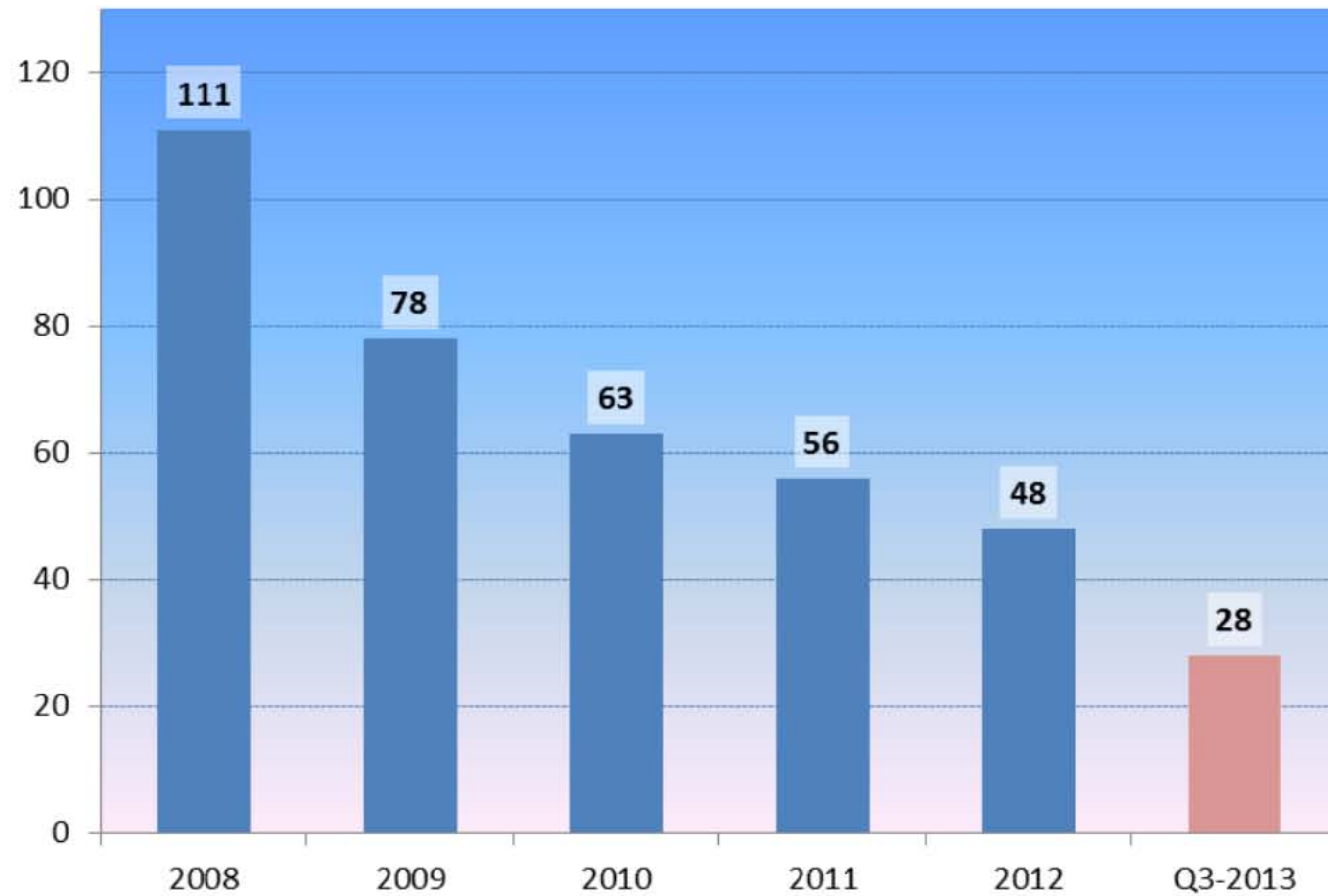
- 2009 - H1N1 swineflu
 - Adequate preparation within a day, plans for all levels of alert



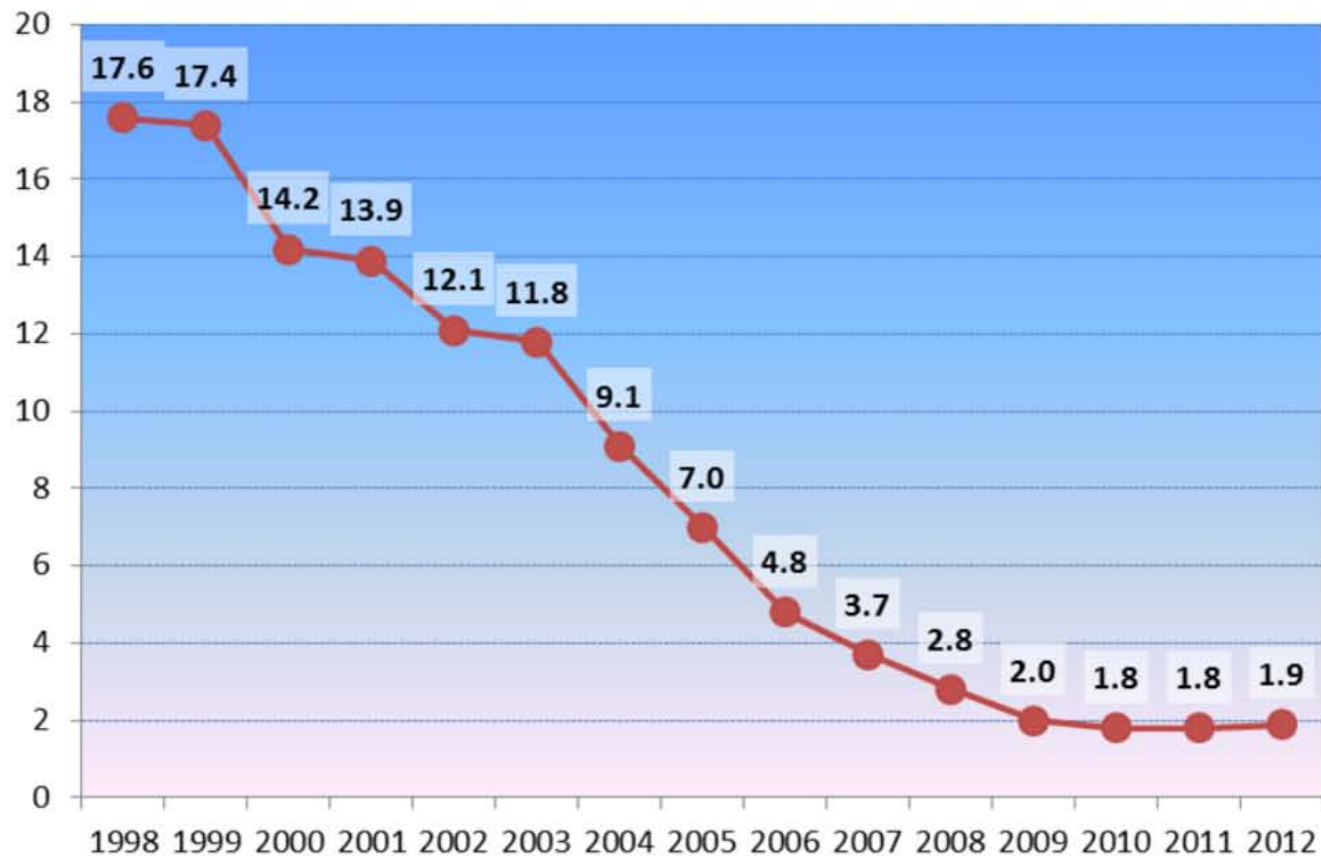
Measured improvements?



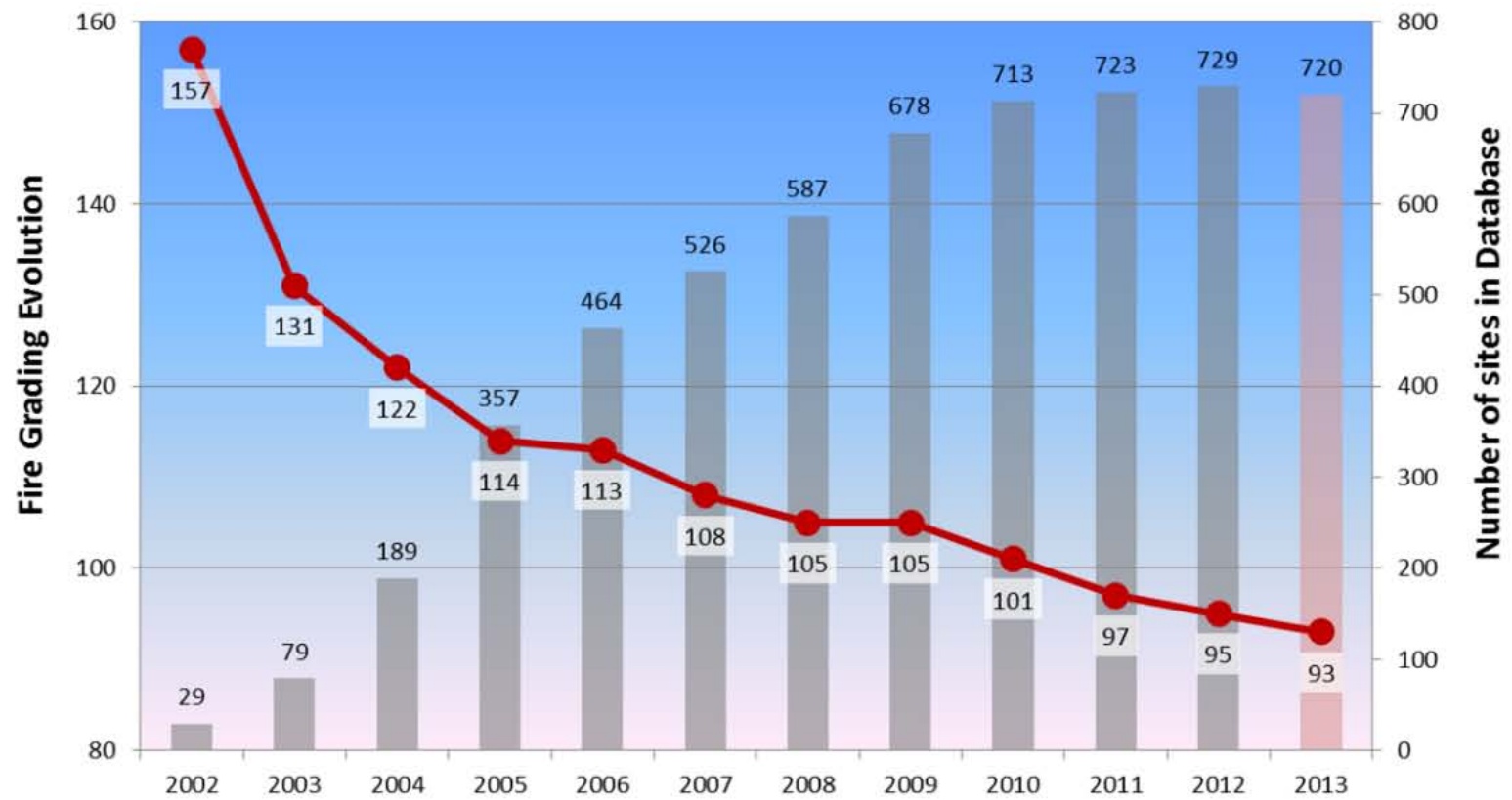
Number of major incidents

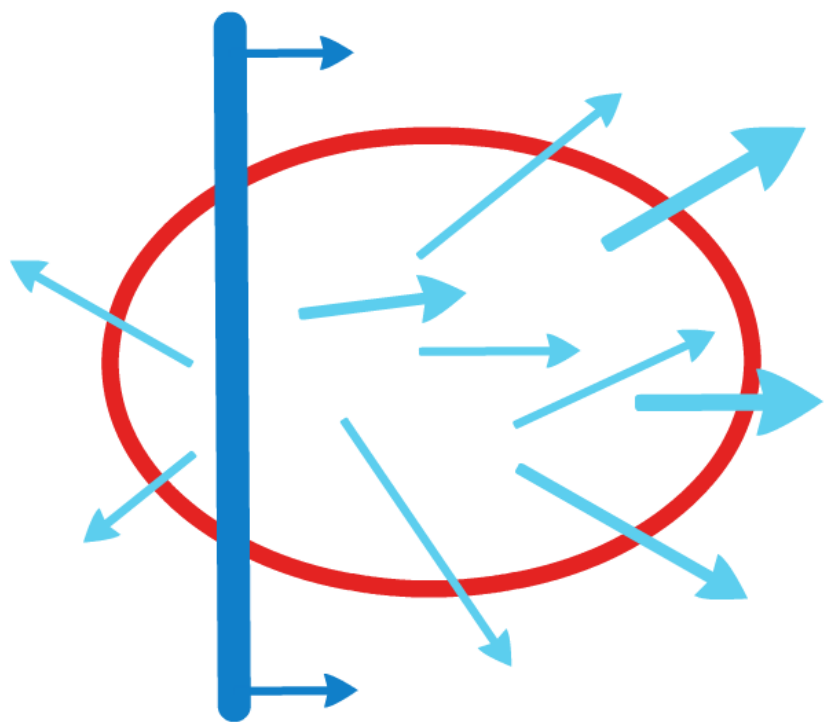


Lost Time Injury Frequency rate (LTIFr) per million hours

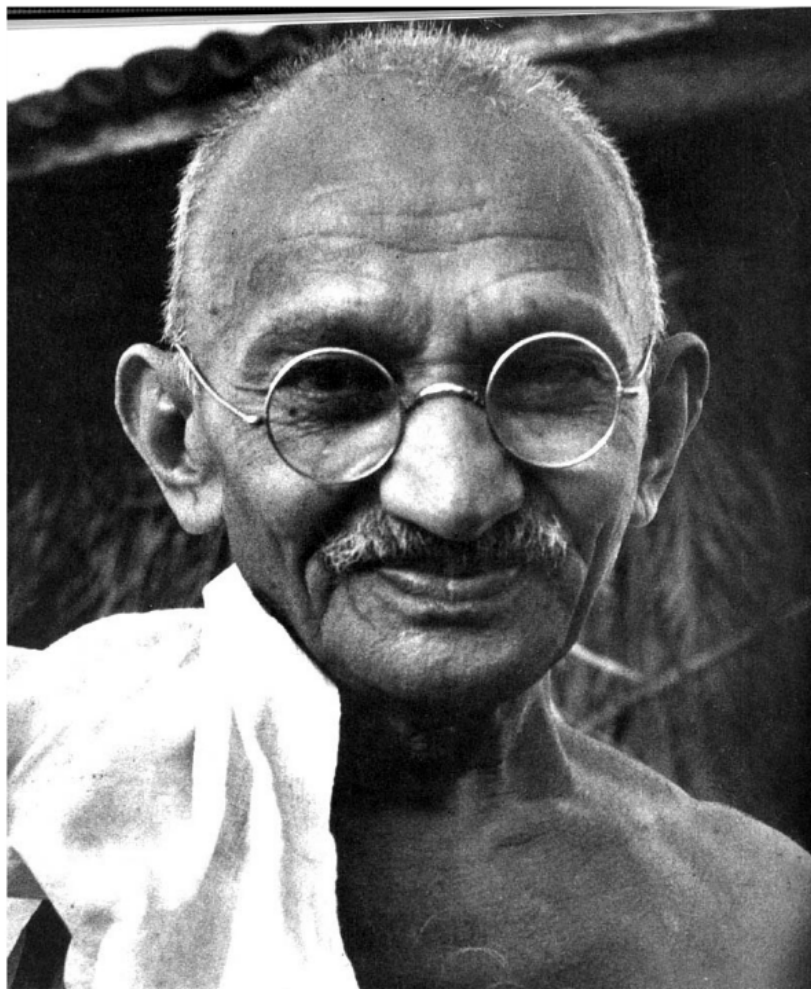


Average Fire Grading











Think different.

WE CANNOT SOLVE OUR PROBLEMS
WITH THE SAME THINKING
WE USED WHEN WE
CREATED THEM

-Albert Einstein

