



*Essay*

This essay is about, Bakepro a Multinational that is operational in bakery products, varying from raw materials to bake-off frozen products. It highlights steps that design the future for Bakepro today in such way that in ten years the company still is at the top and aiding its environment with durable & profitable products.

**So Today in Ten years.** Changing perspectives cultural, financial and environmental are a global trend. All multinationals claim that they are adding to the cultural, financial & environmental stability of the economies in which they operate. This is, sadly, not true. It is very clear that financial objectives are leading the companies' chain incentives for durable production seems further away than ever. Bakepro will become the leading company in bakery supplies and we will design between our Production units, Suppliers & customers lasting eco-systems. Creating eco-systems will make us leading in the fast changing world; other companies will look at us and want to be us.

**Unprecedented,** that this is without saying a huge change in the global foods industry. The food industry is managed by all sorts of management systems that have as main objectives to produce safe food. The creation of eco-systems, dictates management to think outside of the box. Suppliers and customers become strategic partners. All investing in fit-to-product-production will create cooperation within the supply chain. Creating value throughout the chain and letting the transformation process be transparent to the supplier and customer. Transparency will reveal losses within the eco-system that can be addressed with help from all strategic partners. So durability in use of natural resources is created. To achieve the transformation into eco-systems, Bakepro must change in its DNA, all employees shall aid in this process.

**Successful change management** requires a large commitment from executives and senior managers. A change effort cannot be optional for senior staff. They must lead or get out of the way. The new system will ultimately have to stand on its own feet, but every new system needs support and nurture.

**Therefore,** first off all I would get an analysis done of my organization, to see if my executives and senior manager can handle the change from a sales driven organization into an value chain organization. This is one of the important steps and probably one of the hardest; this analysis will go hand in hand with an executive & senior training in communication combined with personal development. From this training and analysis I am creating a champion team that is going to steer the change. (1-3 years)

**All,** working in Bakepro, executive, senior management, management and employees, are part of the change of the organization into the preferred eco-system partner in bakery supplies all over the world. The champion team is responsible to ask how things are going. Focus on progress and barriers for change management. One of the worst possible scenarios is to have the leaders ignore the process, this task that the champion team has is therefore a key element. A continuous focus on eco-system creation from the executive board is clearly defined and quarterly reported to stakeholders.

**Incentives,** from within the production units will be promoted. The use of local suppliers combined with customer information on requirements. This transparent knowledge and ability the change processes into fit-to-product-production leads to adding value into the chain. Partnerships with suppliers on how materials are produced will need to be established, the aim of these partnerships is creating sustainable eco-systems while keeping the ballast on the natural resources (soil, water usage, air pollution, etc.) at an absolute minimum. To monitor the champion teams will need to seek assistance from universities like, Wageningen and Leuven that should advice and monitor on the environmental impact of the production of the resources. Also this can and should lead to early adapting of new ways of producing the raw materials, to benefit environment and profitability.

**Needless,** to say, looking at the current market situation within Europe we need to be a partner for all stakeholders of the company. In this we must adapt the way we look at salaries, bonus culture, differences between the different countries, and benefits for employees, etc. In this light we adopt the Dutch Balkenende norm, in case of salaries for top management. Bonuses can only be granted when board and stakeholders are in agreement a bonus is deserved and business objectives are met in full. To be a durable partner to all



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stakeholders it should be clear that no excessive salaries are paid, this leads to hurdles in becoming an eco-systems partner, profits should benefit the complete value chain therefore this clear statement. (2-7 years)

As now the direction of Bakepro is clear to the stakeholders, production units and the corporate organization. The new Bakepro is a fact, together with our eco-systems partners we are creating, value throughout the chain and more and more companies copying the environment, intrinsic chain knowledge at all partners increases.

**Benefits**, of the change into the preferred partner of bakery supplies are to be found in all parts of the chain. Suppliers deliver the desired products and are clear about the content, Bakepro`s processes are optimized with the information of suppliers and customers and perform with a minimum of obsolete products, customers are assured of the delivered quality and processes are arranged in a manner that only what is required is supplied to minimize the product thrown away and natural resources used are kept at a minimum.

Leaving, the conventional path used for many years in the western economics is the way to perceive the future. We all are responsible for the creation of a better tomorrow; this will ask some adapting and change in behavior. With the transition from a classic chain partner into an eco-systems partner, Bakepro will be the leading company in bakery supplies and partners will also benefit.

**Every**, company within an eco-system benefits equally and creates its survival for the future by working together as one.