

# Navigating Change Together: Shared Vision, Shared Success

Industry XX Talk  
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dsm-firmenich 

## Workshop Agenda

### Section One

"Manufacturing is not an attractive place to work"

### Section Two

Changes will be faster, more frequent and profound

### Section Three

dsm-firmenich use case in Animal Nutrition and Health

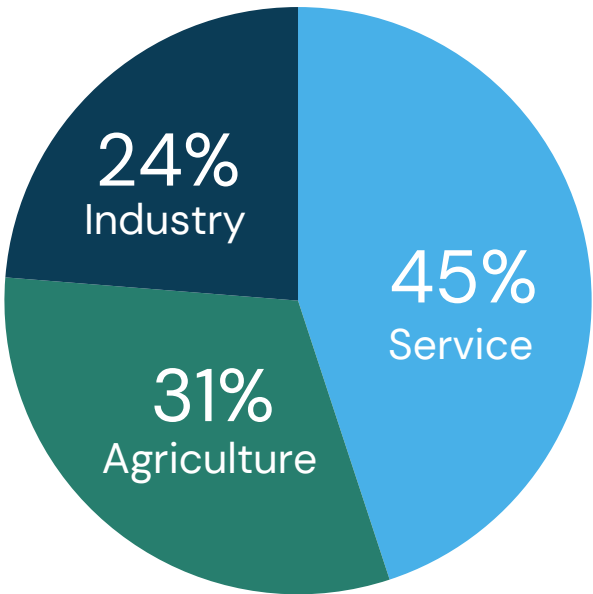
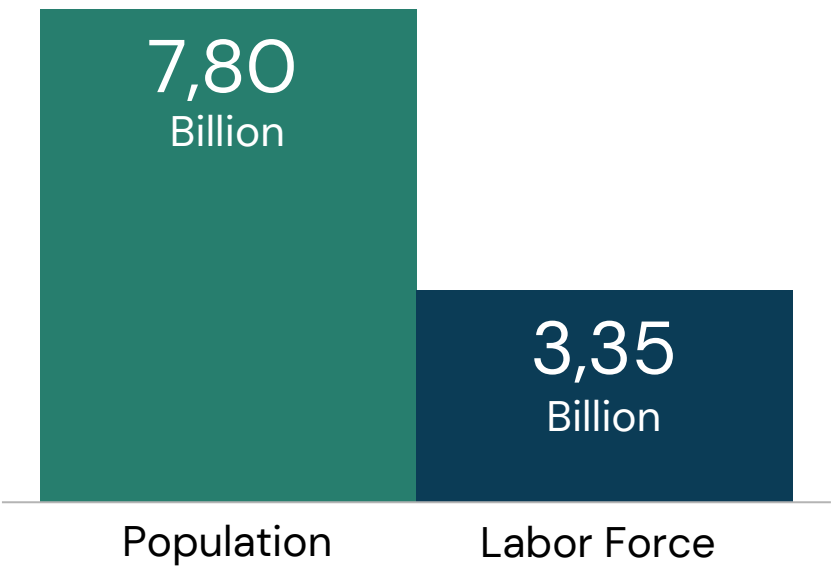


01

"Manufacturing is not  
an attractive place to  
work!"

Dinner conversation with a 11 years old boy

Manufacturing is not an attractive place to work!



Manufacturing accounts for 24% of the labour force

1- Google, 2- the world bank 3- Wikipedia , Note: Data 2021

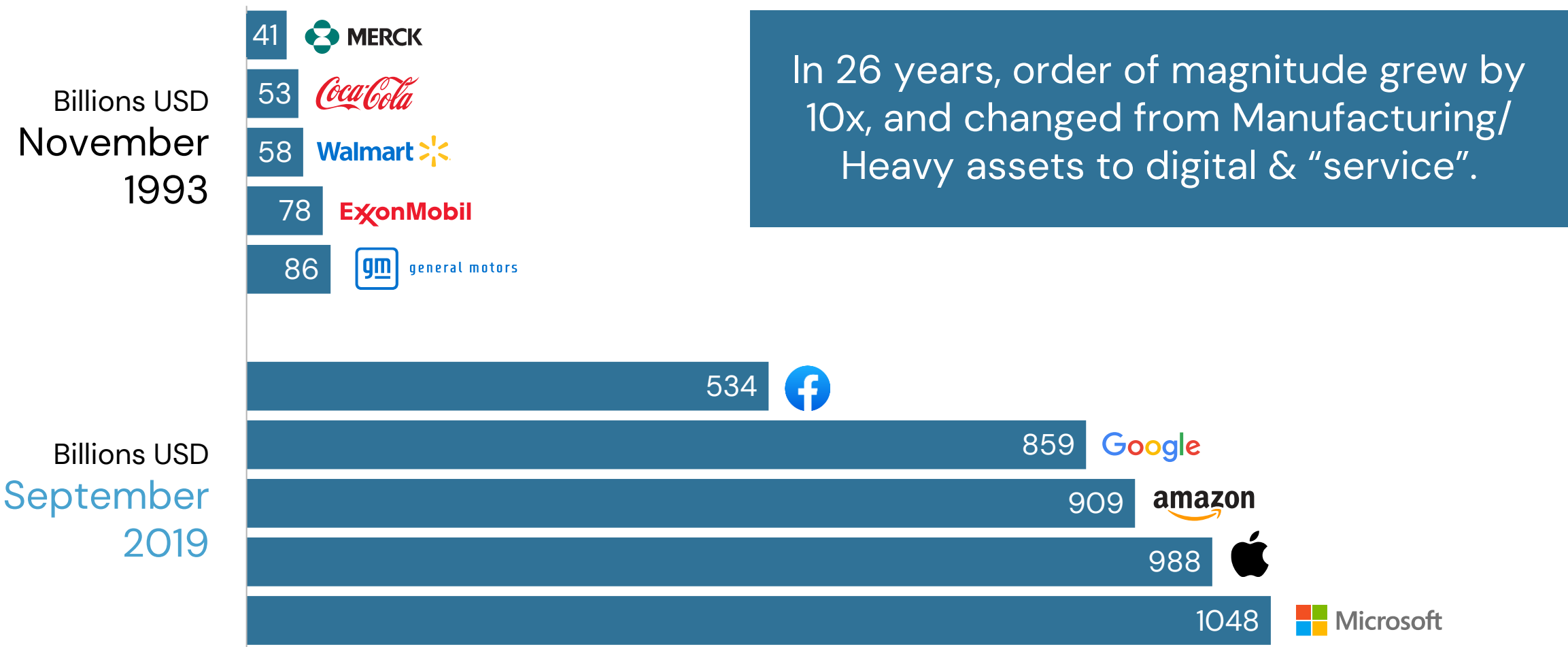
Manufacturing is not an attractive place to work



Manufacturing accounts for 17% of GPD.

1- Google, 2- the world bank 3- Wikipedia , 4- Data 2021, 5- Statista data from 2020  
According to 5) manufacturing accounts for 26%, services 65%, & agriculture 4%

# Manufacturing is not an attractive place to work



Source - <https://www.youtube.com/watch?v=YeiFMirdToA>

“By 2023, more than  
**8 million**

manufacturing jobs could go unfilled”.

Physical demanding jobs will have high acquisition and retention cost because of lack of available workforce. These positions will have high attrition rate and might become temporary jobs until worker finds a better job.

1- Randstad: Why is there a labor shortage in Manufacturing ?



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02

Changes will be faster,  
more frequent and  
profound

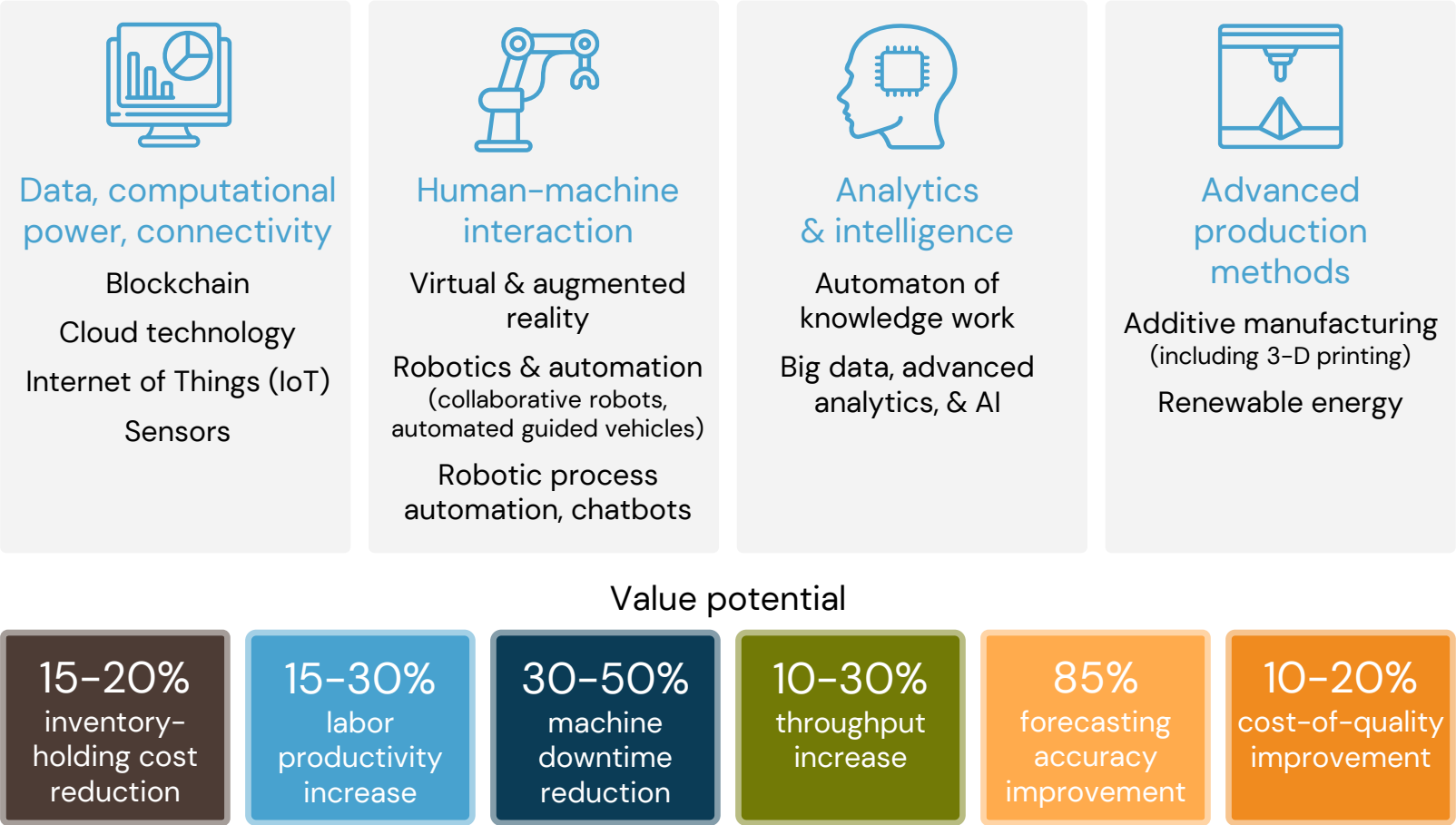


# Threat or opportunity?

## Waves of Change

- All companies will become digital
  - Real time data anytime anywhere, Digital Twins, Web 3.0, NFT, Crypto, Metaverse...
- Generational shift in consumers and workforce "Gen Z vs Millennials"
- However, "only 20%-30% of estimated manufacturing sites have Wi-Fi"

Industry 4.0 can unlock significant value across multiple areas of a factory network (1)



1- Source –McKinsey



70% of transformations  
fail... mostly due to people  
factors



## 5 Top reasons why changes often fail

### Reasons

Change Fatigue  
Not enough support  
Resistance to Change  
Change interventions do not land  
Relapse to old ways of working

### Misunderstanding

Change happens quickly according to plan  
We will notice when someone is not ok  
People are used to change  
People always understand the reasons for change  
Leadership and behavior is visible



## The transition your organization is going through

Transition is a process by which people unplug from an old world and plug into a new world: transition starts with an ending and closes with a new beginning.



The first requirement is that people have to say goodbye to the old ways and old identity they had.

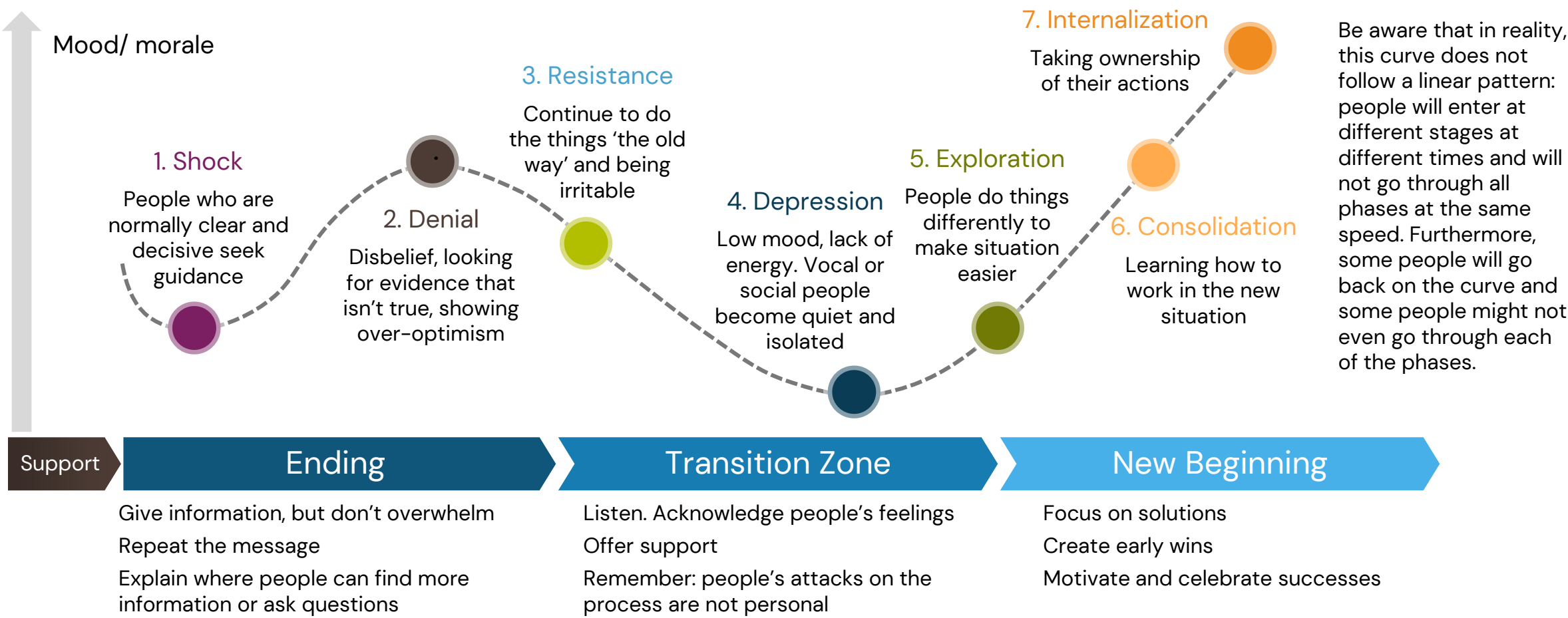
After people have let go of their old ways, they enter the "neutral or transition zone": it is when the old is gone but the new is not fully operational yet.

Coming out of the transition and starting a new beginning requires people to start behaving in a new way.

This third phase is successful when people develop the new identity, experience the energy, and discover the sense of purpose that make the change begin to work.

# The Change Curve

When your organization moves through the Ending–Transition Zone–New Beginning phases, the Change Curve can help you to better understand how people will react to change.



# The challenges of Change Management...

Your plan



Reality



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03

dsm-firmenich



More than a century of successful transformation



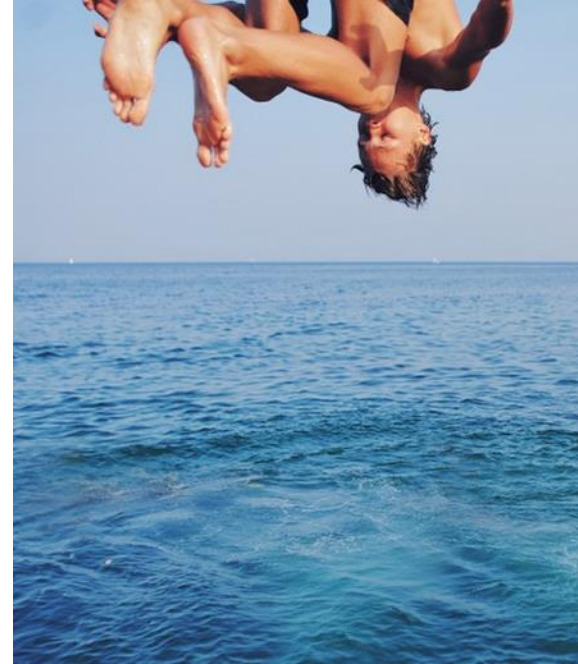
## Innovators in nutrition, health and beauty



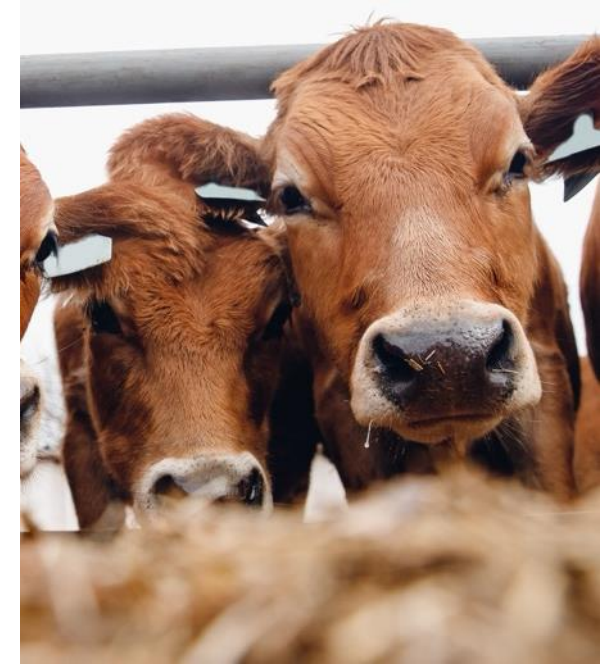
Perfumery  
& Beauty



Taste, Texture  
& Health

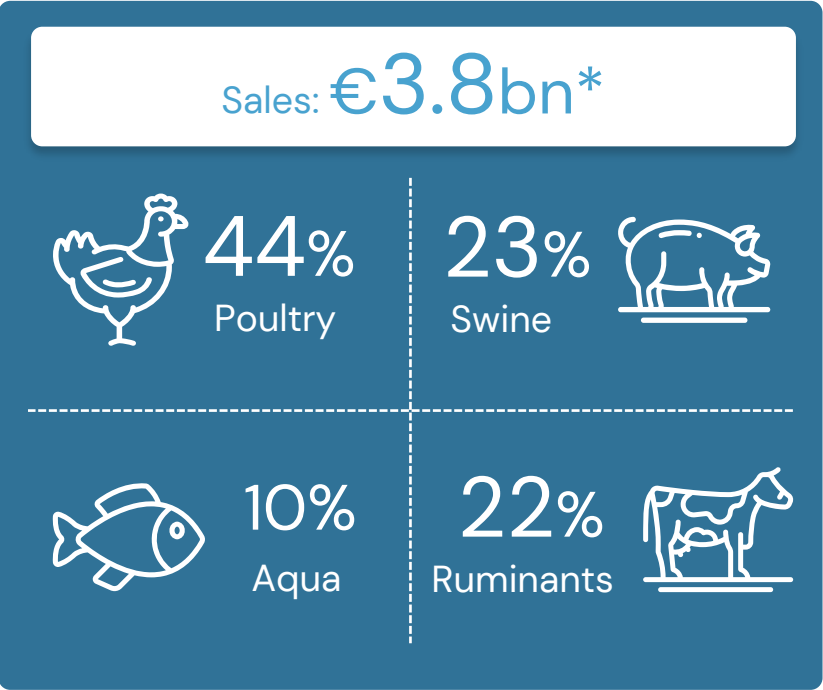


Health, Nutrition  
& Care






Animal Nutrition  
& Health

# Animal Nutrition & Health (ANH)



Recent acquisitions



## Key challenges for which dsm-firmenich is uniquely positioned

‘We Make It Possible’ with our current comprehensive portfolio of market-leading probiotics, prebiotics, enzymes and eubiotics for animal gut health

World-leading science-based innovation program has developed global game-changers such as methane-inhibiting feed additive Bovaer® and algae-based fish oil alternative Veramaris®



Unique global premix network with strong representation in every region of the world

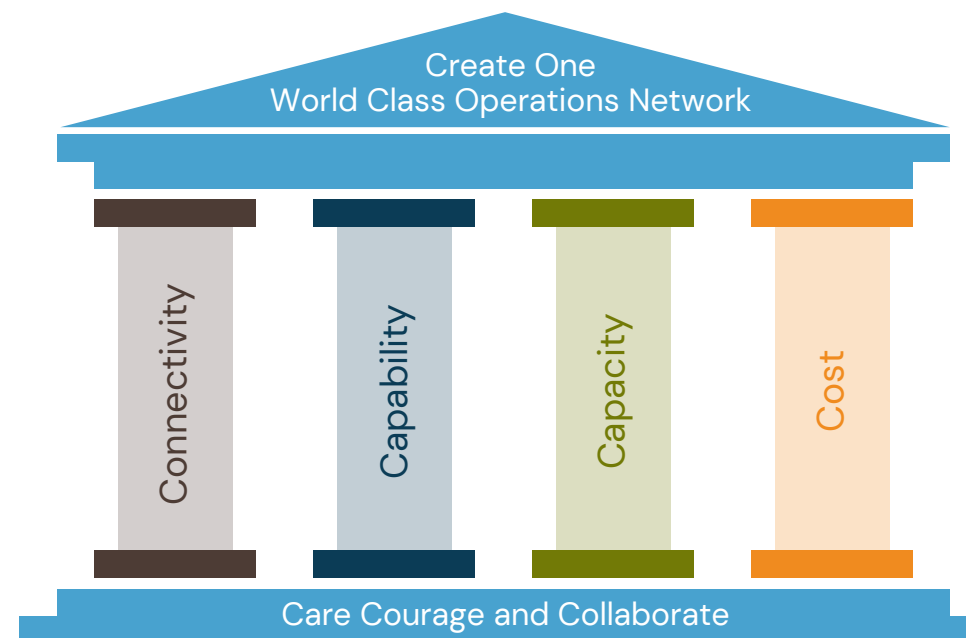
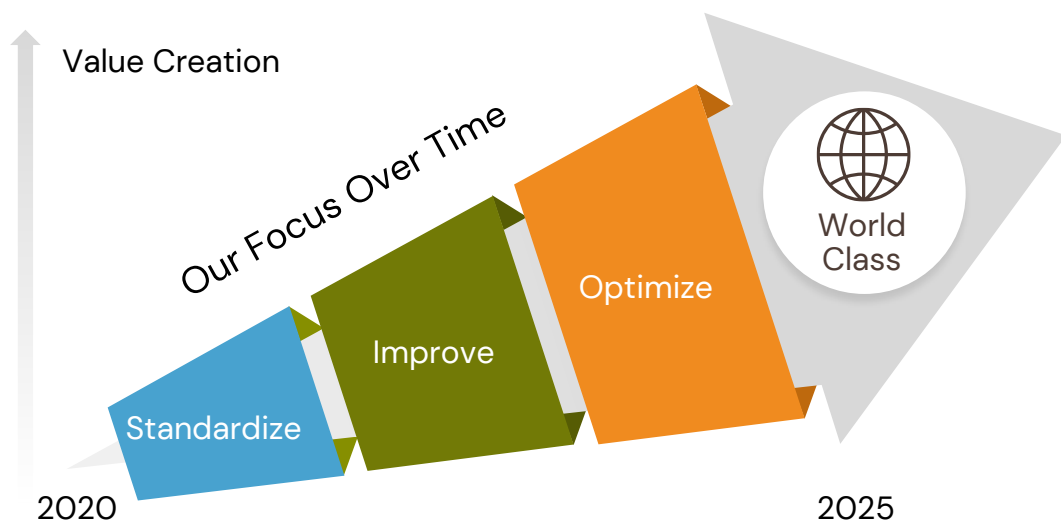
Leading advances in precision farming analytical/diagnostic services such as Sustell™, Verax and Erber Diagnostics (Romer Labs®)

\* Based on 2022 Net Sales



# ANH PreMix Operations – World-Class Operations

## 4 Cs – Connectivity – Capability – Capacity – Cost



We will modernize and professionalize our operations over the next 5 years – dsm-firmenich Integral Continuous Improvement (DICI) is our in-house Improvement System

## Power to the People: Invest in your people first

### dsm-firmenich use case in Animal Nutrition and Health



#### Vision is ready

Listen to the organization and build your roadmap accordingly



#### Group of Ambassadors – Early adopters in the change curve

Volunteers

As diverse as possible (Gender, region, level, seniority)

Create workstreams. Assign working groups with a clear task, have regular checks.



#### Additional context

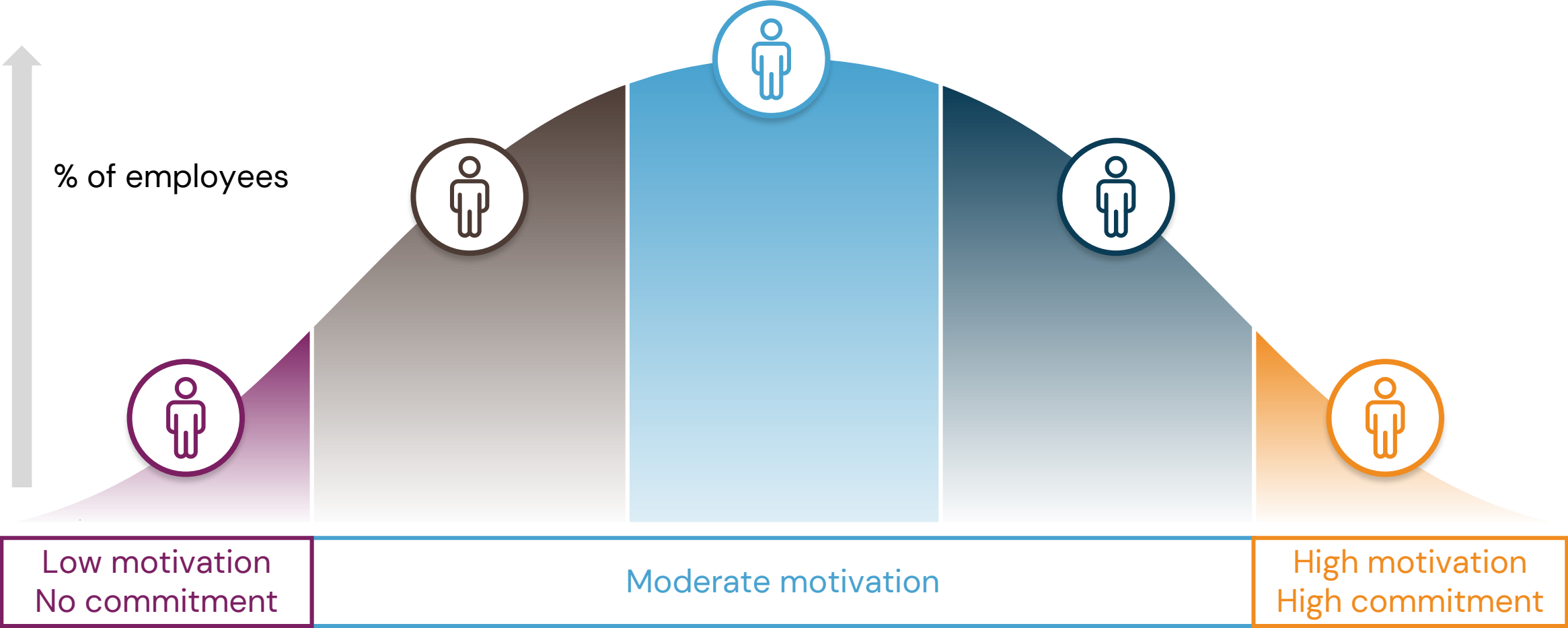
Group had little or not experience

Several people did not know each other

Vast majority never worked with people outside their plant or experience regional or global roles

Power to the People: Invest in your people first

**The 10 – 80 – 10 Principle**



# High level Roadmap towards World Class Operations

## It is a Journey....

### Health Checks & Sustain Improvement

Develop a step-by-step guide to measure maturity in each step of the of the journey. Identify gaps and actions plans to continuously improve our foundations and tools



### Build Capabilities – Focused Improvement

Performance Diagnostics



### Group of Ambassadors

Mobilize the organization. Select a group of like minded people that want to lean in to change and create a culture of servant leadership to unleash the power of everyone



### World Class Operations

Reach the vision of World Class Operation that was set up in the ANH strategy, be the first choice of our customers



### Community to Share and Learn good practices

Create a community to increase connectivity across regions to scale solutions faster. Share early wins and grow community along the journey.



### Build Capabilities–Tools

Set the foundations frameworks and tools within the regions, train and roll out.



### Build Capabilities Mindset

Help the organization understand the vision, the ambition and the concepts of change management and how to overcome it. How to build high performing teams and the benefits of DICI (win-win relationship) to engage our teams.



# ANH DICI Light: “At ONE CLICK distance”

## ANH DICI Light Sharepoint

Welcome to the ANH DICI!

The homepage features a large hero image of a winding path through a field. Below it, there are four smaller images: a person at a computer labeled 'Documentation', a person at a computer labeled 'KPIs', a person at a computer labeled 'Meet DICI team', and a group of people labeled 'Communities of Practices'. At the bottom, there is a 'Roadmap' section with a 'Learn more ->' link and an 'ANH Operations Academy' section with a 'Find out more' link.

**Change Journey towards World-Class Operations**

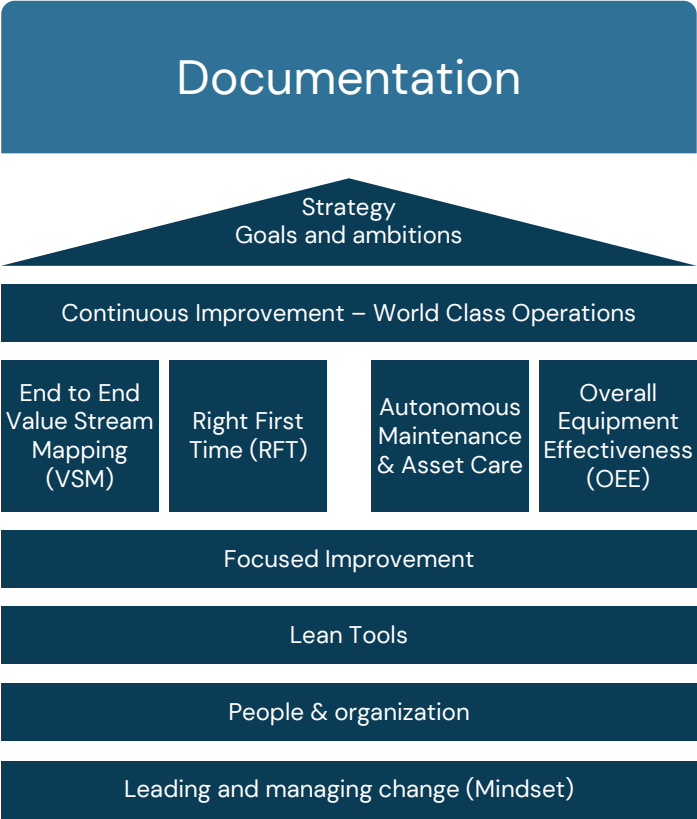
For years, DSM's Integrated Continuous Improvement systems (DICI) has brought simplifications, productivity increases, increased SHE, and quality improvements across operations in Manufacturing & Technology (M&T). For DICI to work, we rely on our engaged and talented people across ANH.

DICI is not just another program – it's not some flavour of the month, piled on top of our routine duties. DICI will change the way we work and

**DICI ambassadors**

We have appointed a group of ambassadors to support this journey. First, they will adopt and simplify DSM's existing set of tools and methods, with the aim of simplifying implementation at all levels in the PreMix organization.

Second, and more importantly, they will serve as a driver of change, helping ensure that continuous improvement, empowerment, and



## Operations Academy

Strategy Goals and Ambitions

Foundations

Pillars: Improvement and Optimization

Strategy, Goals & Ambitions

1.1 ANH DICI: Towards World Class Operations

1.2 Core Beliefs

Foundations

Leading and Managing Change(LMC)

2.1.1 Leading and Managing Change(LMC)

2.1.2 Leader Standard Work

2.2.4 GEMBA

2.2.3 Training Meeting Cascade

People & Organization

## Change after 100 days

Q1/22 – Set-up DICI organization and Global DICI roadmap.

A group of 38 Ambassadors kick-off on 7<sup>th</sup> March. The diverse team (Regions, Levels, Gender, Expertise) reached in 100 days

Leader led Approach to flip the Pyramid



"I feel proud of being an Ambassadors and contributing to World Class Operation Journey"



### Bootcamp:

8 awareness training by Ambassadors to Leadership team and regions 200 Attendees



### Content: 100% (Sharepoint & Booklet)

20 Training Packages (Sharepoint). Simplified (>85%) DSM content. ± 900 Booklets under distribution in 8 languages.



### ANH operations academy (Digital)

DICI with >10 hours video content available.



### Performance Diagnostic (PD):

Proof of Concept during the 100 days. For 9 months (2022) the team was able to do 10 PD.



### Digital Maturity Assessment tool

>85% simplification. Already in use.



### Share and Learn

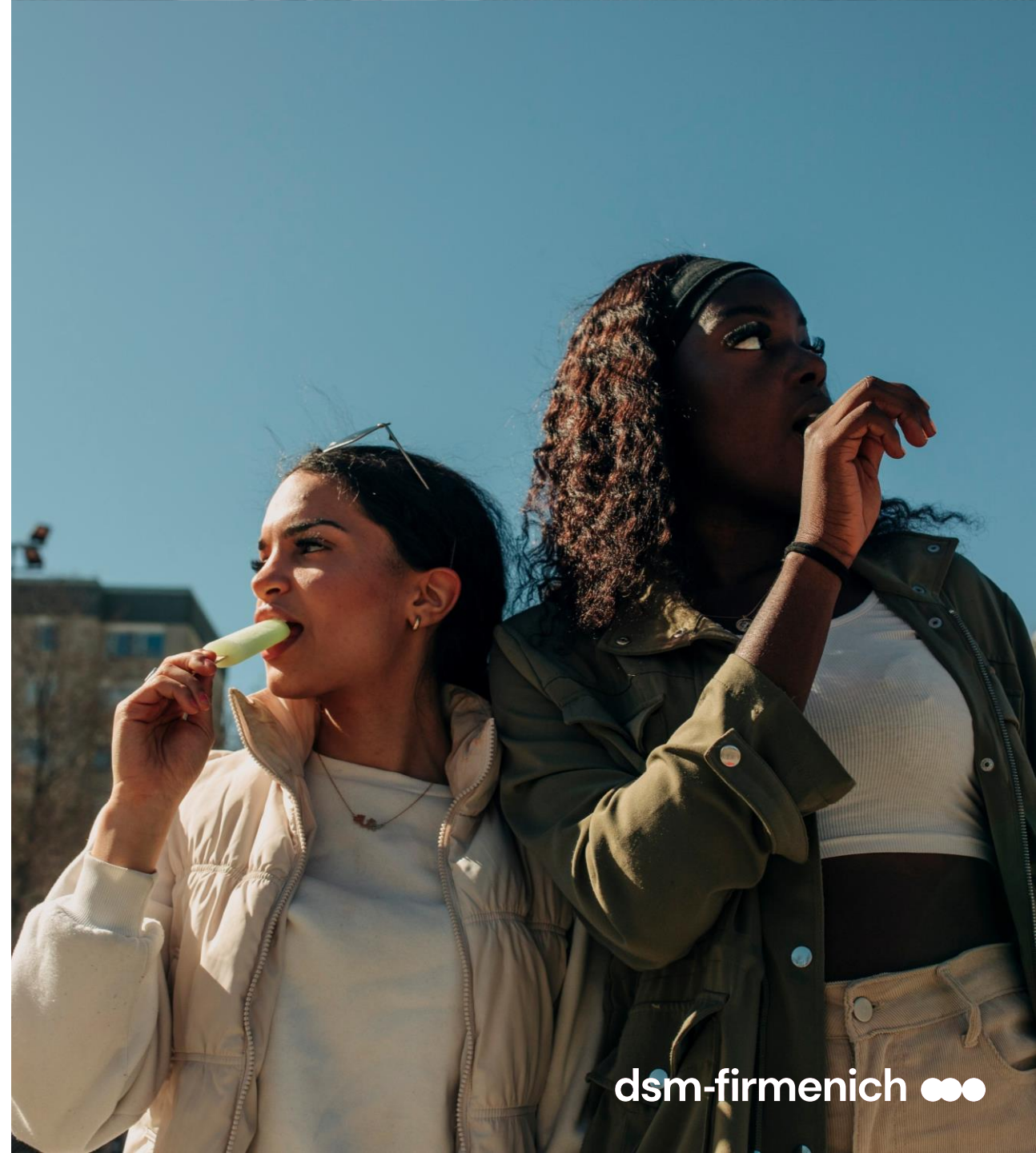
First DICI Global Share and Learn Event.

Is it a compelling case to invest in your people first?

- No cost & high return
- New skillset and experience
- More connectivity within the organization
- People feel proud – positive spiral

“You just need one ingredient: Will”

Amitte Gulamhussen



We bring progress to life™