



GUIDE THE TRANSFORMATION OF THE WATERS' DIVISION TOWARD INNOVATION

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Entreprise : **Danone Nutricia Research**

Période : **2019 - 2020**

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Lieu(x) : **Danone Research Center, Palaiseau**

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Danone is an international company driven by a sustainable growth and a unique culture. Danone is a group, holding top positions in healthy food, winning over 7-billion consumers. Danone is also a group sustainably anchored in its eco-system. The company relies on its 4 divisions: Essential Dairy and Plant-based, Waters, Early life Nutrition and Advanced Medical Nutrition divisions.

Danone Nutricia Research is the Research & Innovation of Danone Group. It strives to:

- Anticipate the food needs, desires and practices of tomorrow
- Reveal the benefits of food to our well-being and health every day;
- Continue to improve reliable, environmentally respectful processes and technologies;
- Benchmarks in an increasingly complex context and environment of beliefs and opinions

Within Danone Nutricia Research, the R&I team dedicated to the Waters division of Danone Group is pioneering innovative solutions to inspire consumers toward healthier hydration.

The Waters division is currently making a focus on innovation, a main driver of its growth and has launched a transformation plan to make evolve the management of innovation across business units, geographies and functions.

The team in which the project will take place is in charge of driving this transformation leveraging several innovation expertise: Open Innovation, Design Thinking, Portfolio Management and Assumption Management among others. After a cycle for creating the team, formalizing knowledge and piloting new innovation approaches, the mandate is to scale up innovation knowledge and culture across the Waters division. It will require a change in how we supported the company so far, moving from being involved and kicking off the

transformation locally toward transferring knowledge and sustaining transformation via networks of like-minded people.

The PIC mission will be to help the team in this change by suggesting directions, behaviors, plans to achieve that mandate. During the project, the student will be involved on field projects which can take place anywhere (business trips may be part of the job), working alongside with project teams. He/She will also be in close relationship with the internal networks.

Profiles of the candidate:

- Communication skills and good internal personal skills
- Self-starting, autonomous
- Background in Strategy – understand Organization quickly
- Entrepreneurial mindset
- At ease with changing environment & priorities
- Curious
- Learning agility
- Interest in Food Industry
- Fluent in French & English, Spanish is a plus

Project 2018

The team in which the project will take place is in charge of driving this transformation. We are animating internal network of Innovation Champions, representatives of each business units. This community is making the change happen everywhere and sharing best practices and new tools, methods, ways of working, trainings. This animation will be co-led with the Marketing function who has similar networks.

Parallel to transforming ways of working, we are also driving the implementation of “Design Thinking” internally. A new role has been identified to make projects successful: the Design Thinker - coaching the team across the approach, guiding through the uncertainty of innovation projects, gathering appropriate experts around, godfathering with top leaders.

The PIC mission is to help defining and communicating the positioning of our team: highlighting the difference with other internal innovation teams and the difference with classic “Innovation Labs” separated from the rest of the organization (which we can observe in other companies). It will require helping communicating the support the team can bring to innovation projects. The PIC mission is also about helping defining the decision-making process and principles of prioritization, taking into account stakeholders’ expectations.

During the project, the student will be involved on field projects which can take place anywhere (business trips are part of the job), working alongside with project teams. He/She will also be in close relationship with the Innovation Champions network to help in the knowledge creation, formalization and sharing.