also created revenues and profits for the company. Danone's values were seen as integral to its whole approach to business: "the group has developed a uniquely distinctive corporate culture emphasizing responsiveness, adaptability and the ability to accelerate innovation through networking. Operational responsibilities are broadly decentralised."[11] This culture and the commitment to social goals that it reflected were seen as central to Danone's business model:

> The group's management believes that this business model constitutes a key competitive advantage. It is primarily a factor in collective efficiency and internal motivation. It is also a factor that is strongly appealing, given the increasing sensitivity of employees to the notion of the enterprise being competitive and socially responsible. Finally, it is a powerful lever for developing a relationship of trust between the company and its partners.[12]

The integration of business performance with the creation of social and environmental value took the form of a three-year strategy launched by Danone's executive committee in 2009. The strategy involved four strategic priorities:

- *Health*: Strengthening of the group's ability to deliver relevant benefits that address issues of nutrition and health.
- *For All*: New business and economic models to provide quality nutritional solutions to people with low purchasing power in a growing number of countries around the world.
- *Nature*: Accelerating the momentum to take into consideration environmental impacts through the reduction of water and carbon footprint.
- *People*: The company evolving as a venue for development for all employees and encouraging their involvement in social programs.

Emerging Market Strategy

The close linkage between Danone's strategy, its values, and its management systems and style were particularly evident in its approach to emerging markets. Danone was attracted to emerging countries primarily because of the growth opportunities that they offered: between 1996 and 2011, the proportion of Danone's sales from outside Western Europe had grown from 21 to 62%. At the heart of Danone's strategy for 2012–2014 was growth in the "MICRUB" countries—Danone's acronym for Mexico, Indonesia, China, Russia, the US, and Brazil.[13] At the same time, Danone's more mature European market would play a key role in generating the financial resources needed to fund expansion in these emerging markets and providing the expertise and products to fuel international growth: some of Danone's greatest successes in Asia-Pacific were with dairy and baby products first developed in Europe.

Danone's country business units in emerging markets were expected to be innovative and responsive in adapting to local needs and local opportunities. At the same time they were encouraged to build upon Danone's existing brands, existing product platforms, the expertise of other country units, and its wealth of research-based nutritional knowledge. For example, Danone's efforts to combat nutritional deficiencies deployed its flagship brand for children, Danonino. This provided a product