

To achieve that, we are making some changes in the role of management at Group level. In the past, the Group supported its business units from behind the scenes, but it now needs to take center stage. Instead of confining itself to finance and human resources management, it has extended its reach by stages to areas such as research and purchasing over the past few years and, more recently, to the use of the Danone signature and certain aspects of relationships with retailers.¹⁵

Despite progress in strengthening Danone's corporate functions—notably IT, HR, and research—Danone was still unique among its peers in terms of the extent of its decentralization and the scope of decision making authority that was given to the heads of its country business units. Riboud was convinced that Danone's collaborative culture was superior to conventional, authority-based management systems in terms of fostering flexibility and initiative. But how could this be adapted to become more effective in ensuring more effective cross-border integration of purchasing, marketing, and new product rollouts and stronger unity around the values and strategic priorities of Danone?

Appendix companies

FRESH DAIRY PRODUCTS

Algeria	Danone
Argentina	Danone
Austria	Danone
Belgium	N.V. Danone
Belarus	Danone
Brazil	Danone
Bulgaria	Danone
Canada	Danone
Chile	Danone
China	Danone
Colombia	Danone
Croatia	Danone
Cyprus	Danone
Czech Republic	Danone
Egypt	Danone
Finland	Danone
France	Danone
Germany	Danone
Greece	Danone
Guatemala	Danone
Hungary	Danone
India	Danone
Indonesia	Pt. Danone
Iran	Danone
Ireland	Danone

WATERS

Algeria	Danone
Argentina	Aqua Danone
Belgium	Danone
Brazil	Danone
China	Danone
Denmark	Aqua Danone
France	Évian Danone
Germany	Danone
India	Danone
Indonesia	Aqua Danone