

---

# Kraft Foods

## Co-creating a new Mission, Vision and Values

### The Challenge

Kraft, the second largest food and beverage company in the world, decided that it was time to renew its mission for the 21<sup>st</sup> century. The challenges confronting change in such a large company were intimidating: how do you settle on a new higher purpose which reflects the aspirations of your employees? How do you implement real change without alienating the people who have to realise it? How do you achieve buy-in across such an enormous organization? Nitro, who led the Kraft “repositioning”, asked Promise to help answer these key questions. More specifically it asked Promise to help produce the insights which would come to define the future of the company.

---

### Our Solution

In order to solve this challenge, Promise Communities developed ‘Big Talk Online’: a private online collaboration community that enables the simultaneous participation of thousands of employees over an extended period to debate, develop and decide ideas. Promise launched a bespoke internal marketing campaign, inviting Kraft’s top management to the community, across all countries and brands. In the ensuing three months over 4000 employees from over 50 countries collaborated on designing, debating and filtering the future mission, vision and values of the company.

Our approach to Kraft’s challenge comprised of four stages on the community:

1. **Warming up:** introducing the global workforce to one another, preparing the ground for collaboration and initiating trust-building exercises. At this stage we also asked the community to help us understand Kraft’s strengths and weaknesses.
2. **Idea generation:** the community was then tasked to develop a number of different ‘higher purposes’ for Kraft. Employees discussed, debated and developed what they thought the biggest idea Kraft could own was? Through detailed analysis, 15 territories were identified, which were then narrowed to a remaining 5.
3. **Probing:** quantitatively and qualitatively input was provided on the 5 ‘territories’ by members through polls, open discussions and debate sessions. This data was used by the Kraft executive team and Nitro to help decide on the final territory.
4. **Bringing to life:** We asked community members to describe how they would act differently to ‘bring to life’ the higher purpose they had co-created. This generated implementation ideas and validated the final higher purpose.

---

### Results

- A co-created new corporate mission, vision and values, signed off by the board in under three months.
- De-risked change, by providing a mission which emerged from within the organization
- Delivered high levels of buy-in across the organisation: this was not a situation where experts at the centre developed a solution, and then needed to ‘sell’ it into the company. The process generated thousands of ambassadors with a vested interest in promoting and realising the new vision.
- Identified cultural and linguistic barriers that would not have been identified using conventional methods.
- Provided insight into how to achieve change at the grass roots, and informed Kraft’s implementation strategy by bringing front line market information into the process: staff are close to the realities of their markets.

*“Using co-creation was one of the single most important decisions we made. It was key to developing a higher purpose that was resonant and compelling to employees around the world.”*

Perry Yeatman, SVP Corporate Affairs, Kraft Foods, Chicago



Kraft can now legitimately lay claim to being the first multinational corporation to have co-created their mission, vision and values.