

Expanding Horizons programme develops talented professionals

In the first quarter of 2008 Nutreco launched a new management development programme, Expanding Horizons, to accelerate the development of its talented young professionals. Participants met, completed the opening sessions and began projects that are a core part of the programme.

The 2008 programme recruited only in the Netherlands, as a pilot project. From 2009, Expanding Horizons will recruit young professionals in all countries where Nutreco operates.

"The target group for 2009, and beyond, is young graduates with less than about 16 months' work experience and that are interested in developing an international career in Nutreco," says **Peter van Asten**, Corporate HR Director. "They need to be



Peter van Asten

fluent in English and ready to start in January/February 2009. We have space for a maximum of 16 people in the programme. The key objective is to prepare them for self-leadership and to develop project management and teamwork skills. The programme will broaden their international experience, strengthen their career mobility and build

strong cross-business networks within Nutreco."



Juergen Steinemann

Juergen Steinemann, Chief Operating Officer, adds, "Nutreco's core competencies for success are: drive for results, guiding the business, people leadership, operational excellence

and external focus. We need to invest on a permanent basis in the further development of our managers, which includes the development of these core competencies.

"Expanding Horizons will make Nutreco — as a global player in animal nutrition and fish feed — even more attractive as an employer for talented and ambitious people. We need men and women that are able 'to do the job' in sales, product development, general management, finance, purchase or many other disciplines, from the Netherlands to China and from Spain to Canada. In that sense, Expanding Horizons is the Nutreco starter feed for our own talent. The programme will demand a lot from the participants, but they will get much in return in terms of valuable knowledge, skills, international networks and experience."

Participants stay 'on the job' and follow six different development modules of three to four days each, spread over two years. During the programme the participants are assigned to two projects, one within their current function and one that reaches across business groups, assigned by Nutreco management. Key words in the modules are: taking initiative, coaching, result driven, planning & organising, customer orientation, flexibility and innovation. There will be ample opportunity for intensive interaction with Nutreco senior management.

Each participant is connected with an internal mentor, while the immediate line superior continues to coach and manage the participant in their day-to-day work.



Teresa Debasa, Herco Souman and Corine in 't Anker take a break during the recent Expanding Horizons module in Stavanger.

First impressions

Teresa Debesa is Spanish but based in Boxmeer as a Regulatory Affairs Officer. "I graduated in veterinary sciences and food technology in Spain, then came to Boxmeer for eight months for international business experience. The opportunity for this post came up and I stayed.

"Expanding Horizons is a great opportunity to learn about management and about Nutreco. I felt my profile fitted the description of a candidate, so I applied. It is an interesting group of people, with great team spirit. The programme brings us the chance to build networks amongst ourselves and with senior managers. In the first module we started our personal development plan and initiated our projects. The experience is completely complementary to my work."

Herco Souman is an MSc specialised in business economics, innovation and change management. He is Assistant Controller in the Global Purchase Group of Trouw Nutrition International. "For me, Expanding Horizons fills the gap from being a graduate to starting a professional career. It is a unique opportunity to learn from people across Nutreco that we would not normally meet.

"My departmental project is called 'TNI Sourcing and Procurement—a one company approach'. The aim is to create value through sustainable improvements in purchase results, sharing and implementing best practices across OpCos and enabling rapid assimilation of newly acquired companies into the process. For the cross-department project, I am working on Nutrace® with Corine in 't Anker from Hendrix."

Corine in 't Anker is a Ruminant Nutritionist with Hendrix UTD. She has an MSc specialising in animal nutrition and farm economics and is monitoring and developing compound feed for dairy cattle and calves. "Expanding Horizons is a chance to look outside my current function. It will broaden my knowledge of management and of Nutreco and bring new skills. All the programme participants are open, friendly and willing to share. It is a good learning space.

"In the project with Herco, we are identifying key performance indicators that can be used to measure the implementation of Nutrace®. It is an interesting way to learn about other companies in Nutreco."

Further information on future Expanding Horizon programmes will be available from local HR departments in the second half of this year. ♦

AquaVision 2008

AquaVision, the world-class aquaculture conference that attracts a diverse range of stakeholders to Stavanger, Norway, every two years, is scheduled from 29 September to 1 October 2008. The theme is 'Know the fundamentals — Create your future'.

Skretting and Nutreco are again strong supporters of AquaVision, co-organising the event with BluePlanet. Opening speeches for the two conference days will come from Knut Nesse, Managing Director Skretting Salmon Feed, and Viggo Halseth, Managing Director Skretting Trout & Marine Species. Wout Dekker, Nutreco CEO, will give the closing remarks.

In the keynote presentation, Rabobank will reveal findings from a report, prepared together with the universities of Stavanger and Rhode Island, USA, on the impact of rapid rises in global commodities on production of land animal proteins and

proteins from aquaculture, with a focus on salmon, shrimp and pangasius. Copies of the report will be given to delegates.

Speakers are as diverse as Professor Stéphane Garelli from the business school in Lausanne, who will share his ideas on how to be competitive in 2008 and beyond, and Rasmus Hansson of WWF Norway, talking about getting best results by working with companies and not against them.

Delegates will also hear from regulators, leaders and pioneers in aquaculture. Helga Pedersen, Norwegian Minister of Fisheries and Coastal Affairs, will give her views on



achieving sustainable growth in aquaculture. Åse Aulie Michelet, the CEO of Marine Harvest, will review the opportunities for aquaculture as a global food reserve.

Chingchai Lohawatanakul, President of the Aquaculture business of Charoen Pokhand Group, will talk about protein production in Asia. Jorge Quiroz, CEO of Quiroz & Asociados, will discuss protein production in South America.

Further information on AquaVision 2008 is available on www.aquavision.org. ♦