



Copenhagen
Business School
HANDELSHØJSKOLEN



Blurring the lines of change communication

Change communication in a deliberate strategy at Novozymes

Udviskning af forandringskommunikationens linjer
Forandringskommunikation i en deliberat strategi hos Novozymes

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SUPERVISOR: ESSEN KARMARK, ASSOCIATE PROFESSOR, PH.D.
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Executive summary

In this complex and constantly changing world, companies and researchers focus on change communication. In this communicative field, we find a tendency towards a symmetrical approach to change communication. Thus, alienating linear and asymmetrical approaches to change communication. By studying a deliberate change process at the company Novozymes, we seek to investigate the type and planning of communicative approaches.

The motivation behind this thesis is to achieve a better understanding of the interplay between symmetrical and asymmetrical approaches to change communication in a strategic aspect.

The deliberate change process revolves around the leadership transition between Steen Riisgaard and Peder Holk Nielsen. This change process was common knowledge years ahead of the actual change internally and externally. In addition, this change process was interesting as a simultaneous restructuring made the process increasingly more complex.

Our analysis was rooted in a social constructionist perspective. As such, we have viewed the change process as being a social construction between human and non-human actors. We have chosen a case study where the empirical data consists of qualitative interviews, which we have conducted through semi-structured interviews. These acknowledge that organizational actors each hold their sense of reality and different interpretations.

Our theoretical framework has been based on the nature of strategies by Mintzberg and Waters in connection with programmatic and participatory approaches to change communication. Furthermore, a study of framing was included.

Through our analysis, we concluded that the change process could be viewed as a purely deliberate but also as a planned strategy. Furthermore, we witnessed that Novozymes challenged the notion of programmatic approaches as being only one-way communication. In addition, we found an interplay between programmatic and participatory approaches to change communication. We also found attempts to affect the uncertainty level through framing.

Our findings led to an understanding that functioned as the foundation for a model. This model recognizes a deliberate strategy to utilize programmatic approaches in the initial stages. Furthermore, the model points towards the importance of acknowledging context. This is achieved through participatory approaches and finally, the interplay between the two approaches is made possible. We acknowledge that this model is not yet ready to use, but it points towards an understanding of change communication that we find interesting.

Resumé

I denne komplekse og konstant foranderlige verden, er virksomheder og akademikere optaget af forandringskommunikation. I dette kommunikative felt finder vi en tendens, der peger mod en symmetrisk tilgang til forandringskommunikation. Dermed bliver lineær og asymmetriske tilgange til forandringskommunikation ofte beskrevet som begrænsede. Igennem en planlagt strategiændring hos virksomheden Novozymes undersøger vi typen af kommunikative tilgange og planlægningen af disse.

Motivationen for denne kandidatafhandling er at opnå en dybere grad af forståelse af samspillet mellem symmetriske og asymmetriske tilgange til forandringskommunikation i en strategisk sammenhæng.

Den planlagte strategiændring omhandlede ledelsesskiftet fra Steen Riisgaard til Peder Holk Nielsen. Denne forandringsproces var almen viden både internt og eksternt år før selve skiftet. Forandringsprocessen blev ydermere interessant da en omstrukturering af hele organisationen gjorde processen mere kompleks.

Vores analyse har været rodfæstet i et social konstruktivistisk perspektiv. Dette har bevirket at vi har anskuet forandringsprocessen som værende en social konstruktion mellem organisatoriske aktører. Vi har valgt et casestudie hvor empirien har bestået af kvalitative interviews som er indsamlet gennem semistrukturerede interviews. Disse anerkender at organisatoriske aktører har hver deres realitetsforståelse og forskellige fortolkninger.

Vores teoretiske ramme har været baseret på strategityper af Mintzberg og Waters i samspil med programmatisk og partecipatorisk tilgange til forandringskommunikation. Ydermere inddrages et lingvistisk aspekt vedrørende framing.

Igennem vores analyse kunne vi konkludere at forandringsprocessen passede på både en perfekt deliberat og en planlagt strategitype. Dertil kunne vi se at Novozymes udfordrede forståelsen af programmatisk tilgange som udelukkende envejs-kommunikation. Vi fandt ydermere et samspil mellem programmatisk og partecipatorisk tilgange til forandringskommunikation. Dertil fandt vi flere forsøg på at påvirke usikkerhedsdannelsen gennem framing.

Vores resultater førte til en forståelse som gav grundlag til en model. Denne model anerkender en deliberate strategi som i første stadie muliggør brugen af programmatisk tilgange til forandringskommunikation. Dernæst inddrager modellen en forståelse af kontekst. Dette

opnås gennem partcipatoriske tilgange, og afsluttende bliver samspillet mellem de to tilgange muliggjort. Vi anerkender at denne model ikke er klar til brug i praksis, men den peger mod en forståelse af forandringskommunikation vi finder interessant.

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Introduction

If contemporary change communication is dedicated towards; involvement, participation and alienating linear communication – why do we come across something different when analyzing a change process at Novozymes?

We find it interesting to look at a change process through a strategic perspective, as we have encountered much literature that describes how to conduct change communication. By using the recent leadership transition at Novozymes, we illustrate how the nature of the strategy influences aspects such as change communication and leadership.

We began this journey with the idea that a deliberate strategy automatically entailed a planned communication strategy. However, we experienced that it was different in the Novozymes case. Therefore, this thesis entails a very honest and dynamic interpretation process where we learned new insights throughout the process. We will guide the reader through this interpretative process and present our findings.

Purpose and motivation

This process began by working from an idea that revolved around change communication and the influence of deliberate and emergent strategies. Thus, we sought to investigate how a corporation made use of change communication during a deliberate strategy. This led us to the Novozymes case. As such, this thesis combines change communication and strategy in relation with the recent leadership transition at Novozymes.

In the case, the leadership transition was common knowledge both internally and externally. As such, we sought to study how a deliberate change process was affected by change communication. A more thorough presentation of the Novozymes case follows this introductory chapter.

Our motivation was to test if change communication in a deliberate strategy combined with established literature provided new challenges and insights. Furthermore, we wanted to explore how a social constructionist approach influenced the interplay between these concepts.

We believe the findings from the Novozymes case combined with established literature provides an interesting notion. Furthermore, we argue that our research entails perspectives that points in a new direction within the change communication field. As such, our conclusions are justified. Our theoretical approach combined with the findings at Novozymes provide elements that we claim add to the change communication literature.

We find the Novozymes case interesting due to an array of elements. One of the many interesting notions of the case is that it concerns a major organizational transition in a knowledge intensive company.

From a historical point of view, it is interesting because it is the third major organizational transition the company experience within a 13-year period. One could question whether Novozymes' organizational members have more change-readiness compared to other organizations.

Another appealing point is the contemporary nature of the case. This is evident by the fact that we conducted our collection of empirical data while the change process was ongoing.

We could also add that Novozymes as an organization per say is interesting to study as it is one of the top major Danish companies, world leader in bio-tech and appraised for its company profile. Therefore, the company has a very public profile and is often mentioned in the public media.

In addition, from a communication point of view it is interesting to study how Novozymes conducted change communication given its size and deeply rooted organizational culture.

Essentially, we find that the Novozymes case provides a scenario with an array of elements to analyze as a communication students. With our purpose and motivation in mind, we proceed to present our research question.

Research question

This thesis is based on theory as well as practice. Our theoretical framework revolves around subjects such as change communication, nature of strategies, and leadership. Our framework and perspective have provided us with a curiosity related to the change process at Novozymes, which leads to the following research question:

***How did Novozymes navigate through the change process,
and how does insights from this process add to the field of change communication?***

We believe that this research question will provide valuable insights to how the nature of strategies influences change communication. Our research is approached from a social constructionist perspective. By combining this perspective with the Novozymes case, we add new insights to the field of change communication.

Additional to this main research question, this thesis will seek to explicate the following sub-questions:

A) When looking at the Novozymes case, how does the nature of the change process relate to a notion of deliberate and emergent strategies?

How does the nature of the change process influence the communicative activities? Would it be possible for Novozymes to plan its communicative approach prior to the implementation? Thus, we make use of the theoretical work of Mintzberg and Waters to facilitate a discussion of the deliberate and emergent nature of strategies in relation to the case.

B) How did Novozymes approach change communication during the transition phase?

We wish to analyze how the communicative activities in Novozymes relate to a symmetrical and asymmetrical notion. Thus, we utilize the framework of participatory and programmatic approaches to uncover this. By identifying the communicative activities and make use of the organizational members' statements, we seek to map the communicative activities.

C) *How did framing play a role in the change process at Novozymes?*

We are curious as to how the change process was implemented in Novozymes and thus, we wish to analyze if the use of framing is evident in the case. As framing is a concept that exists in many different perspectives, it performs differently in each scenario.

We suggest throughout this thesis to look at each scenario from a variety of perspectives and to remember that context should not be overlooked. Thus, distancing ourselves from the notion of a one-size-fits-all approach.

Field of study

Our field of study is change communication from a social constructionist viewpoint with a notion concerning the nature of strategies. The reader will therefore encounter insights in to two academic fields that is change communication and strategy. Furthermore, the reader will be presented with an interplay of the two.

When faced with the need to change, an organization often seek to exercise a level of control or regulation during the implementation phase. However, due to the ambiguous nature of communication there will almost always be the risk of having fractures of interpretation between what is said and what is understood.

As organizational change can occur on many levels, the risk is even greater. The complexity of strategy implementation in an organization is thus difficult to fully comprehend. Along these organizational changes, management often stands with the task of creating a sense of urgency and legitimacy.

Internal responses to change can easily be combined with our themes leadership, change communication and the strategic nature of the change process.

Therefore, certain change communication approaches and activities might contribute to affecting a negative response and should therefore be considered.

In this thesis, the reader will witness change communication to be at the center of analysis, as it might prove to be an important factor to successful strategic implementation. We will test this claim with our findings and data derived from the Novozymes case.

We recognize that change can differ in complexity, from relatively simple changes in smaller departments to major transformation processes in the entire organization. Because the situation and complexity differ according to the context, we believe that it is always important to be mindful of the co-constructed reality in which the organizational members operate.

By taking a social constructionist approach to change communication, we seek to explicate the contextual necessity a change process calls for. Working from this social constructionist approach entitles that communication is seen as an ongoing process where meaning is actively produced, reproduced, negotiated, and maintained in social interaction. This interrelates with how this study works with ambiguous concepts such as change communication, uncertainty and leadership.

We believe that through interaction human and non-human agents create the organization. As such, communication is the foundation and constitutive of the organization. An organization comes into being when there are agents able to communicate with each other and who are willing to contribute to actions to accomplish a common purpose. The common purpose could equal the successful outcome of a particular strategy implementation. The organizational members affect an implementation phase, as they are part of the co-construction. Therefore, the necessity of avoiding uncertainty is immense. This is why we believe that change communication should be considered from a social constructionist perspective.

We aim throughout this thesis to give the reader an understanding of the difficulties in strategy implementation by emphasizing the everyday interactions of the organizational members and the multiple interpretations of the multiple realities existing in the organization.

Problem area

With our field of study in mind, we will now proceed to clarify the initial thoughts behind this thesis and the rationale behind our choices. As communication students, we have encountered a wide variety of change communication that deals with certain approaches to a change process. We have found tendencies towards separating symmetrical and asymmetrical approaches to change communication, thereby alienating the possibility of an interplay between the two. Meaning that the communicative approaches are often seen as counter-poles where the asymmetrical approach is categorized as the negative. We will investigate if the borders between symmetrical and asymmetrical communicative approaches can be blurred when a more contextual perspective is included. As such, we want to include the nature of the change process as it may affect the distribution of communicative approaches.

The above-mentioned serves as a rationale for conducting this research. We believe that in order to address and deal with these thoughts, our research seeks to identify the various communicative activities that have been utilized during the deliberate strategy at Novozymes.

Summing up, we wish to stress that this thesis did not seek to address whether the change process at Novozymes was successful or not. Neither do we work towards a best practice for organizations when undergoing a change process. Our focus is on a more theoretical level, as we believe that further research is needed before any conclusions can be generalized.

Our research is a result of a series of conscious choices with a specific perspective in mind. Thus, our research does not entail all aspects in the Novozymes case nor does it fully unfold all of the themes.

The recipe for the thesis

The following paragraph will provide the reader with insight to how we conducted the research without going into methodological details.

We chose to structure the thesis as a single case study. The empirical data consist among others of various communication materials, observations, evidence from an array of databases and interviews with Novozymes employees. Given our social constructionist orientation, we chose to conduct qualitative interviews and made use of a semi-structured interview guide. Once we

had collected our empirical data, we began analyzing it. As we conducted the analysis, we found that some of our early assumptions were sometimes lacking. We produced an analysis that would lead to a conclusion and various incitements for further perspectives.

Thesis structure

This initial chapter was intended to guide the reader towards the focus area of our thesis – in essence the analytical framework of our research. It provided a description of the purpose and motivation behind this thesis. This led to the unfolding of our research question. Our research question was followed by supporting questions that have provided a useful structure when conducting the research and analysis. Our main objective of this introductory chapter was to provide the reader with a general impression of the content and the rationale behind this thesis.

Our central mindset when writing this thesis has been to make it as cohesive and consistent as possible. As a guide to the reader, we would like present an overview of the structure of our thesis. The intention is that this should serve a guide and an outline of the respective chapters throughout this thesis:

In chapter 1, we have included our introduction, our purpose and motivation, our research question, our field of study, our problem area, an insight in our methodological approach and lastly a structural overview.

In chapter 2, a case presentation is provided. This will outline the background of Novozymes and state essential information related with the case. It functions as an insight for the reader as not all events and aspects of the case will be included in the analysis. The main purpose of this chapter is therefore to create a brief knowledge base, which can support the reader.

In chapter 3, we will provide our methodology. This chapter will discuss and outline the analytical tools of the thesis. As such, it will give the reader a clear impression of how we conducted our research. Thus, it serves as a recipe as it explains how this thesis came to be.

In chapter 4, we then continue with a literature review. This will explain how we arrived at our current understandings of the theoretical concepts. Thus, our theoretical viewpoint is constituted through a selected group of scholars, as to explicate which aspects we found relevant. In addition, it will discuss the applied theory and anticipated benefits and limitation of such.

In chapter 5, we present our analysis. This is divided into three major sections that all will present findings based on our empirical data. The first section will analyze the strategic nature of the case. The following second section will analyze how Novozymes approached change communication in the transition. The final and third section will present our movement towards a new theory.

In chapter 6, our conclusion is located in this final chapter. This will elaborate and highlight our findings and arguments. Along with our conclusions, we present considerations for the good practitioner when using our model. This will finally entail limitations and considerations for further perspectives.

We hope that this structural overview will help facilitate the reader with an insight and outline of our thesis. The main thought is that our work should be looked upon as a holistic entity where the individual elements are dependent on each other. Thus, we will continue our journey into the field of change communication and the Novozymes case. We will proceed to present our case presentation, which serves as the element of analysis for this academic research.

Case presentation and empirical background

As previously mentioned, this study revolves around the Danish biotechnological company Novozymes. The company was founded in 2000 as a result of the separation of Novo into the three companies; Novo Nordisk A/S, Novo A/S and Novozymes A/S. Novozymes' headquarters is located in Bagsværd, outside of Copenhagen. The company employs around 6.100 people in more than 30 countries, with 2.576 employees residing in Denmark (www.novozymes.com - A).

Novozyymes is based on the old company Novo's enzyme program with the purpose to evolve this business into a corporation with focus on biotechnological solutions. This has led to a global organization that is world leader in the field of industrial enzymes, which holds a market share of more than 47 percent (according to the annual report from 2012). Today, the organization emphasizes research and innovation, and in 2012, an estimated 14 percent was invested on research and development (according to the annual report of 2012). The focus of Novozymes is on industrial enzymes, which for example are used in industries related to household care, however also food, beverage and bio-energy are key areas for Novozymes. Furthermore, microorganism (used for example in wastewater treatment) and biopharmaceutical products play an important part of the organizations business segments.

When Novozymes was founded in 2000, the company had a revenue of approximately 5 million DKK, and in 2012, this number had grown to approximately 2.75 billion DKK. At the same time, the market for industrial enzymes has grown from 12 billion DKK in 2000 to approximately 23 billion DKK in 2012. Furthermore, Novozymes has managed to increase its market share from 42 percent in 2000 to 47 percent in 2012 (www.novozymes.com - A).

The element of analysis in this study is the communication regarding the transition that Novozymes went through in the beginning of 2013 with the change in management. Peder Holk Nielsen replaced Steen Riisgaard, who after 12 years as CEO in Novozymes stepped down according to plan. The new CEO, Peder Holk Nielsen, has a background as head of the Enzyme Business and his career spans management positions in both Novozymes and Novo Nordisk

across business development, research and development, quality management and sales and marketing (www.novozymes.com - A).

The leadership transition led to a major restructuring in the organizational design. This has been an element of analysis as well. As such, we have scrutinized the communication before, during and after this transition.

The organizational change within Novozymes has been an ongoing process, as the implementation phase had not yet been completed when this study began. As such, we argue that the foundation of our observation and empirical data are as contemporary as such can be. Since the restructuring of the organization was a major part of the change process, the following part will seek to elaborate the organizational structure of the organization.

"Structure entails primarily the distribution of tasks and the accountability and responsibility between the organizations various parts in the shape of departments, groups and individuals" (Leinsdorff, 2003:141). As previously mentioned, the change in the organization with the instatement of Peder Holk Nielsen as CEO, led to a major restructuring with a new organizational construction.

The executive management of Novozymes consists of the CEO Peder Holk Nielsen and six executive vice presidents, each covering their business area (research and development, business operations etc.). Novozymes went from having a project-oriented organizational structure (or matrix organization) to having a more functionalistic structure. Beforehand, the organization was divided into functional areas, as Figure 1 displays this setup with the two major business areas Enzyme Business and BioBusiness separated. The model is found on the company's website and as such is a display of the contemporary nature of this study, as the website was not even updated with the newest organizational structure.

This separation led to a duplication of functions such as communication, sales and marketing, since each business area needed those departments. The new restructuring of the organization seeks to make this approach more efficient by having one communication department, one sales department etc.



Figure 1. The previous organizational structure (www.novozymes.com - A)

As the resignation of Steen Riisgaard became more evident and the date of transition, the media began to speculate on who should take over the position as CEO. Both internally and externally, it was common knowledge that when Steen Riisgaard turned 62 he would step back from the position as CEO. As such, the successor of Riisgaard had to be found by the spring of 2013. It later became evident that this transition would take place on April 1. 2013. The board of directors promised that they would announce the successor in the new year, more precisely at the general meeting in January 2013. At that time, it was announced that Peder Holk Nielsen would take over as new CEO of Novozymes by April 1. 2013.

The change in management and the departure of Steen Riisgaard was common knowledge among internal and external stakeholders, which in turn made the leadership transition very deliberate. The question remained who should replace Steen Riisgaard as CEO, which was element of much speculation from public media.

This timeframe and the different elements of change is of utmost importance throughout this dissertation and as such will be scrutinized later in the analysis.

Methodology

The object of this chapter is to substantiate the chosen methods and give account for our assumptions and the frame of interpretation. Methodology is seen as the toolbox, which we draw upon and operate with. As such, the foundation of this study, the quality of the data collected and our role of as researchers is debated. A discussion concerning case study in general and by what means the design is used will be presented in this chapter. The reader will firstly encounter our academic perspective, with a presentation of the theory of science. Based on our theory of science we will explicate how certain methods and approaches can help us answer our research question.

As communication students, we acknowledge that every case study is contextual and as such entails limitations. We recognize that our empirical data is biased and as such, we will address these methodological limitations in the end of this chapter.

Theory of science

Working from a social constructionist viewpoint, this study does not believe to contribute with a definite or objective reality to the literature. The social constructionist science seeks to understand how the social context affects our understanding (Rasborg, 2004).

We believe that the context and social relations construct and change society through social processes, and a phenomenon are as such never a direct reflection of the reality; instead, it is a result of our subjective meaning construction. Therefore, our research is affected of subjective meanings constructions and preliminary thoughts.

As such, we must also acknowledge the fact that with our presence in the process are contributing to a co-construction of meanings with the interviewees thereby influencing the data that is collected for analysis.

This social constructionist viewpoint has an influence on how we have approached the concepts of change, leadership and communication. For instance, in a social constructionist perspective, change is viewed as a phenomenon that occurs within communication and emphasis is on understanding and sense-making. A change process takes place in a context composed of human interactions and communication, which produce and reproduce peoples' social reality (Johansson and Heide, 2008).

The social constructionist approach would view leadership as situated decision-making (Grint, 2005). Further implications for leadership is to manage understandings and change through communication.

Communication seen through a social constructionist approach is viewed as a social constructed process (Johansson and Heide, 2008). As such, we acknowledge that we are unable to predict or generalize, as our findings is limited to a certain context. We will further elaborate on how our theory of science create certain limitations to our research.

As we have unfolded our theoretical viewpoint, we will proceed to account for the interpretation process. As such, a more thorough understanding of our influence on the data collection process is provided in the following section.

Framework of interpretation

This study is based on a hermeneutic approach, as the empirical data is constituted of observations and qualitative interviews. Since this study is based on subjective experiences and attitudes, the field of interpretation is based in the field of philosophical hermeneutics, where dialogue and empathy characterizes the interpretation picture.

According to Gadamer, the purpose of the hermeneutic approach is to go behind the phenomenon and find a meaning in terms of interpretation (Fredslund, 2005:78). This means that the hermeneutic approach is an illustrative method that is often used in connection with qualitative research interviews. The interviews took place in an interpersonal context and the meaning of the statements are related to the certain context of the interview. As such, the knowledge construed in the interviews, are contextual (Kvale & Brinkmann, 2009).

The qualitative research interview, in the hermeneutic sense, seeks to understand the world that the interviewees are in. We already have a subjective understanding, a preconception of what is expected to hear in the interviews, and we may already have some expectations and preliminary thoughts of what the results of the interviews might be. In addition, we probably affected the interviewees, as we have unconsciously sought some specific answers. According to Steinar Kvale and Svend Brinkmann the interpreter's assumptions are included in the questions asked for the text. We believe that these questions will help determine the meanings

that can be found in the text (Kvale and Brinkmann, 2009). In addition, the interviewees were probably able to sense which direction the interview moved towards, and therefore answered with this in mind.

We drew upon the work of Kvale and Brinkmann as they are widely recognized scholars within the field of qualitative research and thus provides us with insights and considerations for the data collection process. Furthermore, we seek to utilize a qualitative research interview, as it acknowledges how insights derived from interviews is a social construct created through interaction in a certain context (Kvale and Brinkmann, 2009).

Conclusively, it is important to note that one of the researchers works in the organization that are the foundation for the case study. As such, our own interpretation may have been affected by this. Kvale and Brinkmann say “...*different interpreters find different meanings in the same interview...*” (Kvale & Brinkmann, 2009). As such, every person processes and interprets the data differently hence finding different meanings and understandings in the same text. The other researcher in this study does not work in the organization and therefore interprets the data differently and has another preconception.

In the following section, we will present the reader with the impact and the rationale behind the case study.

Research design

In the following section, this study will elaborate how the use of a case study will serve as a foundation for the analysis. In order to do so, we seek to define how case studies serve as a valid groundwork and how it is defined.

Communication used in implementing a strategic change is constantly progressing and an ambiguous concept hence; this study will not observe an actual change process in practice. Instead, the organizational members’ reflections about the change process will be scrutinized as a part of the analysis.

As we sought to investigate why the field of change communication alienates the use of asymmetrical communication, we claim a case study design was the preferable approach. We find several arguments for choosing a case study based on existing literature.

In recent work on case studies, Robert Yin (2003) defines the method as one that allows investigators to retain the holistic and meaningful characteristics of real-life events. The case study method should be used when one deliberately desires to cover contextual conditions. According to Yin (2003), this is done when these contextual conditions are believed to be pertinent to the phenomenon of study. From our perspective, each contextual condition must be uncovered and studied individually as each condition is not fixed.

Furthermore, we argue that the case study design is preferable for our research as it brings a certain amount of validity and reliability (Yin, 1984). As discussed by Eisenhardt (1989), another advantage of the case study design is that it focuses on understanding the dynamics present with single settings. This combined with a social constructionist view would therefore never approach a specific case setting as either fixed or static. Emphasis should rather be on an ongoing understanding and interpretation of the dynamics present within the case setting.

Additionally, case study approaches can be utilized in; providing descriptions, test theories, or generate theories (Eisenhardt, 1989). This thesis will employ, to some extent, all of the mentioned approaches. Meaning that one aim will combine description and testing of existing theory within single case settings. The second aim will be on theory generation from the given case study evidence.

This thesis combines the above with Yin's (1984) academic work about single and multiple cases, as he discusses how case studies can facilitate multiple levels of analysis (by employing an embedded design). We will draw upon a combination of data collection such as interviews, corporate archives and external media. Given the fact that each organizational agent individually interprets every setting and meaning, it would be impossible not to include observation as a method of data collection. As the researchers of this paper, we also respectively interpret every setting and meaning.

More recently, Yin have described that case studies should be considered as the preferred strategy when "why" or "how" questions are implemented. Evidently, this is understood as a generalization and is, as Yin further elaborates, preferred when; *"... the investigator has little control over events, and when the focus is on a contemporary phenomenon within some real-life*

context." (Yin, 2003: 1). As previously mentioned, we as the investigators interpret setting, meaning and even the collection of data. However, interpretation as such is not considered as *control over events*.

A contemporary case

As already stated, the case used within this project is contemporary. However, it was researched somewhat retrospectively as it included strategy implementation and organizational transition that to some extent had already occurred. Therefore, having a concrete control over the events i.e. the actual transition, success of transition or outcome of transition were not possible.

This research project strives to operate within Yin's notion of focusing on a contemporary phenomenon within a real-life setting or context. Certainly, focus is on a contemporary organizational phenomenon, as the case transpired within the timeframe of January 1. 2013 to September 1. 2013. However, elements from a broader period is also included in the analysis. The occurrences of the case is within a real-life organizational context. Therefore, a purpose of the analysis in the case is to understand the organizational members' perspectives on the change phenomenon that they experienced.

As we had access to individuals relevant within the case proves to be a reliable source of evidence. In the following paragraphs, we will provide an explanation of how we collected the case study evidence.

Our first source of evidence is interviews. Yin argues that a major strength of interviews is that it focus directly on the case study topic. In addition, it is insightful because it provides perceived casual explanations and inferences. Thus, we made use of semi-structured qualitative interviews, which will be elaborated later in this chapter.

Furthermore, we had access to archival records and documentations. In addition to this, Yin argues that the benefits of such sources of evidence are multiple. Firstly, they are stable as they can be reviewed repeatedly. Secondly, they are unobtrusive as they are not created as a result of our case study research. Thirdly, they are precise and usually quantitative. Fourthly, they are covering a broad and long span of time, events and settings in Novozymes (Yin, 2009). These four elements helped us provide empirical data and findings to answer our main research

question and the following sub-questions. In the following section, we will elaborate further on how we applied multiple methods when conducting the analysis.

The process of triangulation

The process of triangulation inspires the methodological framework applied in this thesis. As such, this is the approach for analyzing our empirical data.

Triangulation offers the possibility to use different kinds of methods as well as applying different types of theories so that the liability of data and findings is enhanced (Yin, 2009). This process is dynamic and allows combining case studies with literature review, interviews, and internal and external communication products as well as with the selection of different theories to analyze with as much acquired information and considered from as many different viewpoints as possible.

To approach individual sources of evidence, such as having only a single interview or document is not recommended for conducting case studies. A major strength of case study data collection is the opportunity to use many different sources of evidence (Yin, 2009). We argue that, by combining multiple theories and empirical data with multiple observers we overcome the weakness that might have been evident from a single-observer and single-theory study.

Deductive versus inductive approaches

When working with social sciences we can approach our research question in two ways: the one being a deductive approach and the other an inductive approach.

When choosing a deductive approach, a researcher is working from a theoretical standpoint. Throughout his or hers data collection process the theoretical framework is applied. As such, the researcher collects his or hers empirical data after choosing the theoretical framework. A limitation to this approach would be that the theoretical framework could guide the researcher's empirical data thus limiting the findings.

If the approach on the other hand is inductive, the researcher collect his or hers data without any presumed expectations and allows the empirical data guide his or hers framework and

agenda. However, we argue that such a viewpoint is somewhat limited, as a researcher cannot avoid being presupposed and having a preconception of the data.

As we sought to observe change communication in relation to a deliberate strategy, we found the Novozymes case to provide a fitting case. As such, we collected our empirical data after choosing the theoretical framework. In the following section, the selection of interviewee's and the rationale behind those decisions will be explained.

The sample of organizational members

When we prepared to conduct the interviews, we wanted to have a diverse group of people, working in different departments and in different levels of the organizational hierarchy. Our interviews entailed the following titles: Vice President, Director of Corporate Communication, Global Marketing Manager, Global Sales Manager, Global Marketing Director, Senior Manager, Business Development Manager, Marketing Manager, Communications Manager, Key Account Manager, Communication Coordinator, Customer Service Representative, and a Personal Assistant.

Furthermore, we sought to have a mix of Danes and non-Danish people, of different ages and different gender. Furthermore, the diversification in the group of interviewees also included expats and sales people travelling a lot during the transition. We claim that by including interviewee's outside the headquarters in Denmark, this further ad to the validity of our findings.

We claim that all of the above gives us a more diverse and dynamic view of the organizational changes as to fully comprehend how the organization and its employees were affected.

We interviewed people working within the communication department as to get a grasp of the communicative strategy, tools and products used to implement the change. We designed the interviews with these people to go into details regarding the communication strategy. Consequently, we sought to understand how this communicative strategy worked and affected the employees receiving information.

Furthermore, our interviewees entailed a selected group in a specific department that had a major element of uncertainty during the change, as to see how their view was on the process. Moreover, we interviewed people in both ends of the organizational hierarchy as to see if the

level of information and uncertainty was different according to the person's organizational position.

The interviews

This research paper is based on semi-structured qualitative interviews of employees at the organization Novozymes. According to Kvale and Brinkmann (2009), the purpose of the qualitative research interview is to understand the themes of the interviewee's work life, from his or hers perspective. As such, the qualitative research interview is oriented towards a theme. The purpose is to collect descriptions of the interviewee's point of view with the intention to interpret and analyze the meaning of the before mentioned themes. As such, the interview has a purpose and entails a certain technique; it is semi-structured. Therefore, it is not an open everyday conversation nor is it a closed questionnaire. It is conducted according to an interview guide that functions as a script that determines the structure of the interview. Thus, it is up to us, as researchers, to decide how strict the guide should be. The guide can entail themes to be examined or it can be a more detailed series of questions that is explicitly formulated. Furthermore, it depends on the case study whether the questions are following a strict order or if it is up to the interviewer how closely he or she wants to follow up on the interviewee's answers and the new directions they might open up for (Kvale & Brinkmann, 2009). As such, we were adaptable to each interview-situation but at the same time kept the research question in mind. In order to ensure such flexibility, we divided the interview guide into themes, which then was formulated into a number of questions, with room for the interviewer to have follow-up questions. Hence, the interviewer was able to adapt and react to the individual interview and at the same time get the data needed for the analysis later on. In order to do so, the interview guide was constructed with the use of the seven stages of an interview study (Kvale & Brinkmann, 2009).

Before the interviews were conducted, we formulated the purpose of the study and described which themes and topics we would scrutinize (the thematic stage). We then proceeded to develop an interview guide (the design stage). The interview guides have helped us to keep a common thread throughout the interview and indicated the order of topics in which the interview should follow. Furthermore, we created an interview guide for each interview, as the

interviews were done with employees from different hierarchical positions and in different organizational areas. The interview guides are to be found in the appendix.

Once the interviews were completed, we then prepared them for the analysis by revisiting the individual interview. We did so by listening to the collected material. By working directly with the audio file, we ensured a close contact with the original oral interview (Kvale & Brinkmann, 2009). Smaller sections that we found particularly interesting when revisiting the audio files were used as quotations throughout this dissertation. As such, the transcription phase of our data collection process consisted mostly of the audio files that are to be found as an appendix (transcription). Lastly, we then proceeded to use the data in the analysis, and thus interpreted the interviewees' understanding of the various topics and questions (analysis).

Verification

In the role as researchers, we have tried to verify our findings by looking the generalization, reliability and validity (Kvale and Brinkmann, 2009). By interviewing employees across the organization and in various hierarchical layers, we have sought to avoid having only a particular department's perspective or a certain hierarchical layer (for example middle managers). However, since we only interviewed a small sample of employees in the organization, it cannot constitute as a representative sample. The qualitative research interview seeks to describe specific situations and action processes in the interviewee's world. It is not the general perceptions that are questioned (Kvale and Brinkmann, 2009). Through the qualitative interviews, we claim to have gained a deeper understanding of the process the organization had gone through. From the interviews, we generalized the employee's statements. Nevertheless, this small sample of employees is not sufficient to generalize from and, as such, we would have to make a quantitative study to try to accommodate the generalization.

The objective of reliability is to ensure that, if a later investigator followed the same procedures as us, and conducted the same case study again, the later investigator would arrive at the same findings and conclusions as us (Yin, 2009). However, as we have interpreted and analyzed the interviews, we have in turn made our own assumptions thus leading to subjective findings others might not encounter.

Furthermore, we have tried to ensure that the questions have not influenced the interviewees to answer in a certain direction. Thus, we have chosen a semi-structured interview form with as many open questions as possible, in order to avoid influencing the interviewees. Additionally, the interview guide had follow-up questions in order to ensure that the most important topics were depleted.

Validity focuses on whether the method used in this study is able to examine what we, as researchers, wanted and thus gives the answers needed for the analysis. The interview guide sought to ensure that we kept focus throughout the interview, but it is possible that the respondents decoded the questions differently and therefore it is not possible to confirm the validity. We used the results of the interviews in the analysis of this study (reporting) and as such, we have used all seven stages of method by Kvale and Brinkmann.

To sum up, the data extracted from the interviews and the following use in the analysis is not a complete and comprehensive view of the subject nor does it seek to be so. As such, we have stated how our empirical data was collected and the rationale behind the process.

In the final section, we will recognize some of the methodological limitations of our research.

Methodological limitations

We acknowledge that a case study research has its weaknesses. When the source of evidence is documentation and archival records, the following limitations could occur (Yin, 2009).

Retrievability relates to when the documentation is very difficult to find. We experienced somewhat difficulties when searching for materials both from internal and external sources.

Another limitation could be the biased selectivity, which relates to whether the data collection is incomplete. We did not include all communication materials due the vastness of such.

We believe that there is also some weaknesses when working with interviews as a source of evidence. The interviews could be biased due to poorly articulated questions, response bias, inaccuracy due to poor recall and reflexivity where the interviewee gives what the interviewer wants to hear (Yin, 2009).

Literature review

The purpose of this chapter is to give an understanding of our theoretical viewpoint. It also serves to explicate how the various academic elements contribute to the foundation of this study. As such, it is the theoretical framework that has inspired and guided us as researchers throughout the data collection process and in the analytic process of working with our data and findings.

The following section will present a review of conceptions and progressions in communication that we found relevant for this thesis. The purpose of this section is to show our theoretical view and the communicative perspective and foundation in which this study is based on.

Arriving at our communicative appreciation

As communication students, we recognize that the academic definitions and conceptualizations of communication are vast. If we were to move towards a contemporary conceptualization of communication, we could draw upon the work on managerial communications and contributions made by Richard Varrey (1999). As discussed by Varrey (1999), contemporary communication is no longer seen as secondary, but rather as the key constitutive element in the process of organizing. We argue that this constitutive orientation is a necessity for understanding communication. To approach communication only as a linear process, with transmission of information and reproduction of intended meaning, is therefore outdated. (Varey, 1999). Some scholars' main assumption was oriented towards a more realistic model of communication: a model that would envision an interactive process of meaning formation (Varey, 1999).

This re-conception of communication entailed an understanding that would view communication as the study of relationships. Essentially, being that communication functions within a broader framework of social relations (Varey, 1999). Evidently, it seemed that popular academic works were being updated towards analyzing communication in a holistic and complex mode. Building towards an understanding of communication that entails our perspective, these before mentioned social approaches to communication set a fitting

framework. One could ask how this contemporary conceptualization of communication arrived to such an understanding.

In order to understand our methodical approach a brief presentation of a focal literary point should be made. However, we would like to underline that this overview does obviously not entail all elements that might have contributed to the mentioned arrival of communication.

In their comprehensive work on organizational communication, Ashcraft, Kuhn and Cooren highlight focal changes in the communication field. As mentioned above, the re-conception of communication paved way for approaching organization science hermeneutically (Ashcraft *et al.*, 2009). The shift from functionalism to interpretivism in approaching the field of organizational science is popularly ascribed as the linguistic turn. Ashcraft *et al.* credit the shift towards interpretivism for the rise of a constitutive model of communication (Ashcraft *et al.*, 2009).

It should be noted that the scholarly contributions and discussions of the “Communicative Constitution of Organization” are comprehensive and do not pose as main purpose of this literature review. However, a brief discussion of the CCO perspective facilitates to understanding our view on organizational communication in connection with a social constructionist viewpoint.

The emergence of social construction of reality was mainly influenced by Berger and Luckman (1966) (Ashcraft *et al.*, 2009). In their work “*The Social Construction of Reality: A Treatise in the Sociology of Knowledge*”, the authors study the role of knowledge in society. Society is discussed both as objective and subjective reality. One of the main concerns was to present how knowledge constitutes the reality of agents in society (Berger & Luckmann, 1991). As previously mentioned, social constructionism is our perspective and thus we find it relevant to mention in connection with the communicative literature.

Some of the CCO approaches emboldened organizational communication scholars to focus on for example metaphors and narratives. However, as discussed by Ashcraft *et al.*, these initial

works reduced communication to organizational interpretations, instead of focusing on the interactive process of producing meaning. The former is identified as being an inappropriate understanding, whereas the latter presents a more contemporary notion, meaning that agents actively co-construct. The point being, that when organizational members communicate, they both make collective sense of situations as well as participate in the co-construction of the context (Ashcraft *et al.*, 2009).

To further unfold and elaborate the concept of organizational communication we turn towards the recent work of Thøger Christensen and Cornelissen (2013). They provide a discussion on how the gap between organizational and corporate communication diminishes.

Our understanding of the concept is that organizational communication focus on the communicative practices of organizations and their members. As such, we find that contemporary organizational communication provides an emancipating perspective. It entails the multiple voices of individuals within an organization and how an organization emerges from or is constituted by communication processes. In contrast, corporate communications is view as an umbrella term that entails a wider array of communicative activities. The goal is to provide a consistent and unambiguous image of what the organization “is” and stands for (Thøger Christensen and Cornelissen, 2013).

Another interesting point made by Thøger Christensen and Cornelissen is that when working in a complex word, organizations are often met with the challenge of dealing with mixed interpretations and multiple understandings of where the organization is heading (Thøger Christensen and Cornelissen, 2013). Thus, an organization is not a solitary entity and it cannot be managed and controlled as such.

Even though this dissertation will not entail a specific study on culture, we wish to provide an insight of our understanding of culture. Thus, we will briefly discuss the cultural aspect, as we still believe it to be an important notion of a communicative aspect.

The shift communication scholars took towards interpretive approaches is evident elsewhere in published literature. An appropriate example might be the orientation towards using interpretive approaches as dominant when studying culture (Ashcraft *et al.*, 2009). To draw upon a previously mentioned perspective, a fitting quotation that entails the orientation could

be Smircich and Calás' (1987); that culture is what an organization is. Further elaborated by Ashcraft, Kuhn and Cooren (2009), culture is the ongoing social construction of reality that renders a collective unique. These understandings are well within our notion of culture.

The above mentioned exemplifies, the shift in how communication scholars studied culture. In addition, it serves as an example of the social approaches and its overall understanding of communications. The emergence of social approaches had a different conceptualization of communication. It would no longer view communication as mechanistic or functional. Rather it would characterize communications as organic and interpretive (Varrey, 2009). The social approaches to communication would account for events occurring between agents in the process of interacting (Varrey, 2009).

To offer a more extensively overview of the interpretive approach, one could draw upon Dennis Mumby's (2001) discussion on organizational communication. In the literature overview provided by Mumby, the existing academic research assumed *organization* as a given and therefore studied communication as a variable that occurred in the organization (Mumby, 2001). Thus, it is noticeably similar to the above-mentioned discussion by Varrey about communication once being studied and understood as mechanical and functional.

Mumby defines the interpretive perspective as the removal of the before mentioned variable label. Thus, privileging communication as constitutive of organizing (Mumby, 2001). This conceptualization of organizational communication is identified as an appropriate understanding from our point of view.

As previously argued, earlier understandings of communication might have studied the phenomenon as mechanical and functional. However, this might only prove how difficult it is to define communication. One could argue that communication could exist as being mechanical, functional, organic and interpretive - obviously not all simultaneously. Communication as a concept should be used situational. The argument made here is that there is no one-size-fits-all when it comes to using communication.

As discussed by Ashcraft, Kuhn and Cooren (2009), without communication there would be no organization. Furthermore, if communication is viewed as creating and maintaining organization, then it would also be the center where systems are disputed and dismantled

(Ashcraft *et al.*, 2009). As such, communication becomes the site where organization is continually negotiated (Ashcraft *et al.*, 2009) which adds to the previously mentioned notion that communication is organic.

The dynamic relationship of organizational change and change communication

With the before-mentioned perspective on communication, we will in the following section address communicative approaches to organizational change. This thesis identifies change communicative approaches and theories as the main focal point of analysis. Therefore, the change communication theories applied in the analysis will be presented and discussed throughout this section.

Additionally, this literature review will summaries and discuss recent developments in change communication in relation with organizational change. The presented academic work and theories are found relevant and applicable from our point of view. As the interrelation between organizational change process and change communication begins to unfold, the possibility of interplay might emerge.

As identified by Travis Russ (2007), the implementation phase is considered the most essential stage of organizational change. This could be considered with the fact that the implementation phase is also where most strategies fail (Flood *et al.* 2000). As previously discussed, communication constitutes organization or brings the organization into being. As such, the notion of excluding the interrelatedness of communication and organizational change is difficult. In the recent years, scholars on strategic implementation (Flood, Dromgoole, Carroll & Gorman, 2000) and communication (Russ, 2007; Business and Management Review, 2012) have confirmed the important role of communication within organizational change. Even more recently, studies of communication approaches for implementing changes have identified a lack of attention with the communicative approaches involved in the actual implementation phase (Business and Management Review, 2012). If communication affects the successful implementation of organizational change, then surely communicative approaches should be involved in the entire change process. As identified by Russ (2007), organizational change is essentially a communication problem. This statement is further elaborated as, “Organizations

do not change through automation. Rather, change is implemented and sustained through human communication" (Russ, 2007: 1). This is similar to the previous notion of communication being organic. Again, this interrelates and underlines the relationship between communication and organization.

Obviously, many scholars have discussed the role of organizational communication throughout an implementation phase. Many of these are presented as general discussions concerning the importance of communication in the process and recommendations – for example the works of Lewis *et al.* (2006). Some scholars have naturally also maintained advances to conceptualize actual change communication models.

This thesis draws upon two change communication approaches that will be applied and discussed in the analysis. These are the used as models to analyze the empirical evidence. The communication activities identified in the case will be considered from these change communication approaches. The two broad approaches to communicating when implementing change are *programmatic* and *participatory*. Firstly, the programmatic approach will be presented and discussed with the possible limitations from our perspective. Secondly, the participatory approach and the communicative possibilities will be presented. The examination of these models combined with the empirical evidence will serve to analyze their possibilities and limitations throughout the analysis.

The programmatic approach

The popular understanding of a linear communication approach in relation with change is the distribution of information as a downward process. Much literature on communication has discussed the concept of the classic transmission model. It is not the focal point of this thesis to discuss every available communication model. However, to give a comprehension of our understanding of communication and change, we argue that the transmission model can be highlighted as an origin of programmatic approaches. To combine this with previously mentioned ism, we claim that the programmatic approach is interrelated with functionalism.

The main conceptualization of the model is that the message sent is identical to the one received. Therefore, the linear process would contradict the essential thoughts of communication as social process or contextual understanding as co-created.

Obviously, we do not understand communication as a process identical to the classical transmission model. It disputes the very notion that communication is a dual and symmetrical process. However, there is a connection between programmatic communication and a planned approach to change. This was recently presented as interconnected with the understanding of strategies as being deliberate of nature (Business and Management Review, 2012). Therefore, we argue that the programmatic approach cannot be overlooked. The linear communication model defines what happens when a sender transmits a message to a receiver with a desired result. The programmatic approach emphasizes the transmission of monologic communication (Russ, 2007).

The programmatic approach entails communication as one-way and asymmetrical – essentially communication is assumed to be top-down. One might consider, why this approach is even discussed as it views communication in a fashion that contradicts many of our understandings. However, the programmatic approach does include very popular and important communication activities: general information (Russ, 2007), presentations, meetings, memos, communication products (for example newsletters) as well as one-way media (videos, websites) (Business and Management Review, 2012). We argue that it would be impossible to imagine implementing change in a modern organization without the mentioned communication activities.

We argue that the programmatic approach is somewhat limited in its simplicity. Change communication created through the programmatic communication is sent downward to lower organizational levels and is rarely oriented upward. In addition, the programmatic communication activities allow very limited feedback. Therefore, the objective of using such a communication platform seems to be to convince the organizational member, to comply with the planned change. The objective could also be to communicate what “right” looks like (Russ, 2007). Meaning that organizational leaders that seek to articulate a central direction use the communicative approach. Whatever the objective of using programmatic activities is, we

believe that the very notion of viewing communication as only one-way and therefore asymmetrical is not comprehensive enough for a change process.

Organizational communication constructs the organization and must therefore be more than a linear process and programmatic. Understanding communication as a linear transmission does not entail the essential notions of the CCO perspective. We argue that viewing and understanding communication only as a linear process seemingly contradicts the CCO perspective. However, we believe that whether communication is one-way or two-way, it is per definition still communication. Since communication constitutes the organization, programmatic communication activities affect constituting the organization.

As many communication activities are programmatic (for example company intranet, printed materials and other digital platforms), the approach is interesting and will be used in the analysis when considering the communication products used in the case.

However, from our perspective the general conception of the programmatic approach is too limited. As recognized by Russ (2007), organizational change is not a one-way communication process. We claim that change processes are too complex to control for the organization to only conduct one-way communication.

As we have established the linear nature of the programmatic approach, it would subsequently be interesting to consider this approach in a particular popular model within change communication literature.

John P. Kotter (1995) presented one of the most well-known and widely used models in change communication. Kotter's *The 8-Step Process for Leading Change* consists of eight steps that all need to be executed in the specific order in order for the implementation to be successful. Each individual step calls for a certain action to the problem at hand and subsequently leads to the next phase. The organization has to react from a secluded range of choices and the course ahead is somehow given – the organization must react and adapt or perish (Kotter, 1995). Therefore, the change process is somewhat planned with the outcome that the organization must react accordingly to the problem at hand and at the right time.

The steps are:

- Step one, *establish an experience of urgency* – the organizational members must be able to see the need for change and why the business-as-usual approach cannot be applied.
- Step two, *creating the guiding coalition* – assemble a group of organizational members with knowledge, power and ability to lead the change process.
- Step three, *develop a vision for the change process* – having a vision for the change process can direct the effort and help develop approaches for achieving that vision.
- Step four, *communicate the vision* – the vision should be easy to communicate and make the process attractive to the stakeholders. It is of utmost importance that as many people as possible understand and embraces the vision and strategy. The guiding coalition can be helpful in the communication of the vision, working as ambassadors and role models.
- Step five, *empowering broad-based action* – all obstacles that could hinder the implementation must be removed and risk-taking and non-traditional ideas should be encouraged.
- Step six, *generate short-term wins* – plan for achievements that can be viewed as victories and are clearly visible. Ensure that those involved in the achievement is rewarded and recognized for their efforts.
- Step seven, *consolidate improvements and produce still more change* – use the process and credibility to change systems, structures and policies that does not harmonize with the vision. Also, hire and promote employees that live and implement the vision.
- Step eight, *incorporating changes into the culture*. Articulate and clarify the connection between the new behavior and organizational success. Recruit new and develop existing management in order to ensure leadership principles correlates with the new vision.

Kotter's model seeks to guide organization through the difficult process of implementing change process and be successful in the attempt. It is seen as a tool for which organizations can improve their ability to change in an ever-changing world and remain adaptable in the future. It appears that model works on a premise of a top-down approach and is to be used by the management of the organization with the notion that they are the ones articulating the vision and driving the implementation of change. This top-down approach is identical with the programmatic approach. Thus, we argue that the model fails to recognize the ongoing nature

of change and how organizational members actively engage in meaning creation with each other and management.

Incidentally, it also seems that other researchers (Cameron & Green, 2012) have recently identified Kotter's as limited and linear. In their works of change management, Cameron and Green (2012) argue the following on Kotter's model, "*... what is appears to encourage is an early burst of energy, followed by delegation and distance.*" (Cameron & Green, 2012: 127).

Cameron and Green (2012) have developed their understanding and made a revision to Kotter's model.

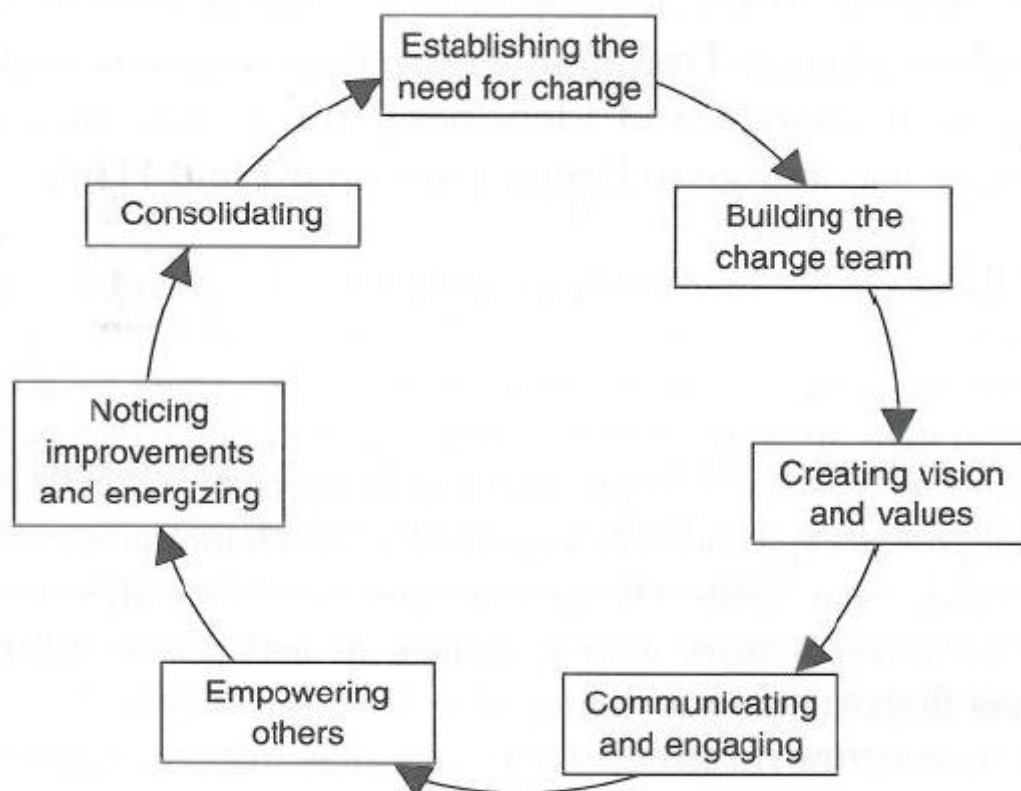


Figure 2 Cycle of change (Cameron & Green, 2012).

The authors believe that change processes are difficult and challenging throughout the entire process. In addition, they prefer to "*...model change process as a continuous cycle rather than as linear progression...*" (Cameron & Green, 2012: 127). This revised model moves more towards our understanding of how a change process should be viewed.

The programmatic approach does not consequently allow two-way communication. We claim that the linear orientation in Kotter's model does not sufficiently facilitate or utilize symmetrical two-way communication. Therefore, the model is programmatic. We believe that change processes are ongoing constructions that cannot be put in to boxes and treated as only linear.

The participatory approach

The participatory approach to change is related to understanding the problematic of operating with strategies with a more emergent nature. The participatory communication model emphasizes communication as a process of sharing information between several individuals rather than merely transmitted (Business and Management Review, 2012). As claimed by Russ (2007) the participatory approaches are “...grounded in the basic assumption that employees should be active participants in the change process” (Russ, 2007: 7). Therefore, all organizational members are understood as active receivers of communication.

Participatory change communication is in contrast to programmatic approaches, as it encourages inputs by empowerment and involvement methods to gather stakeholder insight to form the change program. As such, communication in a participatory approach is obviously not understood as linear and does therefore completely deny the notion that communication is meant to be one-way.

The approach invites receivers to provide input by involving and empowering them through participatory methods. Thusly, the approach allows receivers to actively simultaneously receive, shape and change the process (Russ, 2007). This is in contrast with the understanding that communication is merely received. We argue that the participatory approach to change communication is well combined with the previously mentioned understandings and academic findings by Mumby (2001). In addition, we claim that the notion that stakeholders are actively co-constructing the change process entails our appreciations of the CCO perspective.

One should also consider the actual communication activities that the participatory approach allows. As previously mentioned, the programmatic approach had communication activities that traditionally were more or less one-way; company websites, general information meetings,

newsletters, videos etc. The participatory approach obviously entails communication activities that are oriented towards a more symmetrical relationship. We have identified an array of participatory communication activities such as; open forums, informal conversations, working groups, focus groups, brainstorming, assessments, and evaluations (Russ, 2007).

As discussed by the Business and Management Review (2012), the participatory might seem to be a somewhat fitting approach to change communication. However, as the programmatic approach can be understood as limited so can the participatory approach. The approach can lead to, *"...significant ambiguity where the original intent of the change gets lost in the rush to involve too many actors."* (Russ, 2007: 9). Another limitation would be that participatory activities entail a more comprehensive and time-consuming approach to change communication. Seeking to create consensus in a large organization would obviously necessitate a long implementation period. Furthermore, not all organizational members wish to be included in all decision-making processes. Seemingly, the participatory approach is not without limitations.

To sum up, we understand the participatory approaches as being a fitting framework. It entails communicative methods that necessitate dialogic tactics. The organization and its members shape the change process through communication. As previously mentioned, we identify that this use of communication works well within the understandings of the CCO perspective. We believe that the participatory approach comprehends the necessary understandings of both communication and the relationship between the organization and its members. As such, the change process and implementation phase is affected and shaped by both.

The approach views the change communication as emergent and adaptable and is by the researchers found relevant as the *"...participatory communication model is applicable to the emergent approach to change."* (Business and Management Review, 2012: 31).

The notion of resistance

A change process is often combined with the influence of resistance and is often a variable, which a change process can be measured upon. As communication students, we claim that is it

difficult to view a change process without acknowledging the existence of resistance. Therefore, we will include our understanding of resistance.

Assumable, all organizations involved in change initiation, implementation or evaluation prefer a successful outcome. Defining “successful” in general is difficult, as it is contextual, however it should be somewhat possible to define what is considered problematic or even unsuccessful. Numerous scholars have addressed concepts like *resistance*. It is a widely debated concept and this thesis does not seek to uncover any gap in the published literature. However, it would be difficult to consider change communicative approaches to organizational change without entailing the many natures of response.

This thesis recognizes resistance as any phenomenon that obstructs a process at its beginning or development (Pardo del Val & Fuentes, 2003). Negative approachability to change can be seen in many formats; uncertainty, frustration and resistance have been identified as essentially the most undesired (Business and Management Review, 2012).

Opposite, the negative receptivity is evident when organizational agents are being either neutral; passive acceptance and/or ambivalence, or positive approachability; commitment, embracing, excitement and/or participation (Business and Management Review, 2012).

Responses to organizational change can be attributed to an array of factors such as external factors, leadership and organizational procedures and structures. However, it has been identified that, *“Organizational change communication has been ignored as a factor that contributes to the success of change”* (Business and Management Review, 2012: 28). Thus, adding to the concept behind this dissertation and justifying its existence.

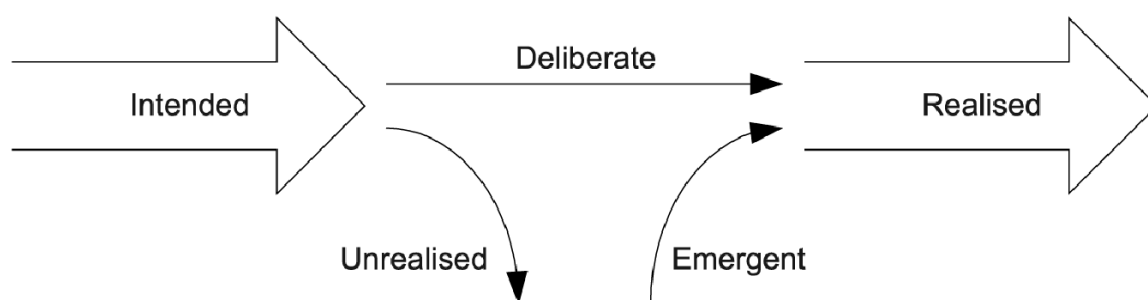
The participatory approach views communication as dialogical and stresses to involve all stakeholders through the solicitation of agents’ inputs and ideas concerning the change and implementation process (Russ, 2007). Thus, we argue that the approach and resistance are correlated.

The nature of strategies and the implementation within the organization

As previously mentioned, the case study used for the analysis in this research paper concerns an organization facing a deliberate change process. Thus, the article *Of Strategies, Deliberate and Emergent* by Mintzberg and Waters (1985) is a cornerstone of this research paper and as such, we seek to address this article. Furthermore, we claim that the findings of this article are still relevant and noteworthy today and thus survive the test of time.

Mintzberg and Waters operate with the definition of strategy as being, “...a pattern in a stream of decisions.” (Mintzberg and Waters, 1985: 257) as they sought to have a tangible foundation to operate from (Mintzberg and Waters, 1985). Conversely, the amounts of literature and definitions on the concept of strategy are vast and the term is somewhat ambiguous. However, this study does not seek to define the concept of strategy or the importance of such. Therefore, this thesis acknowledge the before mentioned definition by Mintzberg and Waters.

The article argues that strategy can be divided into two; the one being the plans and intentions of the organizational leaders and the other how the organization actually acts. Both scenarios are called strategy, one being the *realized* and the other being the *intended*, which they further differentiate into the concepts *deliberate* and *emergent* strategies.



Figur 3: Deliberate and emergent strategies (Mintzberg and Waters, 1985, p. 228)

The aim of the article is to work on the notion that strategies can be placed in a continuum with deliberate and emergent strategies as the poles. Along this continuum, the real world strategies can be placed. Mintzberg and Waters argue that in reality, there is no such thing as a purely deliberate or purely emergent strategy, as the surroundings of the organization often affects the intentions of strategy. Consequently, it is more a question of finding tendencies in the sense of deliberate and emergent strategies rather than perfect forms of either (Mintzberg and Waters, 1985).

As such, Mintzberg and Waters provide an overview on how strategies can differ from each other and describe the circumstances under which each can exist. In reality, an organization is influenced by a variety of factors, for example the before mentioned co-construction of meanings that the organizational leaders and members go through in the change process.

As we have previously stated, the implementation phase in an organization is an ongoing process, as the organizational members are a dynamic entity that interprets and co-constructs meanings during the process. As a result, the organizational leaders cannot expect that their strategies will remain the same as when they formulated the strategy.

Furthermore, interference from the surrounding environments could be an element that caused a deliberate strategy to turn towards a more emergent nature. For example the public media's influence when creating news regarding the organizational change and thus affecting the process (in terms of the organizational members' meaning-creation). Adding to this point, Mintzberg and Waters present the different types of strategies not as a finite or complete typology, but to obtain insight into the field of strategies when examining purpose and structure (Mintzberg and Waters, 1985.).

With this in mind, their work discuss the various types of strategies that come close to the purely deliberate and emergent strategies. However, this section will not go into detail with each form of strategy, as some of different types will be explicated later in the analysis.

The meaning creation, the interpretation and the role of the organizational leader, plays an importance role when it comes to implementing a change within the organization. Thus, the following section will present the concept of leadership and the influence the leader holds during an element of change.

The concept of leadership and organizational change

It is often said that leadership is an essential constituent in any successful organization. The concept is still actively researched due to the ambiguous nature of leadership. The constant challenge in trying to define leadership has resulted in several theories, perspectives and models. The different perspectives to leadership theories entail which personality traits a leader has or different leadership styles such as the contingency approach or transformational leadership (Alvesson & Spicer, 2011).

With the vast amount of literature on the subject, it is safe to say that leadership is not easy to specify. We acknowledge Alvesson and Spicer's notion that there are tremendous differences in people's assumptions about what leadership is.

Moving to a more interpretive view on the concept of leadership entails viewing leadership as being socially constructed through actors beginning to "see" a set of activities as leadership (Alvesson & Spicer, 2012). Thus, the definition of leadership could entail what the leader thinks is happening in terms of influencing processes or how the follower may read and respond to it. As such, leadership is a complex social construction with seemingly no "clear" definition (Alvesson & Spicer, 2011). Working with this notion of leadership could entail challenges for the organization faced with a major change process, as the leaders influence in the organization is based on the co-construction between actors. Furthermore, a global organization with a diverse workforce brings about the question of how a leader is seen and is expected to behave within each cultural context.

It is a question of managing the mindset of the employees (Deetz *et al.*, 2000). The employees of the organization are not understood as rational and obedient entities, but as human beings with feelings and thoughts, which influences the way they operate. How the employees perceive the company and their work hold a significant influence on the quality of their work, their relation to management, and their response to innovation and change (Deetz *et al.*, 2000). As such, it is of utmost importance that the management of the organization keeps this in mind when undergoing an organizational change. The change communication must be concise and clear and even if this is ensured, the statement made is rarely the statement received (Deetz *et*

al., 2000). The meanings produced and the interpretation of these meanings can have tremendous impact on the successfulness of the implementation and change process. Thus, the management of meaning is of utmost importance.

The aspect of framing

In order to manage the meanings and understanding the organizational members have, one could turn to *framing*. Framing can be seen as the way leaders can use language to shape or modify particular interpretations of organizational events and thus directing likely responses from the receivers of the message. Framing is not to be confused with visioning and more formal communication such as statements and espoused values. Framing is seen as the everyday communication such as organizational metaphors, stories and artifacts that help shape interpretations (Deetz *et al.*, 2000).

This interpretive process shows how the organizational leaders do not have a choice about whether or not they wish to communicate – it is only a question on how much they wish to manage what they communicate. Organizational leaders operate in changing and turbulent environments, which they cannot control. Instead, they can seek to influence how the events and changes are seen and understood. In essence, how the organizational members understand and respond to the world (Deetz *et al.*, 2000).

The leader can through language try to create and change the interpretive frame in which employees live. For instance, an organizational vision is not only working as an idea or goal put into practice, it is also a discursive tool that simultaneously shapes organizational members' behavior and mindset (Deetz *et al.*, 2000). Through repeated discourse, the vision becomes an imaginary object and the obvious referent. Hence, the influence of language tools such as metaphors and stories “...lies not only in the rhetorical ingenuity but also in their power to constitute and normalize reality...” (Deetz *et al.*, 2000; 74). However, it is important to note that it is an ongoing process of interpretation and as such, the locus of control from a managerial viewpoint is somewhat limited.

The social construction of such interpretive frames means that by giving concepts different names link them to a certain context and interpretation and thus the meaning holds a specific

connotation in a limited context (for example the specific organization or department). For instance, words or concepts such as *productivity* or *consultancy* are in a business context related to certain meanings, even though these concepts are only produced through language.

A discursive construction can be an important tool for a leader to create and influence the culture of their organization. Thus, a word or concept holding a certain meaning or interpretation could have tremendous influence, once it is accepted by the organizational members as being natural (Deetz *et al.*, 2000).

The above section is a minor selection of elements that exemplifies how leadership plays a role when discussing change communication. It is to illustrate the importance of and the influence of leadership during an element of change in the organization. Building a successful organization and maintaining it that way requires careful attention to the organizational members and the culture of the workplace.

Conclusively, this section sought to offer an overview of the organizational communication and change communication literature that has served as a foundation for this study. The amount of literature on the subject is vast and comprehensive and as such, this review did not encompass all aspects.

Final thoughts

In this chapter, we have presented our understanding of some of the relevant concepts and as such, provided the reader with insight in to the framework on which this thesis is based.

As we have stated, we appreciate the relationship between organizational change and communication. Our focal interest is as stated change processes and the co-constructive nature of change communication.

This thesis holds the notion that change is seen as something that proceeds continually when organizational members act, communicate and improvise to fulfill their tasks in order to be attentive to an ever-changing world. Thus, a social constructionist perspective to change is utilized due to the fact that, "*Organizational change processes are always dependent of the situation, unpredictable and non-linear, which is a results of people's understanding and sense-making processes*" (Johansson and Heide, 2008: 294).

When a new complex situation arises, for example the leadership transition at Novozymes, the employees immediately start to talk about it in order to understand it, makes sense of the situation and produce a plausible account. Thus, a situation that constitutes a base for action is talked into existence.

Johansson and Heide stress that approaching change communication from a social constructionist perspective has a limitation. They claim that, *“A critique of texts on change communication within this approach is the absence of concrete methods and advice on how practitioners could use and take advantage of communication during change”* (Johansson and Heide, 2008: 295). As such, we will keep this in mind when approaching the Novozymes case. Thus, we seek to test the validity of this claim.

Case analysis

In this chapter, we focus on the data collected at Novozymes and analyze the components, which this study is based upon. We wish to stress the fact that we do not seek to assess the successfulness of the change process. Furthermore, we recognize that the findings of this thesis and the data collected are not sufficient to give a full and comprehensive view of the organization. As previously argued this thesis seeks to give the reader a better understanding of how the change process in Novozymes can relate to change communication and further the dialogue and discussion in the field. Returning to our research question:

***How did Novozymes navigate through the change process,
and how does this add to the field of change communication?***

This case study seeks to work with the nature of the change process and looks at it in terms of social constructionism. The major elements of this case analysis will be divided into the following:

- **The nature of the change process:** *In this section the reader will come across our analysis of the Novozymes case seen as a purely deliberate strategy or a planned strategy*
- **The communicative aspect and the influence of leadership:** *This section focus on the activities used and the amount of information. Furthermore, the reader will encounter aspects such as leadership, framing and uncertainty*
- **Moving towards a theory:** *Our addition to change communication. This is based on the previous two sections of the analysis. The reader will be presented our model, a visualization of our understanding*

The nature of the change process

In this first part of our analysis, the focus will be on the nature of the change process that occurred in Novozymes. By drawing upon the works of Mintzberg and Waters, we argue in the following section why we believe the change process at Novozymes could be viewed as a deliberate strategy. Thus, we strive to answer our first sub-question: *when looking at the Novozymes case, how does the nature of the change process relate to a notion of deliberate and emergent strategies?*

As discussed previously, Mintzberg and Waters work is meant to be a continuum along which real world strategies can be placed. As such, they argue that there is no such thing as a purely deliberate or emergent strategy. However, we argue that the change process at Novozymes is an almost purely deliberate strategy or at least leans towards the definition. We base this on the fact that the leadership transition at Novozymes was common knowledge among the organizational members for several years ahead of Steen Riisgaard's departure in 2013. Furthermore, we base this on the fact that all our interviewees mentioned that the resignation was anticipated. Meaning that, throughout our data collection, all interviewees mentioned how this change in leadership was common knowledge and added that they knew years ahead of the actual implementation.

Mintzberg and Waters mentions three conditions that must exist in order for a strategy to be purely deliberate. The three conditions are as following; precise intentions in the organization, the strategy must be common knowledge within the organization, and lastly the intentions must be realized as intended without inferences from external forces (Mintzberg and Waters, 1985). Thus, Mintzberg and Waters argue that these three conditions set the premise for a strategy to be purely deliberate. The argument made is that it is highly unlikely to find purely deliberate strategies in the real world. As such, they argue that in the real world, we could find tendencies that point in the direction of either deliberate or emergent strategies, but never in the pure form.

In the following section, we have used the conditions of the purely deliberate strategy and imposed them on the circumstances concerning Novozymes. Thus, we present an exploration of how close this real world case comes to the definitions of Mintzberg and Waters.

Firstly, *the element of intention within the organization and the level of detail*: since Novozymes is featured on the Danish stock exchange, certain restrictions and rules apply. Since these restrictions and rules concern information that could alter the organization's market value, the board of directors are obliged not to withhold certain information from the public. Consequently, the board of directors could not decide upon a candidate to take over from Steen Riisgaard's departure without letting their stakeholders know. As such, they could not inform anyone regarding the debate of whom to choose as the successor. Even though they might have had a predetermination and clear indication of the successor, it was still not a final decision.

Furthermore, the former CEO did not wish to address the transition as it could cause disturbance and undermine his authority. *"It is a very difficult balance, when you find yourself in a situation where you have a CEO who essentially does not want to plan or talk much about the transition. Because as soon as you communicate something then you end up with a "lame duck" – meaning that, the CEO has de facto lost his charge. So you wait for as long as you can to communicate anything, until you have a clear predecessor"* (Interview A). This statement was from a high-ranked employee within the corporate communications department, who was deeply involved in all communication related with the transition. We argue that this clearly illustrates how the management knew this dilemma and thus kept the communication regarding the transition to a minimum until the official announcement.

Related to this first condition set forth by Mintzberg and Waters, the intentions behind the decision appear somewhat precise. We believe that the amount of preparation behind the process must have been considerable. Thus, there was no doubt concerning what action to take when the information was made public at the general meeting and the presentation of the interim report in January 2013 – it was clear that Peder Holk Nielsen would follow as Steen Riisgaard's successor. Arguably, the level of detail and the concreteness of this, prior the official announcement, was somewhat limited as the knowledge regarding the matter was on a need-

to-know basis. As one of the main designers of the change communication in Novozymes commented, *“It’s a selected group of people that can know about this, as it is highly sensitive. As you might know, a change in management is a stock exchange announcement. And because this information involves a name, it makes it easier to fuel rumors and for the media and the organization to speculate who the successor might be.”* (Interview A). As such, this interviewee was included early in the process, as the organization had to prepare for the transition. We argue that this quote illustrates how the information regarding the new CEO had some legal implications and that the whole process was tightly controlled and furtive until January 21, 2013.

We then move on to the second condition of a deliberate strategy; *the intentions must have been common to almost all the actors within the organization.*

We learned through our data collection that every one of our interviewee’s knew of the resignation of Steen Riisgaard, and some of them even stated they had a good indication of who the successor would be, *“Everyone knew that Steen had to leave the company. So that was no surprise at all. When it became clear that the successor would be an internal one, I was pretty sure they (the board of directors) would choose Peder.”* (Interview D). Thus, it seems that it was common knowledge how the organization would be without its somewhat iconic CEO in the year of 2013 – the very same leader that was with the organization from the beginning when it was separated from Novo Nordisk in 2000. Steen Riisgaard was according to one interviewee, known to be, *“a very likeable and down-to-earth leader, which sat and ate in the canteen among all the other employees and was always ready to chat with various employees”* (Interview J). Altogether, our data suggests that most of the interviewees knew the former CEO. Consequently, the new CEO would be very different in his approach to leading the organization. In other words, this also caused some questions among employees. Questions like, *“...how would the new CEO approach the task and would it affect the organizational culture?”* were asked (Interview L) or, *“What would he do differently and how would he make an impact on the organization?”* (Interview L). This relates with a different aspect and a well-known concept within change communication literature: uncertainty. This notion will be presented later in the second section of this analysis.

Summing up, all interviewees were aware of the resignation. The interviewees all stated that they, along with their colleagues, anticipated this change years ahead. Consequently, we argue that the second condition, regarding that the intentions should be common knowledge, seems to be fulfilled.

Lastly, the third condition entails that *the intentions must be realized exactly as intended*, thus leaving no interference from external forces to alternate the course of the strategy. Because Steen Riisgaard would resign from the position as CEO already known in 2011, there was considerable time for the strategy to be altered, influenced and changed by external forces. For instance, other companies could have sought to recruit Steen Riisgaard to their company, thereby speeding up the process of finding his replacement.

On the other hand, there could have been stakeholders not interested in seeing Steen Riisgaard leaving the company and thus persuading him to prolong his contract with the organization. Therefore, even though there was a considerable amount of pressure from the external environment with an increasing media speculation about who would follow as his replacement and how the departure of Steen Riisgaard would affect the organization, the intentions went unaltered.

The announcement that the replacement would be Peder Holk Nielsen took place at the general meeting January 21, 2013. As previously mentioned, the actual organizational transition would begin in the second quarter of 2013. Our evidence suggests that many of the employees eagerly awaited this announcement.

We argue that the organizational members anticipated that the uncertainty they experienced during the process would perish with the information regarding the new organizational structure. For instance one of the interviewee stated, *"Maybe it is just my curiosity, but I was eager to get on with it (the restructuring) and it was nice to finally know where I was going to be. It is frustrating not being able to plan ahead when you are unsure about your responsibilities."* (Interview C).

Throughout our interviews and observations, we learned that the management made it a priority to adhere to the announced timeline and it was made clear to the communication department that the new organization should be ready by April 1, 2013. As the high-ranked

employee within the communication department said, *"We were given a timeline and we then proceeded to prepare the products. So we had a very clear timeline and information on who to include at the various stages of the process"* (Interview A). Our impression is that the Novozymes communication employees worked to achieve this deadline and as announced, the new organization was presented on April 1, 2013. Thus leaving the intentions set forth in the beginning of the year unaltered, and ultimately, the intentions of replacing Steen Riisgaard realized as intended.

Conversely, one might argue that the above-mentioned arguments are somewhat vague – leading to the conclusion that the process at Novozymes categorized as being a purely deliberate is a somewhat weak argument. We add to this dissertation, that one might argue that the *planned strategy* of Mintzberg and Waters might prove to be a more fitting type of strategy for the Novozymes case. As such, we will provide an alternate viewpoint and perhaps a more flexible and dynamic label for the case.

Mintzberg and Waters argue that in the planned strategy, leaders at the focal point of authority formulate their intentions as detailed as possible and then strive for their implementation with the least amount of alteration and surprises (Mintzberg and Waters, 1985). Thus, this definition seems to be very similar with the third condition concerning a purely deliberate strategy. Mintzberg and Waters then add that, *"...to ensure such a process the leaders of the organization must first articulate their intentions in form of a plan, to minimize confusion, and then elaborate this plan in as much detail as possible ... to pre-empt discretion that might impede its realization."* (Mintzberg and Waters, 1985: 259). This premise appears to be similar to the two other conditions of the purely deliberate strategy, as it concerns the formulation of precise intentions and the degree of awareness in the organization concerning the process.

Furthermore, the planned strategy is found in an environment that is controllable or rather predictable. As such, the planned strategy can be found in an organization that assumes its environment as somewhat stable or predictable and thus can rely on this type of strategy (Mintzberg and Waters, 1985). This premise seems to be somewhat fitting in the Novozymes case. We argue that the board of directors could have assumed the environment to be stable throughout the process of selecting and announcing the new CEO for the organization. It seems

unlikely that the environment should hold any power over the decision. Thereby, limiting the probability that any surprises or alteration could occur.

As such, the condition, that the leaders (being the board of directors) should be able to articulate their intentions (stating first that Steen Riisgaard would retire in the spring of 2013 and subsequently that Peder Holk Nielsen would be the successor) and then elaborate that plan (the restructuring that followed), seems to be fulfilled.

Regardless of the change process being a purely deliberate strategy or a planned strategy, it seems to have had some implications.

The result of having a deliberate strategy and the information to be common knowledge years in advance was that it influenced the organizational mindset in Novozymes. As mentioned by one interviewee, *“By stating years in advance that Steen would resign at the age of 62 years, people quickly calculated that it would be in the second quarter of 2013 before he turned 63. As such, people began to position themselves to look better when the successor had to be found. Instead of making it clear who would be new CEO, a power struggle began in the organization and we lost sight of the common goals”* (Interview K). It could be argued that the deliberate strategy and the early exclamation of this could have escalated the level of uncertainty. Furthermore, the organization could have lost some of its growth potential due to the employee’s individual career goals, *“The organization did not stay on track because people became aware that they could be candidates for various positions”* (Interview J).

To sub-conclude, the above section answers the question of how the Novozymes case relates to a notion of deliberate and emergent strategies.

Conclusively, our evidence points in the direction that both a planned and purely deliberate strategy type can be applied. We had anticipated that the Novozymes case would be a purely deliberate strategy; however, we learned that the initial intentions of retiring Steen Riisgaard triggered a restructuring within the organization along with the leadership transition. Thus, we claim that the restructuring had a more emergent nature compared to the purely deliberate strategy. Therefore, we argue that a contextual understanding of the strategic elements of Mintzberg and Water theory is needed with the case. The notion being that context also

interrelates with deliberate strategies, as we claim that context influences all strategic decisions.

We conclude that a less fixed understanding of strategies would be more contemporary. Having a deliberate strategy does not exclude an emergent appreciation.

As a final thought, we argue that a deliberate strategy can coexist with the idea of a contextual and emergent understanding as change processes are ongoing co-constructions with all organizational members. Therefore, the Novozymes case fits within the framework put forth by Mintzberg and Waters; however, we argue that there is a gap in the before-mentioned framework.

The communicative aspect and the influence of leadership

In this section, we seek to scrutinize the elements that were used during the process to communicate and facilitate the change process. As previously mentioned, we will approach change communication from a popular understanding as being either programmatic or participatory. We will analyze the change communication products and their communicative platforms.

We hope to provide the reader with a better understanding of the implementation phase and how the various organizational departments and levels experienced the transition. By doing so, we seek to answer our second sub-question: *what communicative approach does Novozymes utilize during the transition phase?*

Communicative tools and activities

If we were to consider all internal and external communication products in the case period of Novozymes we would face limitation problems. Therefore, we have chosen to highlight key communication products that we have identified as focal points in the communicative relation to the implementation.

As stated in our literature review, we have used the most popular communication activities identified by change communication scholars and publications (Russ, 2007, Johansson and

Heide, 2008; Business and Management Review Vol. 1., 2012). As such, during the interviews, the interviewees were asked two open questions;

- *In what way was it (i.e. the transition) communicated?*
- *Could you mention other initiatives?*

The intention was to have the interviewees indirectly mention and identify communication activities. We have combined all the findings in Table 1.

Communication activity	Programmatic/Participatory approach	Internal/External	Recognized in data
Company website	Programmatic	External	0%
Intranet	Programmatic	Internal	85%
Newsletters	Programmatic	Internal/External	46%
Notice boards	Programmatic	Internal	0%
E-mail communication	Participatory	Internal	69%
Company presentations	Programmatic	Internal	61%
Townhall meetings	Participatory	Internal	39%
Conference calls	Participatory	Internal	15%
Websites with question and answer sessions	Participatory	Internal	46%
Intranet videos/SparkTV	Programmatic/Participatory	Internal	69%
NovozymesTV	Programmatic	External	0%
Blogs	Programmatic/Participatory	Internal	85%
Working groups	Participatory	Internal	15%
Formal information meetings	Programmatic	External	39%
Social media	Programmatic/Participatory	Internal/External	0%

Table 1. Heisselberg and Naundrup, 2013

This table is presented to provide the reader with an overview of the all the mentioned communication activities. We will draw upon these throughout this section of the analysis.

A notion of auto-communication

Our empirical data is collected from both quantitative research (for example observations and interviews) as well as internal and external access to communication products. We claim that it is impossible from our understandings to ignore the possibility of organizational members receiving communication from auto-communication. As discussed by Morsing and Schultz (2006), involving stakeholders is done both with implicit and explicit communication. As such, Morsing and Schultz acknowledge stakeholder involvement as a two-way symmetric

communication with both sense-making and sense-giving. These operate in iterative progressive processes (Morsing and Schultz, 2006).

Sense-making is seen as an inherently social process. We believe that it is a natural process for any organizational member to make sense and create individual understanding from both implicit and explicit communication as well as internal and external.

External corporate communication can be produced with the assumption that it will be received only externally. However, we claim this to be impossible for this case. As stated by one interviewee when being asked about the implementation, *"There were also all the articles in the newspapers and because of those we automatically began talking about it."* (Interview I). As such, we begin to witness how there is very little control over organizational members' reception and interpretation of the external communication.

Another comment regarding the change process was, *"People have been talking about it a little too long. Although, it is very difficult to avoid gossiping or speculating when considering all the external media. We have been using a lot of energy talking about it. People were using many external media speculations and about what was being said about our new CEO. I think that employees like to read about Novozymes and the fact that we have a new leader"* (Interview I).

Evidently, organizations using change communication should not ignore auto-communication. Internal stakeholders are very likely to interpret and understand beyond internal communication settings. Especially, when the company holds the size, market share, image and reputation like Novozymes as stated by this interviewee, *"One thing that was highly noted by the media surroundings was the leadership transition. Well, that was properly the most important to our surroundings. There have been a lot of focus on Steen Riisgaard and, well, Novozymes is a large corporation in Denmark. It is on the radar – both because of our size and our representation on the C20 Cap, but also because we have been involved in the debate¹"* (Interview E). Seemingly, many of the interviewees drew upon a collection of internal and external communication activities. As such, we argue that Novozymes itself does not control all communication activities. Therefore, it is difficult to measure if employee interpretations and understandings are a cause of indirect external communication from Novozymes or media speculations and assumptions.

¹ Debate meaning the environmental debate. Novozymes have long been an active actor in both national and international environmental issues (www.børsen.dk)

We have now established and acknowledged the interrelation between the internal and external activities; we present both respectively with the notion of auto-communication in mind.

External communication activities

As we studied the communication and conducted the interviews, we found that the amount of communication in the chosen time period was simply too comprehensive. We believe that in order to thoroughly study the change communication process at our case, we must identify key communication activities and products that have had a significant function in the change process. Therefore, we will only present an array of products and activities.

If we consider some examples of external communication activities, we identify the first official communication activity in this change process as the company announcement *“Interim report for the first half of 2012”* (www.novozymes.com - B) from August 16, 2012. This interim financial report stated the retirement of Steen Riisgaard. We identify this as a programmatic communication activity. We claim that the main objective, similar to most programmatic activities, is not to solicit input, but to inform the target receivers about the planned change. In addition, this entails the general understandings of programmatic approaches (Russ, 2007). We return to the notion of auto-communication, where the external stakeholder communication functions as informative for internal stakeholders. We claim that this have proven very useful, as even though Novozymes is a knowledge intensive company, there are many production workers with somewhat limited access to internal communication platforms.

In our interview with the high-ranking employee from the corporate communications, we established that external communication activities in the following period from August 16 were not focused on the leadership transition. Although, we can safely make the assumption that the change communication for the transition was being planned. However, apparently not without some complications, *“It is a very difficult balance, when you find yourself in a situation where you have a CEO who essentially does not want to plan or talk much about the transition. Because as soon as you communicate something then you end up with a “lame duck” – meaning that the CEO has de facto lost his charge”* (Interview A). Therefore, we argue that it seems justified and well

considered if the intention from the corporate communication was to maintain business as usual whilst planning for the transition.

The reader might recall that Novozymes has had much experience with organizational transitions and changes. For example the separation from Novo Nordisk or the implementation of the microbiological business unit BioBusiness. Thus, we argue that the change communication process and timeline was not randomly planned. The interviewee comments on avoiding the risk of ending up with a “lame duck” and process planning, *“So you wait for as long as you can to communicate anything, until you have a clear predecessor”* (Interview A). This interrelates well within the usage of programmatic communication activities in the beginning of the transition. Especially, as claimed by Russ (2007), since the usage of the programmatic approach is very likely to have a significant impact on planned change. He further states that, *“...programmatic approaches have the appeal of high communication efficiency. That is, they can be relatively quick and inexpensive to produce and disseminate throughout an organization.”* (Russ, 2007: 6). Thus, we argue that a considerable amount of information was derived from external programmatic communicative activities.

Our evidence suggests another interesting notion, related to how some employees began to position themselves within the organization before the particular change process even was communicated. The organizational members knew Steen Riisgaard would leave and that the choice was between; Thomas Videbæk, Peder Holk Nielsen or an external candidate - the last was disregarded later in the process. Consequently, the leadership choice was narrowed down between the vice presidents of respectively BioBusiness and Enzyme Business.

We claim that this might have caused some internal power struggles. As one interviewee state, *“If we take an overlook of the 12 months and look specifically at the first six months from where it was communicated in the interim financial report until the actual implementation, we find a great amount of disorder. Speculations were on Thomas Videbæk, Peder Holk or XYZ. This was definitely something you could feel in the organization. Disorder.”* (Interview K). Therefore, we argue that the internal candidature caused some internal conflicts. The interviewee continues saying that, *“People were positioning themselves as to whether Thomas or Peter was chosen. What does this mean for me? My function? My group as a part of the organization?”* (Interview K).

One might argue that it is a natural part of most transitions to experience this kind of uncertainty or questioning. However, we have identified that the length of the candidature in Novozymes might have facilitated internal power struggles – as further stated by the interviewee, *“It became a tennis match in the organization. With Thomas on one side and Peder on the other. Especially in target setting, where both sides of the net produced and prioritized targets and goals. In the situations where R&D was involved they functioned as referee as they did not have any stake in this match. So instead of announcing a successor immediately and make it clear who it would be, we created this tennis match that resulted in a lot of disturbance which in turn destroyed a lot of value.”* (Interview K). We conclude that this interrelates with our understanding that change communication is an ongoing process that is difficult to control.

As some of the communication activities were planned, we argue that it is necessary to have a contextual framework when designing such a communication process. Furthermore, we argue that organizations cannot control all aspects or actors in such a process. For instance, we have found an interesting argument stated by one of the interviewees, *“There has been too much gossiping during this process. Especially intentional gossip. This really created a lot of uncertainty.”* (Interview J). We would like to point out the notion of using *intentional gossip* when making the argument that Novozymes did not control all communication.

In addition, several interviewees hinted that organizational actors intentionally planted information in the public media. The information was planted for personal gain and positioning for the new organization. The following quotation is taken from an external article, *“Everything points to Peder Holk, since Videbæk ruined his own chances.”*, according to a well-informed source. (www.medwatch.dk). It is important to note, that this quote is from an anonymous source and as such cannot be linked directly to an organizational member. We argue that this illustrates that not all communication activities can be controlled as it is contextual and under the influence of actors. Furthermore, this is well within the notion of the following understanding that, *“Corporate communicators, in other words, are not the masters of meaning able to control the reception of corporate messages – inside or outside the organization.”* (Thøger Christensen and Cornelissen, 2013: 51).

It seems as if the power struggles in Novozymes have created a great deal of disturbance and misalignment with the organizational goals. The notion of uncertainty with the mentioned implications related to the power struggles will be further elaborated later in this analysis.

We have identified additional external communication activities in the following period from January 21. These consisted of various organizational newsletters concerning normal communications such as financial reports and news regarding market advances and product launches etc. In our data collection presented in Table 1, newsletters are only mentioned by 46% of the interviewees.

As Novozymes announced, the transition was planned to be launched April 1, 2013, as communicated in “*Novozymes' new CEO takes office*” (www.novozymes.com - C). In this period, we have identified the company video website: NovozymesTV (www.novozymes.com - D). Incidentally, none of the interviewees mentioned the NovozymesTV as a communication activity.

Additionally 39% mentioned the usage of formal information meetings. These are identified as a programmatic activity as well. Actually, the two most commonly used channels to disseminate information during change are small informal discussions and general/formal information meetings (Russ, 2007).

One could claim that the usage of social media could be considered as external as well as internal. Similarly, we claim that social media as communication channel could be approached as both programmatic, as it can be used for framing, and participatory, as they can invite stakeholder input. However, we found no evidence of social media from the interviewees.

Conclusively, we argue that the external communication activities in the Novozymes case were mostly programmatic. Additionally, we could argue that change communication is not characterized by external communication activities, as they are meant to cope with internal concepts like resistance, uncertainty and, well essentially, communicating to employees (Lewis *et al.*, 2006).

Internal perspective

In this section, we will use the same approach as stated in the external perspective that is identifying key change communication activities. The first internal communication concerning the leadership transition was an internal newsletter posted on the Novozymes intranet: *“Eight things to know about the first-half financial results, and what it means for you”* (Appendix - 1). The newsletter was posted August 16, 2012 – expectedly the same date as the external communication. It allowed employees to follow a live conference call with investors later that same day and they were encouraged to read the stock exchange release.

Our evidence shows that over 85% of the interviews identify the Novozymes intranet as a primary source of information throughout the entire process. Evidently, the interviewees to some extent utilized the intranet as a primary source of information in the period from August 16, 2012 until the interviews were conducted. The organizational intranet did not become the primary source of information without reason, as an entire intranet section was dedicated to the transition. The intranet section was called *“Our New Structure”*. We believe that this provided consistency and sought to make the communication more manageable. In addition, it allowed communication to be both push and pull.

Similar to the external perspective, some of the internal communication activities were planned and programmatic as to the definition by Russ (2007). We argue that it is natural to use a linear transmission of information in communicating a large change in an organization like Novozymes. It creates a sense of monologic communication where the key message is sent downward to lower levels (Business and Management Review Vol. 1., 2012).

Our evidence also suggests that this was the intention from the Novozymes corporate communication team that planned the communication process; *“We had to divide up areas of charge, and structure just how our organization had to look like. And if you do this on the top leadership level, then it has the needed cascade effect all the way downwards. And this is just the way it is.”*(Interview A). It seems that the planned programmatic internal activities were built on the notion, that communication on organizational change from top leaders can decrease uncertainty and increase understanding about the change (Russ, 2007).

Returning to the change communication activities in the Novozymes case, we identify several other communication newsletters that sought to inform organizational members about the change process. The amount of newsletters and the content are too vast to discuss individually, however we have identified the key newsletters – they are all accessible in the Appendix. A brief presentation clearly states the variety in content. For example, an article that presented the new Executive Leadership Team (ExLT) and their views on the new Novozymes structure (Appendix - 2). We believe that this was a fitting way to utilize programmatic change communication, which allowed each executive vice president to communicate about their individual area. Additionally, a very similar newsletter was released where Peder Holk Nielsen was announcing his new senior leadership (Appendix - 4). In addition, articles explaining how the new work processes would be in the organization and the announcement about the implementation date (Appendix - 8). Another example was the communication from Executive Vice President Thomas Nagy on how the organization should stay on track during the transition and encouraging organizational members to “...keep momentum throughout the process.” (Appendix - 3). This was followed by one of the change communication directors writing about “*Riding the wave of change successfully*” (Appendix - 7). We identify all activities as programmatic and rather typical when initially communicating change. Therefore, we argue that programmatic communication activities like newsletters served as a tool that reminded organizational members to participate in the change process. A further analysis of some of the above-mentioned examples will be presented later in this section.

In presenting the external activities, we offered a discussion about how Novozymes planned this entire process. Furthermore, adding the argument that the process was planned, we offer the following quotation by one of the communication planners, “*If we look at the leadership transition, then it is relatively simple. There is not a whole lot of change communication in that scenario. The actual change communication and where it really happens in Novozymes, is when you along the CEO change, communicate that you are during a complete reorganization and a completely new way to do business. Now we’re talking change communication on the truly big scale!*” (Interview A). Our claim that the change communication was planned, is related to this quotation. It seems that there were clear intentions and a structural approach to the

communicative process. We claim this to be aligned with traditional understandings of change communication.

Moreover, it seems that the communication process was planned, but knowledge was limited to few people. As one interviewee involved in the communication process said, *“It was with double closed doors. There was a list about who knew what. I think I knew around December that it would properly be Peder Holk. But we couldn’t know for certain. Because if the board of directors made a decision then we had to announce it. So we were working with three scenarios; one with Peder Holk, one with another director, and one with an external. The one with the external were then removed. Then we were informed that it would an internal candidate. From there we made two scenarios and wrote everything with XXX names. We also made portraits of our directors just to be covered.”* (Interview A). Returning to our argument that change communication can be planned and entail a contextual understanding, we thus claim that communicating the leadership transition was planned and the reorganizing was of a more emergent nature.

Another example related to the claim that the communication regarding the transition was planned, is the very fact that the communication products and activities were made beforehand. Obviously, the content differed depending on each candidate. In addition, another communication employee stated that the unknown CEO was referred to as *“...the Ghost.”* (Interview C). However, it is interesting to note that the information was limited to few organizational members working in the communications department. Thus, our evidence suggests that most of the interviewees had limited knowledge on how the implementation was planned. Thus, regardless of organizational layer the information was kept on a need to know basis. This is exemplified by a vice president’s comment *“I simply do not know”* (Interview B) when being asked how the organizational change was planned.

As we discussed in our literature review, an implied assumption that a programmatic communication approach is a linear process characterizes the research field on organizational change communication (Business and Management Review Vol. 1, 2012). We also established that planned approaches to change are often analyzed using the linear communication model. As such, we identified another approach, the nonlinear approach: the participatory. Utilizing the characteristics of each approach, we are able to identify the external and internal Novozymes communication activities as both programmatic and participatory. However, so far

we have identified very few participatory change communication activities, and as we have stated several times, such communication activities should be more symmetrical.

For instance, several of the interviewees mentioned informal meetings where feedback and dialogue was emphasized. For example, the weekly Friday breakfast in the various departments was a forum where the managers emphasized dialogue.

Another participatory activity was working groups where a best practice for the new organizational structure was sought. However, these working groups required a certain hierarchical level, as not all organizational members were included in these decision-making processes.

Furthermore, we have identified an array of communication activities that have a participatory orientation - internal video presentation with all the Executive Leadership Team. One might argue that videos are one-way media and therefore programmatic. However, we claim that this is not necessary in the case. The argument is that Novozymes allowed receivers to comment and ask questions. This initiative was further supported by a series of newsletters called “Ask ExLT” (Appendix – 10). The purpose of these was to help facilitate a question and answer discourse between the employees and the executive management.

In addition, many interviewees mentioned the use of a CEO blog, “Thoughts from Peder” as an active communication tool. Several of the interviewees commented that they observed other members actively engaging in the blog and commenting on various topics. Thus, we argue that this added a participatory value and a dynamic element to the blog. However, opinions on efficiency, consistency and overall use of the blog varied considerable from interviewee to interviewee. One interviewee commented the following about the use of the blog, “*Peder has been very active and been talking a lot on the first meetings. His been trying to brand himself as a different person than he really is. A more modest person. Been entertaining online and blogging – and that is not really him. He has to have someone to write it for him.*” (Interview D). This statement illustrates how not all the interviewees viewed the blog as a sincere and honest communication activity. On the other hand, another interviewee stated, “*One thing I notice that I really liked, was the blog made by Peder Holk. That is something you have never seen before. It gets updated – well sometimes it takes a week and sometimes it takes more than three weeks. I*

think it is interesting to follow his activities.” (Interview I). Thus, the blog seems to have a mixed reaction, but overall we mostly encountered positive responses.

We also identified another participatory approach when considering the encouragement of informal conversations. During our data collection process, several interviewees mentioned conversations and gossiping regarding the leadership transition. We have identified this as a participatory approach. We also recognize that this could have served as a catalyst for both positive and negative thoughts. However, to consider a knowledge intensive organization that does not facilitate room for informal conversations would be difficult.

Our evidence also shows that general informal meetings were used several times during the process. These “Townhall Meetings” were sometimes filmed and made available online to use internally. The usage of such general meetings provided anticipated benefits, as they helped build and create consensus. Apparently, these meetings were very useful, as stated by one interviewee, *“Townhall Meetings were very informative. It was well communicated and they had a nice flow.”* (Interview J). However, some also commented negatively about the fact that Townhall Meetings were too general and failed to address more emotional aspects, as illustrated in this following quotation, *“People were emotional during this process. It was succeeded to communicate on a professional level, but it was too focused on logos appeal. “What is the rationale behind this?” and “How does Novozymes as an organization benefit from this?” In my view, we seem to lack pathos – the emotional level is left out. It seems that we fail to recognize how people are uncertain and insecure about their job functions. This should have incorporated in the communication, but they have failed to integrate the emotional level.”* (Interview H). Evidently, not all benefited from this participatory activity.

We return to the notion that communication is not specifically controlled only by the organizations. We add to this notion that even though the intentions and usage of change communication might be beneficial, the result is not always a positive default. For instance, the above example exemplifies that the participatory approach is not necessarily a successful approach. Therefore, this combined with our arguments and discussion of personal gain, we argue that change communication should be understood and used with the notion that it every

organizational members might serve as receiver, but does certainly also function as communicators. This is verified by the fact that organizational members are creatively co-constructing or de-constructing the meaning of messages as intended by management (Thøger Christensen & Cornelissen, 2013).

Even though we acknowledge that organizational change is not a one-way communication process, it still seems that the usage of the linear model and programmatic activities are justified in the initial steps of a planned change process. Given the particular case of Novozymes, it seems reasonable to use programmatic approaches at certain points. Furthermore, we argue that participatory approaches are beneficial at certain stages of a planned strategy. Unlike popular understandings (Russ, 2007; Business and Management Review Vol. 1, 2012), we claim that the programmatic and participatory approaches can be utilized in the case of both a planned and emergent strategies.

Levels of uncertainty and leadership

In this section, we will present the reader with the notion of leadership and uncertainty during the change process at Novozymes. However, it is important to stress that this dissertation does not seek to scrutinize every aspect related to uncertainty and leadership. We merely want to include some aspects that we found relevant for our research and thus strengthening this work.

As mentioned previously, there have been considerable amounts of research and literature on the subject of leadership. The research covers the various types or styles of leadership all in which leadership is a somewhat tangible and clear phenomenon. However, as Alvesson & Spicer (2011) mention, more contemporary research points in the direction of leadership being a socially constructed phenomenon (Alvesson & Spicer, 2011). This view on leadership, as a construct, creates room for interpretations such as how the employees or followers view their leader. Thus, organizational members are engaging in a co-construction of the leader-follower relationship, empowering the leader and contribute to define the relationship (Alvesson & Spicer, 2011). As such, the leadership role is rooted in the context being the geographical location or perhaps the industry in which the leader operates. This might affect the element of uncertainty that may emerge as a bi-product of the change process.

In our interviews with different people managers and leaders, we observed that the leader-follower relationship functioned as a conduit of information during the entire process. As exemplified by one interviewee when addressing the communication flow and primary source of information, *"My nearest leader has been good to share information and tell us what is really important."* (Interview I). Obviously, many employees at Novozymes turned to their nearby leaders when seeking information. Several interviewees mentioned that their closest working environment and their relationship with their closest leader was essential to them. Almost all interviewees mentioned the use of internal slides that provided information regarding the restructuring. Although these were available to all organizational members on the intranet, we observed that leaders primarily used these to explain particular consequences of the restructuring. We argue that the use of this programmatic activity have provided communication consistency and made the information accessible.

Many scholars have discussed leadership and uncertainty in relation with organizational transition. More recently, Cameron and Green (2012) have stated that some organizations are coping with uncertainty with new organizational forms that increase the capacity to innovate and adapt. In addition, through dialogue, a leader can avoid followers fearing leaving the status quo. Furthermore, the followers would willingly participate in the change process (Cameron and Green, 2012). Thus, we sought to investigate to what extent a dialogue occurred in the leader-follower relationship in Novozymes during this change process.

When asked about the possibility to provide feedback and engage in a dialogue with their closest leader, one interviewee answered, *"I had a very open dialogue with my closest leader. He continued to ask if I wanted to clarify something or have anything explained. It was a very open conversation we had throughout this process and he listened to me when I needed him to."* (Interview J). We argue that this quotation illustrates how an open dialogue combined with programmatic activities, such as the before-mentioned slides, becomes an approach that entails a participatory nature.

When interviewing the various organizational members, we discovered that there were different views on the change process according to where in the organizational hierarchy the

individual was. For instance, one of the assistants mentioned how she experienced the time from the announcement to April 1. 2013, *“Personally I was experiencing a lot of stress. My manager was no longer working for Novozymes so I did not know where to direct my questions. So I just tried to communicate what I hoped for and waited. I was frustrated and insecure from the middle of February to the end of the Easter holiday, when I was told where I would be working.”* (Interview C). We observed that some members felt that the change process was very straightforward and that there was no reason to worry about it.

Actually, we also observed that this lack of uncertainty was mostly evident among higher-level organizational members. For instance, a manager mentioned that, *“I didn’t feel any uncertainty. I knew exactly who to talk to and how to argue why I should have my new position.”* (Interview G). We argue that, organizational members’ sense of autonomy differs depending on which organizational layer they worked.

The before-mentioned interviewee continued talking about how the uncertainty level varied, *“Some people just need a lot of structure. They may prefer to be on a fixed track – that way they know which way the train is going. Then there are others, whom functions as free birds. The people who need structure can’t handle uncertainty without getting a stomachache. Whereas others just keep on going.”* (Interview G). Clearly, the sense and impact of uncertainty was viewed differently among the organizational members. For instance, when interviewing a lower ranking member we observed that she was clearly not sure if she had a job or not by April 1. 2013. This interviewee explained the lack of information regarding her job function or who her manager would be and its influence on uncertainty.

As mentioned previously, during a change process an organization may risk encountering a resistant workforce, unwilling to change with the organization. We believe that negative responses to change may be a result of various factors, for example, when organizational members are unaware of the process ahead and the changes to come.

Change management emphasizes careful planning and a sensitive implementation phase – the involvement of the people affected by the change must not be underestimated (Business and Management Review. Vol. 1). As such, communication is a vital element in the employees’ positive response to change, which could be personified via a strong organizational leader.

Communication about change from organizational leaders can reduce uncertainty and increase understanding about the change (Russ, 2007).

We argue that people today seem to identify themselves with their work and thus work becomes a part of your persona (Mumby, 2012). Furthermore, we believe that when organizational members experience uncertainty about their organizational role and responsibility, it affects their organizational identity. In addition, Mumby mentions that people see their work as having a purpose and meaning when they feel that they have control. Thus people, *"...experience a high degree of agency in their work, their sense of self is confirmed and they feel directly connected to the work being performed; mind and body tend to work as one."* (Mumby, 2012: 650). When the interviewees state that there is periods of time where the locus of control was out of their reach, it might have resulted in their identity being altered. As one of the interviewee mention, *"For me it was actually pretty complicated. I was in Food & Nutrition for two weeks and then they shuffled the whole thing and placed me in a different department. In those two weeks, I was actually told that I were not staying in Food & Nutrition and that I perhaps had to do something else. Obviously, that started thoughts like "what is something else?" and it made me insecure."* (Interview F). This statement is another example of an interviewee that experienced uncertainty regarding his organizational function. We claim it illustrates how the interviewee felt and how the control over his own job function was out of his reach.

We also found it paradoxical that one of the key elements of the change communication during this change process was to *"...cultivate great leaders and develop people"* (Interview B), when some of the interviewees stated how they had experienced weeks and months without knowing who their manager were or which area they worked in.

As previously mentioned, we observed that the amount of uncertainty experienced differed greatly according to which organizational level we interviewed. Some experienced a high level of uncertainty and others like a vice president we interviewed did not experience any uncertainty at all regarding his organizational role. However, he did recognize that his employees worked under a different premise, *"I didn't experience insecurity at all. I knew how I wanted my role to be and my wishes regarding my place in the new organization was granted. However, it was different on the behalf of my employees. There were a lot of people that in a long*

period of time did not know what they were doing or where they were going. At the same time, we had to deliver some results and that created some uncertainty.” (Interview B). Once again, we argue that depending on the level of influence and hierarchical layer, the level of uncertainty varied accordingly.

It seems that the organizational members experienced the uncertainty first-hand or otherwise observed other organizational members experiencing uncertainty during the change process.

As we have previously stated, several of the interviewees mention the amount of gossiping before and during the implementation phase. We believed that some organizational members’ personal ambition came in the way of the “bigger picture” – being the organizational goals. For example, one of the interviewee stated the following, *“I think that perhaps we used a little too much time talking during the day about what might happen. People had already talked about it a long time and some more than others had. Of course people are curious about what might happen with a new leader but I think there was used a little too much time and effort on the matter.”* (Interview I). We believe that this demonstrates how a considerable amount of organizational resources was spent on debating the leadership transition and individual organizational member’s function. If the employees are aware of the organizational direction and the purpose for their actions, then members are more likely to stay the course in seeing the change through to its completion, regardless of the challenges a change process may initiate (Lewis *et al.*, 2006). We argue that the uncertainty and gossiping in the organization could be a result of not knowing how the new organization would be structured and how the new leadership would affect the organization.

As mentioned previously, a negative response to a change process comes in many formats, one of them being uncertainty and another being resistance. If the organization would continue to experience a level of uncertainty, the result could be that the organizational members would become resistant to the change process. The worst-case scenario would be that the resistance to change would cause delays and unwanted costs, and in that way leading to the failure of the change initiative.

According to Maurer (1996) in order to pre-empt resistance, change leaders should attempt to create a more structured dialogue among members, allowing them to feel more involved in the

process. As previously mentioned, the combination of programmatic and participatory communication activities allowed for such a dialogue.

Furthermore, as we interviewed the high-ranked communications employee, we discussed the importance of dialogue during such a change process. He pointed out that the vastness of the organization forced the management to react autonomously. The executive management did however include the vice president layer and had a dialogue about how the different departments could be structured. Furthermore, the high-ranked communications employee stated, *"We were given a timeline and we then proceeded to prepare the products. So we had a very clear timeline and information on who to include at the various stages of the process"* (Interview A). Therefore, it seems that Peder Holk Nielsen was very keen to introduce the new organizational structure in accordance with the announced timeline.

We believe that the management in Novozymes sought to have a dialogue in the sense that they found reasonable. At the same time, they wanted a swift organizational restructuring.

As we have already mentioned, this paper does not seek to address all the implications regarding resistance to change or the uncertainty aspect, but merely to include the notion, as it is an important factor. Several interviewees identified uncertainty and we believe that it had a considerable impact on the change process in Novozymes. Therefore, we argue that this, combined with the fact that uncertainty is closely interrelated with change communication, is a concept we simply cannot ignore.

The process of framing and the use of metaphors

In this part, we present the reader to the aspect of framing. We will examine the importance and use of framing in the change process by scrutinizing the language used by the organizational members. It is important to note, that we do not seek to do a discursive analysis. We merely wish to point out the language use by the communications department and the interviewees when asked about the change process. Thus, we hope to gain insight in the organizational members sense-making and sense-giving of this transition and communication consistency.

As previously mentioned, focusing on the mindset of the organizational members is of utmost importance when undergoing a change process in organizations. Each member understands,

interprets and communicates differently and, as we previously have mentioned, the employees cannot be viewed as obedient or uncritical entities. Furthermore, in a knowledge-intensive organization, the way the various actors perceive the company and their work plays an important role in their sense of identity. According to Mumby, “...*our sense of who we are as valued people – are closely tied to how we earn a living.*” (Mumby, 2012: 648). Feelings, thoughts and perceptions influence work-life and the willingness to change. We argue that the leaders of an organization seeking to influence this interpretive process must consider this notion when initiating a change process in the organization.

As discussed in the Business and Management review Vol.1 (2012) emphasis should be on a participatory approach to communication where the verbal dialogue is embedded. A change that is led through dialogue is more probable to take root as it a part of the interaction between the various actors (Business and Management Review Vol. 1. 2012). Additionally, a programmatic approach also emphasizes the importance of linguistics and the management of meanings when “...*seeking to successfully diffuse change downward in the organizations where the managers try to implement the change by providing information to help their employees understand the leaders’ vision for the change*” (Russ, 2007: 4). Thus, both a participatory approach and a programmatic approach recognize the importance of language use during a change process. As we have identified both communicative approaches, we believe it to be vital to consider these in terms of language use.

As previously mentioned, literature suggests that the leaders of an organization can try to manage the organizational members understanding of a change process, through framing. However, from our point of view this approach appears somewhat limited, as it sees the organizational members as uncritical, static entities without their own interpretive frame. One must recognize the ongoing interpretive process that the organizational members are a part of, as the organization consists of this ongoing process where meaning is constantly co-constructed through interaction. Conversely, framing can still prove useful if it is a part of a communication approach. However, one should keep in mind that the message sent is not necessarily the one received. Therefore, we argue that framing can be used as a communicative

activity to try to shape or adjust the organizational members' interpretations and thereby influencing the discourse related to the change process (Fagley *et al.*, 2009).

When interviewing the employees working in the communications department, we identified a certain set of key messages that were used in order to help facilitate the change process. We also believe it was used to improve communication consistency. It was an attempt to keep the organizational members focused on the elements that the management had identified as key during an unstable period. These key messages or focus areas were introduced as followed, "*We want to do this through three focus areas: bringing significantly more innovation to the market faster, ensuring success in new platforms, and cultivating great leaders and developing people*" (www.novozymes.com - F). It may seem obvious that the interviewees working in the communications department knew these focus areas and mentioned these in the interviews, but we encountered the areas elsewhere as well. We learned from the high-ranked communications employee, that the management emphasized these key messages. Furthermore, all the vice presidents were encouraged to use these when communicating with their middle managers and it was furthermore incorporated in various communication activities.

When conducting the interview with the vice president, the very first thing he mentioned when addressing last year's events in Novozymes was, "*We have gone through a restructuring, a major restructuring in the organization. If I were to mention three things concerning this, it would be to bring our products to the market faster, ensure growth in new platforms and creating great leaders.*" (Interview B). Unsurprisingly, an employee at this hierarchical level were able to recite the three focus areas with a very small margin of error. However, it became evident that the communications department and managers had been very successful in communicating these focus areas throughout the organization when interviewing some of the lower hierarchical members.

For instance, one of the assistants mentioned the following when asked how the implementation phase was communicated, "*There was a lot of focus from the management that we should keep the wheels in motion. Especially three things was emphasized; leadership, innovation and bringing the products to the customer faster.*" (Interview L). This quote illustrates

how even in some of the lowest levels of the organization, the three focus areas were imprinted in the interviewee's mindset.

As Jeanie Duck points out in her article on how to manage change, *"It is important for the message to be consistent, clear and endlessly repeated. If there is a single rule of communication for leaders, it is this; when you are so sick of talking about something that you can hardly stand it, your message is finally starting to get through"* (Duck, 1998: 61).

The above-mentioned focus areas were not the only example of attempting to frame the change process that we encountered. An internal article (Appendix - 7) that was posted on the intranet had the title, *"Change surfer" or "security seeker" – which are you?"*. This document's purpose was to help the employees cope with the change and the subtitle stated, *"Change can be both upsetting and an opportunity. Six tips on how you can ride the wave with success"*. The first paragraph of the article conveys the message that change is a necessity and is something that all organizations must undergo in order to survive in the modern world. It further recognizes that change can be something that is negative in the organizational member's point of view, but stresses that it can also be a positive experience, resulting in the improvement of working conditions, position or tasks.

The article then proceeds to acknowledge that people deal with change differently, and that it can be divided into two types of people. In the one end is the *"change surfers"* that allegedly are, *"...employees who are naturally ready to ride the wave of change with a positive attitude"*. In the other end there are the *"...security seekers – the employees who fear change and are worried about their job security"*, and somewhere in the middle are employees *"...who have experienced considerable change in their career and have learned to adapt, even if they don't necessarily enjoy the process"*.

The article concludes that whether the employee would categorize themselves as *"change surfers"* or a *"security seeker"* or something in between, it is important that they are able to adjust to a new situation. It urges the readers to actively seek information and talk to their manager about any concerns they might have.

The finishing remarks of the article are six recommendations for how to cope with the changes, which are supposed to help those organizational members that experience uncertainty. We

claim that the first advice, *“Expect change. In today’s economy, changes can happen anytime”* is rather narrow-minded and entails little understanding for any issues the readers may encounter. We argue that this actually appears to be the general view throughout the six advices with remarks such as *“...your concerns might be exaggerated, or you may have blind-spots. Seek to establish a realistic picture of your situation as possible”* or *“Give it time. Raw feelings may soften, and you may find new constructive ways to adapt that you didn’t think of before.”*.

Finally, this communication product states that, *“You can choose how you perceive and respond to the situation”*, thus leaving it up to the individual employee to cope with and make sense of the change process. We argue that these six advices deal with the employees’ uncertainty in a somewhat simple and straightforward manner. The article states that the employees’ feelings probably are exaggerated and that the individual employee can choose or control how to perceive the changes. Consequently, we argue that the wording (framing) used in this article had a purpose to affect the perception of the outcome of the change process.

Conversely, another interesting notion would be the use of metaphors during the interviews as it illustrates how the interviewees have diffused and made sense of the change process. We believe that sense-making process is an interesting notion as *“...people taking in values, attitudes, or regulatory structures, such that the external regulation of a behavior is transformed into an internal regulation and thus no longer requires the presence of an external contingency...”* (Gagné and Deci, 2005: 334).

As the realities in which the organizational members live and work in are a social construct, constituted through the words, symbols and actions that the members invoke, we find this notion interesting to study. In essence, *“Stories, myths, rituals and language use are not simply reflections of organizational meanings; they are the ongoing processes that constitute organizational life”* (Putnam, 1983: 40).

The variation in the interviewees’ use of linguistics may provide an image of how the various elements of the change process were perceived and generate insight into the organizational members’ social reality.

For instance, when conducting the interview with the high-ranked communications employee he used metaphors throughout the interview such as *“There is no rocking the boat...”* (Interview

A). We believe that this implies how the decision to choose an internal candidate as Steen Riisgaard's successor signaled continuity, stability and strengthening the business.

Another example could be one of the senior managers referring to the power-struggle between the various candidates as a tennis match, *"It became a tennis match in the organization. With Thomas on one side and Peder on the other. Especially in target setting, where both sides of the net produced and prioritized targets and goals. In the situations where R&D was involved they functioned as referee as they did not have any stake in this match. So instead of announcing a successor immediately and make it clear who it would be, we created this tennis match that resulted in a lot of disturbance which in turn destroyed a lot of value."* (Interview K). We claim that this interrelates with our previous statement about the deliberate nature of the strategy, which had some implications for the organization.

Furthermore, we encountered another metaphor used by a manager when referring to the change process as a, *"...snow ball running downhill, just growing larger and larger. This transition would result in a lot of changes."* (Interview J). We argue that this figure of speech implies that the change process could be viewed as somewhat uncontrollable and running loose.

In general, considerable amount of different phrases were used to create an image when the interviewees explained how they observed the changes in the organization. Another example is the following quote by a senior manager, *"It kind of reminds me of the chair-game, where you have 10 chairs and 11 people that are supposed to find a place. In the big picture, some of the chairs were moved around and some people received new titles, but the work process remained the same. Everything quickly fell into place and it wasn't many that did not receive a chair to sit on."* (Interview K). Even though the restructuring at Novozymes did not entail mass layoffs, the parallel to the "chair-game" seems to imply that throughout the organization the element of uncertainty was related to a perception of layoffs. We argue that this could have proven problematic, as we today make sense of who we are through our work, *"...job titles serve as prominent identity badges"* (Ashforth and Kreiner, 1999: 417).

There were numerous of other examples throughout the interviews, however they will not be included due to the limitations of this dissertation. As such, the above is merely examples of the most noteworthy.

Thus, we claim that framing was evident in the Novozymes case. It was incorporated in the communication activities, but we claim that is very difficult to measure the success of such. Despite of this, we believe the Novozymes attempts to utilize framing was somewhat futile.

To sub-conclude the above section answers our second sub-question, *what communicative approach does Novozymes utilize during the transition phase?* It furthermore answers our third sub-question *did Novozymes make use of framing to help facilitate the change process?*

In this communication orientation of our analysis, we can offer an array of insights. We have stated the different internal and external communication activities. As expected, we identified more internal than external. In addition, we identify that the various activities facilitated, as intended, information successfully in various degrees. Furthermore, we argue that Novozymes has mixed programmatic and participatory approaches both successfully and unsuccessfully.

Based on our data, we claim that the intention with the usage of change communication was to generate understanding of the process and acceptance to change within the new structure. As such, the use of framing was evident; however, the result was somewhat inadequate.

We argue that the “box-thinking” of having separated the two approaches is a limited way to perceive communication. As we have previously argued, the Novozymes case entails elements where both approaches seem useful and have been utilized in various degrees. Therefore, we believe that an interplay between the programmatic and participatory approach can be beneficial in the field of change communication. We argue that the programmatic approach is still highly useful in certain aspects of the change process and as such, we believe that the alienation of the approach in modern change literature is unjustly placed.

Moving towards a theory

In this section of the analysis, we will try to elaborate on the complexity of change process. It is always influenced by the different actors' co-constructed meanings and interpretations. In the search of a better understanding of this complexity, we created a model that should simplify this process.

When conducting the interviews we learned that the transition within the management was common knowledge among the organizational members, but the restructuring of the organization came as a surprise to some interviewees. When asked whether the organizational members experienced the transition and the restructuring as being one change process or two separate processes, the answer varied depending on where in the organizational hierarchy the interviewee was placed. Furthermore, it varied according to role and function of the individual member during the implementation phase.

For instance, *"If we look at the leadership transition, then it is relatively simple. There is not a whole lot of change communication in that scenario. The actual change communication and where it really happens in Novozymes, is when you along the CEO change, communicate that you are during a complete reorganization and a completely new way to do business. Now we're talking change communication on the truly big scale!"* (Interview A). So according to this interviewee, the view from the communication department was that the change in management was a change that required less attention, planning and work than the restructuring of the organization. However, it was not only in the communication department that the leadership transition seemed to have a minor significance when compared to the restructuring of the organization.

When we conducted the interview with a vice president (second highest layer within the organization), we learned that he too experienced the restructuring as the major change within the organization. When asked to give a summary of what had happened in Novozymes during the last year he answered, *"We had a restructuring, a major restructuring in the company. It is supposed to ensure a better and faster dialogue with the customers, thereby adding growth to the organization."* (Interview B). We argue that this quote seems to demonstrate how some of the

highest-ranking organizational members had more focus on the restructuring and the organizational goals than on the new CEO.

On the contrary, when conducting interviews with organizational members placed in a lower hierarchical level or outside of the communications department, we learned that some of those interviewees viewed the process as being two changes with the emphasis on the new CEO. The restructuring of the organization was witnessed as a bi-product of the initial change process. As such, it only occurred because of the change in management. One of the personal assistants mentioned the following, *"I would say that it was one combined process with the restructuring as a natural product of the new CEO."* (Interview L). Another employee mentions that he viewed it is a two-step process, *"I saw it as the new captain had to set a new course to state that the times are changing. As such I kind of expected something like this to happen, it seems only natural that a new CEO would create "his" Novozymes."* (Interview J). We argue that these statements illustrate how the restructuring of the organization were seen as product of the "real" change; being the new CEO and implicitly leading to a "new Novozymes" and thus signaling a significant change in the organization.

It is interesting to investigate how these various statements and different interpretations of the change process(es) in Novozymes affected the implementation phase. To us, it seems that there has been a dilemma regarding whether or not the changes in the organization are one combined process or two separated ones. The different interpretations could cause misunderstanding and a sense of uncertainty within the organization. We claim that the organizational members (in the receiving end) could see the changes as a new direction for the organization, which seems to be the opposite of what the organizational members in the transmitting end wished to communicate. *"If we had chosen an external candidate it would be to signal changes and clean-ups and on the contrary having chosen an internal candidate we signaled continuity and stability. To change a CEO is of course a big change, but really – that is how it is."* (Interview A). This statement illustrates the view that the key communication employees and executive management had on the change process regarding the leadership transition. This seem to contrast the view that some of the lower-ranked employees had. Again we can draw upon a

before mentioned notion and limitation with programmatic communication. That the message sent does not equal the message received.

Looking at a change process from our social constructionist view, there is not only one objective reality within the organization, but instead each individual organizational member interprets, creates and understands their own reality. In our understanding, people do not view the world in the same way, but instead we each have our own interpretation of the reality. We have a selective understanding or perception and as such, one cannot expect others to have the same perception.

With this in mind, it seems obvious that the change(s) are viewed differently throughout the organization. The reality and the perception of the change(s) in the organization are co-constructed through dialogue and negotiation with the people that each individual attach significance and meaning to. As such, the reality is a co-constructed entity. Thus, we argue that a one-size-fits-all model cannot work. As in reality, every setting is different as it is being molded by the ongoing interpretation of the different actors within that setting. For instance, in the 8-step model of Kotter, one of the steps is to “*communicate*”, however we argue that each setting and each case requires different approaches as not all situations call for more information. Conversely, in Novozymes, several of the interviewees mentioned that the amount of information was sufficient – hence more information would have resulted in clutter and noise in the organization. The model we present acknowledge the contextual and thus leaves room to adapt to the individual framework in which the change process would occur.

For example, managing and working in an organization such as Novozymes, which we categorize as a knowledge-intensive organization, entails that the organizational members actively seek information about their workplace and engage in dialogue about how the organization is managed (Alvesson and Kärreman, 2004).

For instance, several of the interviewees mentioned that the leadership transition was monitored by the public media and how they discussed various external media with colleagues, “*For instance, there was an article in Børsen which discussed who seemed most likely to be the*

crown prince of Novozymes and it was actually brought to work by someone, which of course meant that we discussed it.” (Interview I).

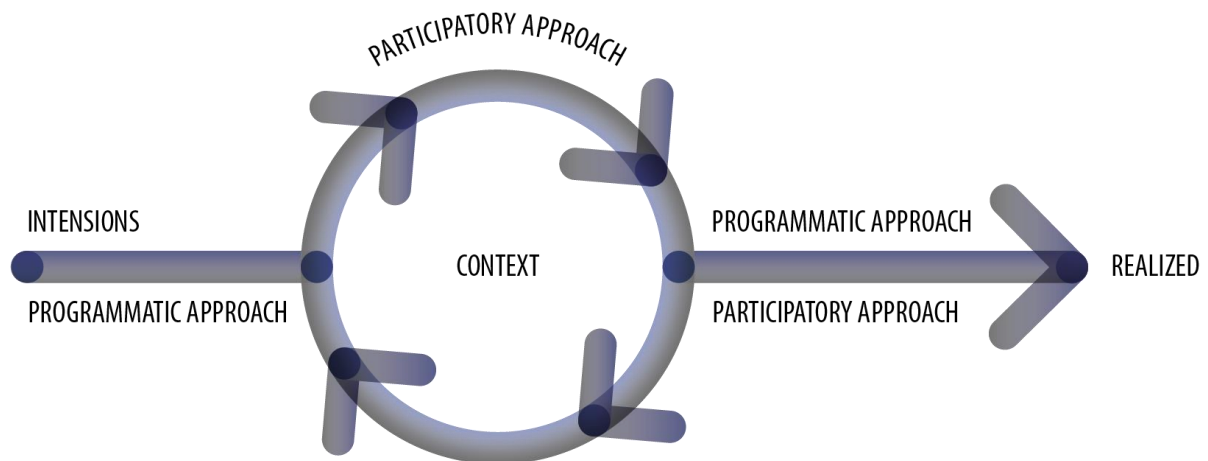
Another example was, “People used a lot of externally sources when discussing who the new CEO would be and how the choice was received in the outside world. I think people in the organization like to read about Novozymes and how we are seen by others.” (Interview L).

We argue that these statements illustrate that in general, employees were curious about the changes and how it was viewed in the public media. As such, this could influence a deliberate process, where the organizational members actively engage with their colleagues to make sense of their situation instead of just accepting the change without interpreting the context.

As we have argued previously, the programmatic approach to communicative activities can be an effective and important tool when dealing with a predetermined and deliberate change process. However, as we have also pointed out, we believe that communication cannot be controlled entirely, as the various actors will engage with each other to interpret and co-construct their own understandings and meanings.

With the above in mind, we then proceed to review the work of Mintzberg and Waters in connection with the case of Novozymes. As previously mentioned, we argue that the nature of the strategy is a deliberate one - with the three conditions stated. With the alternate viewpoints of the change process(es), it seems that the process could be viewed as planned. On the other hand, it could be viewed as a purely deliberate strategy with a selected group of people knowing the intentions behind. However, adding to our point that a one-size-fits-all model always comes up short, we call for a more co-constructive and contextual model. We seek to add to the literature of change communication by combining the continuum of Mintzberg and Waters with a concept that appreciates both the participatory and the programmatic approach in the endeavor to create a model.

Our model seeks to illustrate how a change process from the formulation of intentions to the finished implementation cannot avoid to be influenced by the context in which it operates. Even in the most concealed and controlled environment one cannot evade the fact that the organization, which consists of human and non-human actors, will be interpreting the change and thus influencing the original intentions.



Figur 4. Heisselberg and Naundrup 2013

When the board of directors stated that Steen Riisgaard would resign, it raised the question of who would follow as the new CEO and how would that affect the organization. As we have established, this question was debated and scrutinized by both internal and external stakeholders regardless of how undisclosed the selection process was.

Corresponding to the previous point about how the employees of Novozymes have a high-involvement ratio, this model does not seek to undermine or avoid this, but instead use it as an advantage for the organization. By letting these experiences and the context influence the process and learning from them, the management could ensure a stronger and more rooted change within the organization.

Furthermore, it could help minimize the level of uncertainty that seems to have appeared throughout the organization, as the organizational members could obtain a more contemporary view on the change process as they would be included in the process (to some extent) thus gaining insight.

We argue that instead of differentiating between deliberate and emergent strategies and participatory and programmatic approaches, it is possible to combine these concepts into a singular model that entails these elements. We believe the idea of an emergent strategy that necessitates the intentions are completely altered is somewhat flawed. In addition, we argue that only having a programmatic approach to communication is taking too lightly on the

complexity of change process. Arguably, in every change process there seems to be an initial idea, a set of intentions to where the organization should move towards in the end of the process.

As such, we argue that a programmatic approach still has its purpose, as a one-way communication flow provides a high level of information to be distributed throughout the organization. If used in the initial phase of the change process, the programmatic approach can prove rewarding, as this phase of the process often calls for a lot of planning and information. However, as several researchers point out, a change process is not a one-way communication process and it may cause an abundance of unnecessary information and thereby overwhelming the organizational members (Russ, 2007).

Our model also entails an appreciation of context by including the participatory approach. We believe that the organization should utilize participatory activities to create an awareness of context. Thus, the organization can revisit and revise its initial programmatic activities and continue with this mixed interplay.

To sub-conclude our main research question involves a notion where we wanted to utilize the Novozymes case as a foundation to add our thoughts and considerations to the field of change communication.

Our model is based on our observations at Novozymes and on the framework of theories presented in this dissertation. It shows the planned process of Mintzberg & Waters with the intentions set forth by the organization on the left-hand side, and the realized strategy at the right-hand side. In between is a circular process-arrow, which is to conceptualize the context in which the change process must operate within. As such, the process will still be carried out as planned, but at the same time involves the co-constructive meaning-creation that the organizational members most likely will engage in. We argue that our model is not a final product to be utilized. However, on a theoretical level this leads towards new perspectives in the field of change communication. Thus, we have answered our main research question. First, by investigating how Novozymes navigated through the change process. This was presented in the first and second parts of this analysis. Secondly, we have added to the field of change communication through our understanding and the visualization by our model.

Conclusion

We begin our conclusion by reminding the reader of our research question. The research question served to help us to analyze how a corporation experiencing a deliberate strategy made usage of change communication. As we stated in our introduction, this process was a dynamic and revealing process for us.

The research question, we sought to investigate, was as followed:

***How did Novozymes navigate through the change process,
and how does insights from this process add to the field of change communication?***

This conclusion seeks to answer if change communication functioned as a compass for the organization in the leadership transition, which led to a wide array of findings and the presentation of a new model.

In chapter 5.1, our analysis began by examining the strategic nature of the Novozymes case. In following chapter 5.2, we sought to study the change communication process at Novozymes by identifying a selection of the various communicative activities in relation to change communication approaches. Lastly, in chapter 5.3, we pointed towards the beginning of a theory that confronts box-thinking in some of the theory we have encountered.

This conclusion also follows a three-part structure. Firstly, we will discuss our conclusions and implications for theory in relation with our findings. Secondly, we will discuss the practicality of our findings in relation to change communication and change management. Thirdly, the reader will be presented with a brief overview of some of this thesis' limitations. Fourthly and finally, we will point to future research and further perspectives.

Concluding remarks and implications for theory

In the following first part of our conclusion, the reader will review the main arguments in our analysis and we will further elaborate on our main points and findings. As we began this process by introducing the general themes, we present our concluding remarks on strategy, change communication and leadership. In addition, we will point towards implications for theory based on our assumptions and findings.

We conclude that the case proved to be a purely deliberate strategy. To sum up, the three conditions stated by Mintzberg and Waters were; precise intentions in the organization, the strategy must be common knowledge, and lastly the intentions must be realized as intended without interference from external forces. Finally, they claim that these conditions constitute an unrealistic scenario. However, we challenged this theoretical statement.

We conclude that the first condition was fulfilled in the Novozymes case as considerable amount of data point to a very controlled and planned change process.

The second condition was also fulfilled as we identified that the transition was common knowledge. All of our interviewees stated that they were aware of the leadership transition. Thus, we conclude the second condition was fulfilled.

Finally, the third condition was met as we identified that the leadership transition was eventually realized. The third condition was met despite the fact that we identified that Novozymes encountered various degree of internal and external pressure to reveal the new CEO. We found that the intentions set forth in the beginning of the year were unaltered and ultimately the intentions of replacing Steen Riisgaard was realized as intended.

Therefore, we conclude that a purely deliberate strategy can exist in the modern world. We further claim that both a planned strategy and a purely deliberate strategy type can be applied when analyzing the Novozymes case.

Thus, we have challenged Mintzberg and Waters notion and add some implications for theory. Before we began our research and data collection process, we had anticipated that the case would prove to be a purely deliberate strategy. Furthermore, we expected that the nature of the change process had influenced the communicative approach. What we did not anticipate was that a major organizational restructuring followed the leadership transition.

Our findings add to the work of Mintzberg and Waters with the idea that context also interrelates with deliberate strategies as we claim that context influences all strategic decisions. This entails our social constructionist understanding of a change process being influenced by co-constructions.

To conclude, we claim that the three conditions are somewhat rigid and general as they fail to incorporate a broader understanding of change processes. For instance, the third condition

entails that the organization must exist in an environment that is under complete control. We argue that an organization like Novozymes cannot be in complete control over its environment. Our findings clearly shows a considerable amount of uncertainty, mixed interpretations, personal positioning and misalignments of goals. From our social constructionist understanding, Novozymes cannot expect its organizational members not interpret the change process.

In addition, we claim that the third condition fails to acknowledge that not all strategic changes are easily interfered with. We claim that, a deliberate strategy does not necessarily have to emphasize a central direction and hierarchy. Correspondingly, an emergent strategy does not necessarily open up for collective actions and convergent behavior. As such, we have answered sub-question:

When looking at the Novozymes case, how does the nature of the change process relate to a notion of deliberate and emergent strategies?

We would like to emphasize that we do not disregard the work of Mintzberg and Waters. We merely wish to add some implications. We argue that some of the claims seem too rigid and general in the Novozymes case.

As a final point, Mintzberg and Waters argue that strategy formation entails both a deliberate and an emergent notion. We agree with this concluding remark, as we believe that a change process is a concept that works in various directions.

With our research, we want to challenge the box-thinking in some of the modern change literature as we call for a more contextual and encompassing approach to be incorporated in the field.

We have reviewed and discussed some popular understandings and recent research within the change communication field. We have shown the reader how the various organizational levels have perceived the change process in different ways and how the tools and communicative approaches are perceived differently according to hierarchy.

We argued that programmatic and participatory approaches were a fitting framework for analyzing the case. We conclude that Novozymes has utilized both approaches successfully and unsuccessfully. We proved that the use of the approaches was not a question of either-or at the

communications department. Therefore, we conclude that Novozymes has actually challenged the notion of programmatic activities as always being one-way communication. Traditionally, organizational intranets, blogs and videos are identified as programmatic. However, we argue that for example with the company blog, "*Thoughts from Peder*", Novozymes has successfully proven that programmatic communicative tools do not have to remain one-way and asymmetrical. As previously stated, 85% of all employees mentioned the use of blogging and acknowledged the opportunity to ask their CEO questions directly. Similarly, the videos also allowed and encouraged a dialogue. We conclude that this leans towards a more participatory approach.

In addition, we identified an array of other programmatic activities. These facilitated the anticipated benefits of communicating broadly, which we claim is essential in a change process. As we have stated, the programmatic approach is often referred to as old-fashioned conduit-like communication. The programmatic approach identifies that the most popular communicative activity is general information meetings. However, at Novozymes these had an orientation that encouraged the employees to engage in questioning and active feedback. Therefore, we conclude that Novozymes once again utilized a programmatic activity in a more symmetrical communication fashion.

We also identified the use of participatory approaches in the case. The applied theory rarely defines participatory activities as very tangible communication. The participatory communication activities are usually more based on the organization facilitating environments that allow dialogue and feedback. The informal meetings were presented as an example of a participatory activity. These functioned as an outlet for questioning and dialogue with leaders. We claim that this ensured a closed connection between organizational levels and signaled openness. Furthermore, we argue that the use of informal meetings have minimized the level of uncertainty and thus hindered resistance to change.

Another participatory activity was the usage of informal conversations. We argue that by allowing the organizational members to have the possibility to conduct informal conversations, it could have both decreased and increased uncertainty. Once more, we stress our social constructionist understanding that the organizational environment cannot always be controlled.

The lack of control is also evident in a different aspect. We conclude that auto-communication functioned as an important part in this sense-making process. We claim that internal stakeholders are very likely to interpret and understand beyond internal communication settings. Our findings proved that the interviewees drew upon an array of internal and external communication activities. Thus, we conclude that Novozymes did not control all communication.

Certain attempts to control the interpretation process among the organizational members were also identified. One example in the analysis was the usage of framing in an internal article. When conducting the interviews, we encountered a noticeable level of uncertainty. As such, we conclude that the framing attempt seemed somewhat vague and futile. Even though several organizational members seemed influenced by framing, the uncertainty level remained uncontrollable. Thus, we have provided an answer to our sub-research question:

How did framing play a role in the change process at Novozymes?

We can also conclude that leaders in Novozymes engaged in a dialogue with their employees to some degree. However, the uncertainty level varied accordingly to hierarchical position. Uncertainty can create various disturbances in organizations and thus leading to the organization going off course during a change process.

We claim that the leader-follower relationship at Novozymes functioned as a conduit-like flow of information during the entire process. Based on our findings, we conclude that the leader-follower relationship facilitated an open dialogue. However, this open dialogue was assisted by programmatic communication activities such as slides made available on the intranet. Therefore, we argue that this exemplifies a successful interplay between a programmatic and participatory approach in a leadership aspect.

Finally, we conclude that Novozymes have utilized both approaches successfully and in some cases unsuccessfully. As such, we have provided an answer for our sub-research question:

How did Novozymes approach change communication during the transition phase?

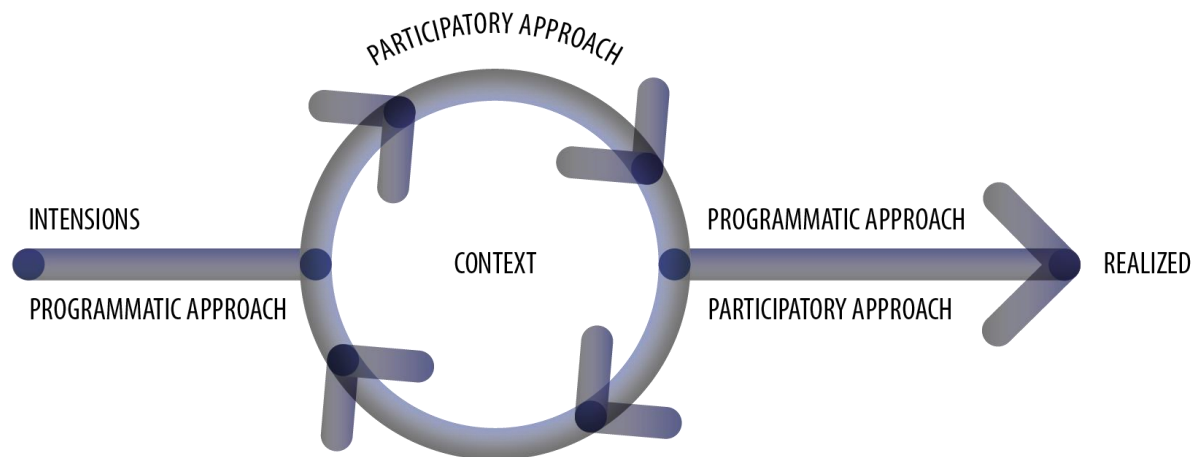
We conclude that Novozymes approached change communication with an array of communication activities and had a mixed interplay between programmatic and participatory

approaches. We did not identify as many participatory activities as initially anticipated. However, we found that Novozymes made use of programmatic approaches that were more two-way oriented and thusly more symmetrical. In our analysis, we claimed that Novozymes utilized programmatic communication as more participatory. Based on the evidence, we claim that it is possible to change an asymmetrical activity towards a symmetrical orientation.

We conclude that the implications for the change communication literature is to consider an interplay of programmatic and participatory approaches. Thus, we argue for a more nuanced perspective on the approaches. Technological advancements and digital solutions open for a more flexible perspective on various communication activities. Therefore, change communication literature could include a more digital aspect. We conclude that they are both beneficial and should be considered when conducting change communication.

In the third part of our analysis, we presented a model based on our findings from the first two chapters of the analysis. Based on our conclusions, we argue that it is difficult to determine that one model or theory is better for implementing a transition or that one approach is superior to another. From a social constructionist view, a change process is rooted in a specific context with for instance a specific culture, workforce and external forces. Thus, the model that suits one situation cannot simply be forced upon a different case, as each case differs in context. We believe that a one-size-fits-all model is unusual when context is acknowledged.

We have provided a framework that sought to involve a more dynamic relationship between a programmatic and a participatory approach. Our model acknowledges context and thus leaves room to adapt to the individual framework in which the change process would occur. This model serves to provide a visualization of our understanding and as such is not a final product.



The model intends to add to change communication literature with offspring in the work of Mintzberg and Waters. We found the purely deliberate strategy to fit the conditions related to the Novozymes case. We wish to include a more contextual view where a deliberate strategy can exist and still leave room for more emergent elements. Our claim is that a deliberate strategy can exist, as an organization can formulate intentions, articulate the strategy and realize the actions as intended, and still involve a participatory approach where dialogue, consensus and understanding is emphasized. We argue that this would allow the organization to learn and adapt throughout the process and acquire knowledge that can help facilitate the original intentions. We conclude that by having a change communicative approach to the work of Mintzberg and Waters, we have opened up for a different perspective. We conclude that a deliberate strategy can co-exist with emergent notions through the usage of programmatic and participatory approaches.

We argue that further implications for theory entails a movement away from the general box-thinking where deliberate and emergent strategies are constant counter-poles and participatory approaches are superior to programmatic approaches. In our perspective, we believe that a programmatic approach can be highly beneficial during a deliberate strategy, as it provides the organization with a massive information-flow early on in the implementation phase. Our claim is that a linear approach is still relevant in the contemporary change communication literature. Continuing on the model, we argue that further along in the process,

the organization can engage in dialogue and a higher level of involvement. In the following section, we will discuss the implications for practice when reviewing our model.

Implications for practicality

The reader should keep in mind that our model is not a final product. We believe it calls for further research as not all aspects are not included. As such, our model serves as visualization of our understanding based on our findings and research.

We believe the case opens up for new possibilities to approach a change process for organizations. The case further illustrates how distinctive assumptions in the field of change communication and change management could benefit by combining various and sometimes contradicting concepts.

Furthermore, we argue that the model demonstrate how a change process does not necessarily have to be time-consuming in order to involve organizational members. On the other hand, a change process does not have to consist of one-way communication where the organizational members are perceived only as receivers. In order to obtain the model's full potential both aspects must be considered.

On a hypothetical level, to use our model in practice we recommend some considerations. Firstly, the good practitioner must consider the element of context. Our model is based on a contextual understanding where we emphasize that a one-size-fits-all does not exists, as meaning is co-constructed.

Secondly, the nature of the strategy is an obvious element as the model is rooted in a deliberate case. As such, the good practitioner must be conscious of the strategic nature of the change process. We claim that the model decreases its value in a setting where the foundation is an emergent strategy.

Thirdly, the good practitioner must consider the participants in the change process. We claim that knowledge-intensive workers expect and require a substantial amount of information and involvement. Therefore, the sender must be aware of the receivers.

To conclude, the bad practitioner fails to recognize the above-mentioned conditions and as such cannot expect a successful outcome.

With these conditions in mind, we proceed to unfold and describe the process. We assume that in practice the strategy formulation would clearly indicate the actual strategy intentions. In this initial phase of the change process, our model encourages the use of programmatic approaches. As previously stated, the programmatic approach can communicate broadly and we claim that it would function well in the initial steps of a change process. These communication activities would serve to function as a conduit of information regarding the change process and should seek to clarify the course ahead.

Our model also recognizes the importance of acknowledging context. Therefore, the model encourages the use of participatory approaches. This will provide a better and broader insight of the organizational members understanding and sense-making.

We claim that the organization should revisit and revise the initial programmatic activities with the knowledge acquired from the participatory approach. We conclude that the organization would benefit from an interplay between the two approaches when achieving the realization of the original intentions.

The previously mentioned conditions may not exist in a given situation or function in a real-world situation. However, it can still facilitate and explicate an understanding from our findings. We argue that our model is justified in its existence as it might point toward a different view in the change communication literature. Therefore, we recommend that further research is needed. Our model serves as foundation for future researchers to add empirical data. By contributing with additional case studies to validate the findings, this model could move from a theoretical level to a practical level.

Limitations

We recognize that although the research has reached its aims, there were some unavoidable limitations. As researchers, we have made some underlying assumptions. It is somewhat difficult to conduct research without a preconception. Quite similar, it is difficult to conduct research without witnessing and identifying limitations. Therefore, we believe that is necessary to present and discuss the most obvious and crucial limitations we have identified. We understand limitations as possible weaknesses in our thesis. These are understood as being out of our control and a natural consequence of the choices we have made.

Firstly, the methods used in the data collection process limits our findings, as we do not utilize a mix of quantitative, qualitative and mixed methods. As such, our study is a product of these choices and definitions hence it is limited by our understandings.

Secondly, Novozymes is a global organization; however, our focus was on the headquarters in Bagsværd, Denmark. Therefore, our data collection process and the empirical data are only a limited sample of a much larger corporation. As such, a cultural aspect is not included.

Thirdly, since the authors conducted the data collection process and the assessment of this, it is unavoidable that in our study certain degrees of subjectivity can be found.

Fourthly, another implication is our definition of concepts. Working with ambiguous concepts such as uncertainty and communication call for a simplification. This is needed in order to make sense of complex processes. Thusly, the theoretical framework that we present and utilize in this dissertation naturally limits the elements of analysis.

Fifthly, because of the time limit, this research was conducted on a small size of the organization therefore; to generalize on behalf of the entire organization the study should have involved more participants at different levels.

Lastly, our findings and academic contribution is only a step towards a direction that we believe needs to be elaborated. A theoretical model such as ours is only as good as one allows it to be. Consequently, we believe that our findings can provide foundation for further research in order to become a tool for individuals and companies to utilize during a change process.

Future research and perspectives

As we recognize that the concepts we have worked with throughout this dissertation are complex and the literature is vast, we identify some aspects that this dissertation did not entail due to limitations. Therefore, we would like to present perspectives for future research.

In this study, our focus was on the headquarters in Denmark. Thus, we chose not to recognize that Novozymes is a global corporation. We argued that further perspectives could include change communication in other departments and subsidiaries beyond the Danish borders.

Another interesting perspective could include a cultural aspect, as this is also contextual and therefore highly relevant. It would be interesting to observe how other cultures coped with the change process and if the uncertainty aspect could be related to culture. As such, further research could investigate how the communicative tools worked in subsidiaries that consisted of non-Danish employees. Similarly, an analysis could include expats perception of the Danish change process and uncertainty level.

Another interesting perspective could include a study of the correlation between uncertainty and distance to headquarters.

A different perspective could include the correlation between the uncertainty level and seniority. Organizational members, which had experienced all three major changes in Novozymes, might have more change-readiness.

We briefly identified and discussed the use of framing and metaphors. Therefore, future research could include a linguistic orientation when analyzing the change communication activities.

Another notion, which we recognize as an interesting perspective, is a more thorough analysis of leadership. Thus, research could point towards the understanding and acceptance of the leader-follower relationship when a leadership transition is announced. Future perspectives could involve how leaders as co-constructed entities influence change processes and how a contemporary leadership approach could navigate through the process at Novozymes.

Our finishing remark is that the Novozymes case presents many different aspects. These aspects present findings for future research. Our thesis had a particular focus – we hope that our findings inspire and allow future communication students to investigate other aspects.

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<http://intranet.nzcorp.net/NewsAndDialogue/NewsArchive/DA/ConfidentialNewsArchive/2012/Sider/Resultsforfirsthalf2012.aspx>
2. "Meet the five ExLT's and get their take on Novozymes' new structure"
<http://intranet.nzcorp.net/NewsAndDialogue/NewsArchive/PT/GlobalNewsArchive/2013/Paginas/MeetthefiveExLT%E2%80%99sandgettheirtakeonNovozymes%E2%80%99newstructure.aspx>
3. "SR newsletter: Keep momentum – strategy unchanged"
<http://intranet.nzcorp.net/NewsAndDialogue/NewsArchive/CN/GlobalNewsArchive/2013/Pages/SRKeepmomentum.aspx>
4. "Our new senior leadership is in place"
<http://intranet.nzcorp.net/NewsAndDialogue/NewsArchive/DA/ConfidentialNewsArchive/2013/Sider/Newseniorleadership.aspx>
5. "We start working in the new organization on April 2"
<http://intranet.nzcorp.net/NewsAndDialogue/NewsArchive/EN/ConfidentialNewsArchive/2013/Pages/NeworganisationApril2.aspx>
6. "Passing the baton"
<http://intranet.nzcorp.net/NewsAndDialogue/NewsArchive/DA/ConfidentialNewsArchive/2013/Sider/Passingthebaton.aspx>
7. "Change surfer" or "security seeker" – which are you?
<http://intranet.nzcorp.net/NewsAndDialogue/NewsArchive/PT/ConfidentialNewsArchive/2013/Paginas/Ridingthewaveofchangesuccessfully.aspx>

8. "We are working in the new organization"

<http://intranet.nzcorp.net/NewsAndDialogue/NewsArchive/CN/ConfidentialNewsArchive/2013/Pages/Workingintheneworganization.aspx>

9. "Our new team goes into action"

<http://intranet.nzcorp.net/NewsAndDialogue/NewsArchive/CN/ConfidentialNewsArchive/2013/Pages/Ournewteamgoesintoaction.aspx>

10. "Ask EXLT"

<http://intranet.nzcorp.net/NewsAndDialogue/NewsArchive/CN/GlobalNewsArchive/2013/Pages/AskExLTq1meetingquestions.aspx>

Appendix

Appendix - 1

Eight things to know about the first-half financial results, and what it means for you

Overall, sales were a bit weaker than we hoped, but were strong in several key industries, and profitability was stronger and better than planned. This fall, employees can expect management to strengthen the already strong focus on sales and our growth strategy, and to scrutinize budgets. Today's release also describes the process for Steen Riisgaard's succession next spring.

20. august 2012 16:50



Here are eight things to know about the first-half results:

1. Sales did not live up to our internal ambitions, but with 7% growth in Danish kroner and 3% organic growth, we delivered as communicated to the stock market. We are narrowing our expectations for sales for full-year 2012 at the lower end of what we predicted earlier in the year – we are moving from 4-8% to 4-6% organic growth for the full year.

To summarize: our sales reached the targets we communicated to the stock market – we had just hoped to do slightly better.

2. Profitability was stronger and better than planned. Earnings are strong, and we are raising our expectations for EBIT growth for 2012 from 9-12% to 11-14%, and our expectation for EBIT margin has increased to 23-24%. Several factors made this possible: currencies have developed in our favour, we have succeeded in selling more profitable products, we continue to improve our productivity, and, although our overall costs have increased, we have managed to increase our costs this year less than planned.

3. Sales of enzymes to our biggest industry, Household Care, are on a roll with 15% growth in Danish kroner in the first half. The strong sales growth came from greater use of enzymes in detergents to increase performance, enable low-temperature washing and replace traditional

chemicals. Sales to the emerging markets are also going well.

4. It's clear that the U.S. biofuels industry will have a more challenging year than expected, and this affects the entire industry, not specifically Novozymes. What is essential to us is that the U.S. biofuel legislation stands firm, and we will work together with our partners and industry associations to make sure this will not change. (See separate article.)

5. BioBusiness sales increased by 10% in Danish kroner, driven by strong Biopharma sales of recombinant albumin. Microorganisms delivered strong productivity improvements, and the Bioag organisation keeps developing in a very positive direction.

6. Water, energy and CO2 efficiency all improved in the first half of 2012 compared with the first half of 2011, and we are on track to meet all targets set for environmental and social performance in 2012. Very importantly, we continue to focus on bringing down the number of occupational accidents since a tragic fatal accident this spring.

7. As planned, CEO and President Steen Riisgaard will retire on March 31, 2013, and his successor will formally take over on April 1. Announcement of the new CEO will be made around year-end 2012.

8. No surprises. Overall, the first-half results are as we expected. And slightly better than what financial analysts expected.

For employees, here's what it means:

- o You can expect management to continue to focus on our growth strategy, filling the pipeline with innovative new products, and on projects like [Straight2Market](#) that aim to get the products that customers want to the market faster.
- o Management will continue to monitor budgets and expenses carefully this fall.

"First-half sales and earnings development was as expected overall, and we have delivered according to plan," says Steen Riisgaard. "Sales to some of the industries we serve, like Household Care, are doing great. However, it's also clear that the global economic situation is still uncertain and, for other industries we serve – especially the U.S. biofuel industry – 2012 will be a more challenging year than previously expected."

Learn more

- Read the [18-page stock exchange release](#) (in English or Danish)
- Listen in to the [conference call with investors](#) at 12 noon CET.
- See the [investor presentation](#) (English only, available later today.)



Appendix – 2

Meet the five ExLT's and get their take on Novozymes' new structure

SPaRK TV decided to take a quick tour to meet the 5 members in Peder Holk's new Executive Leadership Team. Watch the video to know more.

28. februar 2013 04:12



The new Executive Leadership team (ExLT) is working full speed to get the new functional structure in place so that Novozymes is geared to deliver growth and innovative solutions to our customers. Nonetheless SPaRK TV managed to track them down to ask each of them a couple of questions about their area of responsibility, what's on top of their agenda and what they look forward to in the new set-up.

Meet the five ExLT's in this [video](#)

Appendix – 3

SR newsletter: Keep momentum – strategy unchanged

29. januar 2013 12:23



Dear SR Zymers

It has been a busy time with the announcement of the financial results, new CEO and changes in the organizational structure. A lot of information has been shared here at the intraweb as well as at meetings and phone calls. It certainly is a very exciting period we are heading into!

I just returned from the Annual Meeting in Davos with the World Economic Forum, and it was very encouraging to see how Novozymes plays a role as a yet small but influential global company on the world stage. This is also the reason why I want to take this opportunity to stress that Novozymes' ambition of changing the world together with our customers stays – and since our strategy for Stakeholder Relations is so closely linked to the Novozymes ambition, it stays as well.

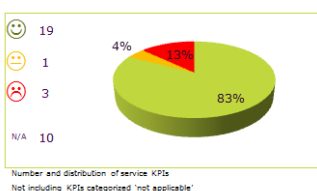
More information about the SR Strategy 2013

I want to draw your attention to [the full project portfolio 2013](#) including all the agreed KPIs, resources etc. as well as a [slide deck](#) which is useful when communicating the strategy. The Stakeholder Relations Management (SRM) has been asked to communicate the strategy to all of you, and we will follow up on the progress of the projects until the new organization is in place come April.

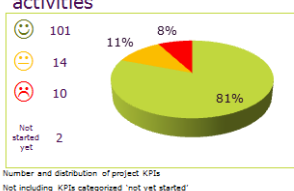
Great results in SR make us attractive

We have had great results and good performance during 2012. Please take a look at the last [bi-monthly report](#) from 2012 which shows that we are well on track with our services, projects and major ongoing activities.

KPI Highlights
Service KPIs



Projects and major ongoing activities



There are many good examples of how you connect to create results bigger than what anybody thought doable; how you enter the world stage interacting with high-level decision makers, politicians and organizations; and how you align with the priorities in Line of Business to continuously sharpen the services to our internal customers. Your competences and customer focus are asked for in the pursuit of growing the topline faster, and these abilities are exactly what have brought the functions to be integrated into Line of Business going forward.

The growth ambition is the key reason for the new organizational set-up which will facilitate the relevant strategic discussions in the new leadership team.

Please be patient with us while we build the new organization and feel free to reach out with any questions or concerns you might have. I know it is a tall order to accept change and some uncertainty while handling everyday business. But it is very important that we keep up momentum to get off to a good start of 2013.

Best regards
Thomas

Appendix – 4

Our new senior leadership is in place

Today we announce the top-layer of the new functions, as well as a strong senior leadership that will play a key role in building Novozymes' future.

8. marts 2013 15:29



It is official – our new Executive Leadership Team has defined the major units in each function and appointed a strong group of senior leaders.

“It is a great pleasure to announce the new Senior Leadership and an organizational structure that I believe will help us capture the huge growth potential in the market. We here have a great team of people, who bring together a good mix of experience, potential and challenge of status-quo,” says Peder Holk Nielsen, who will start as CEO on April 1st.

What does the structure look like?

The Senior Leadership will be responsible for the units that will make up our five major functions.

With the announcement of the new Executive Leadership Team back in January, we also got to see the five major functions of the coming structure:

- ☐ Business Development, under Thomas Videbæk
- ☐ Business Operations, under Andrew Fordyce
- ☐ Supply Operations, under Thomas Nagy
- ☐ Research & Development, under Per Falholt
- ☐ Corporate Functions, under Benny D. Loft

Now it has been decided what units will make up each of these functions and who will lead them. In other words, the functional management teams – together constituting Novozymes' Senior Leadership.

You can read [all the functional details here](#).

Spearheading enhanced cooperation

ExLT has given the senior leaders a mandate to ensure that they work cross-functionally to reach shared objectives. Based on the Touch values, the Senior Leadership will also prioritize building a high-performance culture. They will share an agenda of 'changing the world together with our customers' and reaching our growth ambition.

Enhanced cooperation will also be important for the ExLT. They will move into a group office to better facilitate cross-functional dialogue and work.

Getting the growth

Novozymes is re-organizing in order to capture the growth that will allow us to really change the world. We are in a strong position and our current organization has been a good model that has given us high profit margins and allowed us to develop new growth platforms.

At the same time, we have grown 7-8% on average over the past years, and now we want to go above 10% as we have promised in our strategy. That means that we need to do something differently.

We want to develop and protect our established businesses and develop our new growth opportunities to their full commercial potential. And we have three focus areas for this:

1. Bringing significantly more innovation to the market faster
2. Ensuring success in new platforms
3. Cultivating great leaders and developing people

A new structure to support growth

The new structure lays a foundation for succeeding in our three focus areas and enables us to enhance cooperation across the company. Specifically:

- ☑ We will now be able to build world-class capabilities within e.g. business development, supply chain and production across all industries.
- ☑ Top management will be more closely involved with the innovation pipeline.
- ☑ We will achieve greater organizational transparency and clearer interfaces between functions.



Everything will be in place in April

Some Zymers may still not be able to see their position in the new structure, and that may cause uncertainty for some. ExLT asks for patience a little longer to get everything in place.

The Executive Leadership Team has been in close dialogue with those who will not continue in an EVP management group. All are being offered to play an important role in the new set-up.

Each function will now work to finalize the organization. The dialogue begins on Wednesday and Thursday of this week, when the new Senior Leadership will join ExLT in Copenhagen to initiate the first discussions.

For now, everybody will continue to work and deliver in the current set-up. It will take a little time before the newly appointed leaders can reach out to their new organizations since the next levels in the organization have not been determined yet. The expectation is to have most people and units in place before the end of March with a few decisions running into early April.



Appendix – 5

We start working in the new organization on April 2

In a short while almost all of the new organization will be in place, and Novozymes will begin working in the new structure.

Monday, April 01, 2013 9:24 AM



What is happening on the reorganization front? We imagine that the question is on your minds, and we just wanted to update you on the process – especially as many Danes will be on Easter Holiday for part of next week.

At this point, the Senior Leadership is in the process of appointing department heads and together with these managers and ExLT, getting all teams in place. For some parts of the organization, we expect that there will be changes, while large parts remain unaffected.

Targeted announcements where relevant

Where there are changes, managers will talk with their people as necessary, starting this week and running into April 2nd. This does not mean that everyone will have meetings – it will first and foremost be in the areas where there are changes to address and discuss. At the same time, each function is evolving at its own pace, and because of that, information will be shared with groups at different times. Please be patient with the leadership.

On April 2nd, at 3 p.m. CET, information on the new organization, including organizational diagrams listing department managers, will be published on the intranet. In the weeks following, there will be important issues that need to fall into place, such as fine-tuning cross-functional groups and processes. Naturally there will also be hand-over and implementation activities.

More to follow

You are sure to have questions, and we will return with many more answers in early April. As everything falls into place, please remember that most of us still will work with the tasks that we have today and that we share the fundamental goal of delivering critical innovation and world-changing products to our customers. Some things don't change.

Appendix – 6

Passing the baton

Steen and Peder talk about what it takes to be CEO, Peder's leadership style, the biggest challenges facing Novozymes now, how to preserve the spirit of the company, the competition, and generally what this transition means for us all.

2. april 2013 08:31



On April 1, Steen Riisgaard will “graduate” from Novozymes into a new chapter of his business life, and Peder Holk Nielsen will take over as the second CEO of Novozymes. Recently, the two men each took the time to respond to questions from employees, and to talk about this important transition. Thanks to all Zymers who sent their questions.

Steen, what does it take to be CEO of a company?

You need to wish to make the company great so as to win big for the company and yourself. I have always been driven by that wish. You have to make others buy into that dream, those big ideas. You have to go out into the world, make yourself seen and heard, and ensure that both decision-makers and ordinary people believe in the company and its ideas. For the rest, you have to be a good organizer and communicator, prioritize correctly, set the right strategy and position the company in relation to customers in a way that is both attractive and good for growth, if you want the company to function well.

Steen, why do you think Peder is the right man for this job?

I am delighted that the Board of Directors of Novozymes picked an internal candidate to replace me. Peder has seen it all - there are really no business situations that he has not encountered.

He has deep insight into what we can do with our technology and what we want to achieve as a company. He has performed so well in so many areas in past years, and I believe he is a fantastically good bet to drive Novozymes forward.



What has happened in our journey together is that we have refined our strategy, and become clearer about what it is. For instance, we have become much clearer about how we develop sustainability, innovation, productivity, and the integration of our technology. Peder has been deeply involved on every step of that journey.

Peder, what do you see as the biggest challenge that Novozymes is facing?

The biggest challenge for Novozymes is to change the world together with our customers -- and do it a bit faster. Get more innovation to the market quicker -- that's the biggest one, the most difficult one, and the one that makes the biggest impact on the company going forward.

It's important that we develop our platforms: To make sure we really get biomass conversion going, that we really understand the opportunities in bioag, that we bring the biopharma solutions to market, that we get animal nutrition to the next level.

The third challenge, which is perhaps easier in some ways, is leadership development. I am responding to the fact that on most of the Peoples Opinion surveys, we are getting low scores on development opportunities, and at the same time, every time we are to do anything out of the ordinary like building a new plant, an acquisition, or a new business opportunity, we are actually quite thin on leadership. So it seems pretty obvious to make these two ends meet. It is relatively easy to do, and it could have a significant impact on the company longer term.



Steen, looking forward, what do you hope Peder will achieve for Novozymes?

Over the next 10 years, our company has potential to grow and become huge. Our enzyme business is at the right place with a technology that has improved dramatically, and it can be much better in the coming 10 years. We will continue to reap success in the areas we are used to succeeding in.

At the same time, we have a range of possibilities which could lead to major breakthroughs. One of these is our solution for producing second-generation bioethanol. Together with Beta Renewables we expect to sign several contracts this year. That is simply unique.

What's more, a lot of people are interested in using sugar to produce biochemicals – and that is an old dream of mine. Now we can use renewable raw materials and biotechnology as building blocks for a new chemical industry. That will happen over the next decade.

BioAg is another great opportunity. The major agro-chemical companies have only recently discovered its potential. Luckily, our BioBusiness had its eyes wide open to this 5-6 years ago, and we are now extremely well-placed to participate in this race. Feeding the world in a sustainable way will be vitally important in the next 10 years. And this company is good at using biology instead of chemistry to solve some of these pressing challenges.



When I was a young biologist, one of the things we were most nervous about was the indiscriminate use of pesticides. Sure, the chemical industry has since come up with less-harmful products, but the best thing would be to phase them out altogether and replace them with biological solutions. This development looks very promising.

In Biopharma, which is progressing slowly as getting approvals for pharmaceutical products takes so very long, we have in our grasp something truly exciting, both with respect to human proteins, and hyaluronic acid.

Something tells me that, even without the expectations around cellulosic biofuel, our enzymes can help us grow at our historic 8% rate. If we add BioAg, 2G and BioPharma into the mix, then – wow! -- we can be really big.

Peder, what lessons have you learned from Steen?

I've reported to Steen for 18 of the 28 years I've been with the company. I have been learning some tricks of his, maybe not all of them but quite a few of them. It's like an old marriage, you get to understand what works and what doesn't work. Steen is particularly good at allowing people to do their job and to let them have a go at creating value for Novozymes. He is very patient about that process. He's also great as a value-carrier, he talks about the values of the company, and how we should aspire to do things. This is something I am trying to practice, but maybe not as good at it as he has been. At least I am still working on improving.



It's hard to boil down to a few words, but executive life is full of decisions where, on the one side you want to be patient, you want to give it time, you want to allow people to do their jobs,

but sometimes you are actually in a hurry. Finding the right balance between changing the world together with our customers faster, and also paying attention to the peculiarities of a large company -- the world is full of small decisions, every single day, if not every hour. Making these decisions shapes the values of a company.

Steen, what is it that Peder can look forward to as CEO?

It may not be politically correct, but it's really cool to get to decide things! (Laughs out loud.) It's simply more fun! Of course you can do a lot to make sure that we are all in agreement, but at the same time knowing that if I really truly believe in something, I take the decision to do it.

There have been times when I've found it hard to say whether something was the right decision. But one thing that I am really happy about as I take my leave is that I am absolutely sure that BioBusiness has been worth the money invested. Having passion and belief in your work keeps you going when the times are tough.



Peder, what are things that Steen has done particularly well?

Steen has done a lot of things well, but by far the biggest contribution was to find the Novozymes identity under the Novo Charter. To come out of Novo Nordisk and create an identity that actually suits the company very well and yet maintains all the good stuff that we had from Novo Nordisk. That was quite smartly done. Impressive!

Peder, how would you describe your leadership style?

Most people will probably compare me to Steen. And while I'm a Novozymes-type leader like Steen, there are some differences.

I think I am good at analyzing problems, good at understanding what the critical assumptions are, and looking at the world holistically. I think I am good at bringing teams together.

I need to work on getting on more soap boxes and repeat and repeat and repeat what Novozymes is about, why it is important, what we do, how we succeed. My weaker side is these motivational speeches, I need to practice that a bit more. It's not only a transition to a more external role, but it is also towards being a value-carrier. Talking about values both externally and internally with Zymers will be important.



In the external world, I am going to continue to spend a lot of time with customers. I think it is important for me, I learn a lot about how they view an organization like Novozymes, how we can make better offerings to them. I also learn about how to manage our company better from talking with our customers; many of them have really good practices. And of course it wouldn't work to preach customer-orientation and not live it. Everything starts at the top.

Peder, how do we make sure we are keeping Novozymes' spirit and vision, and do not become a company where only profit matters?

To answer the question about spirit and vision, please remember we are not changing the strategy at all: we are out to change the world together with our customers. That is the driving force in what we do. Of course the result of that is that we are a company that can afford to invest back into changing the world together with our customers because we make money. A Novozymes that only changes the world but doesn't make a profit would be a short-lived thing. So in Novozymes, both spirit, vision and profit are important.

Peder, what's your view on the increasing competition, particularly Dupont?

The way we protect our market share is by innovating. The more of these moments where we can have fantastic researchers interacting with marketers at our customers and bring out new ideas, the more value is created in Novozymes. That value-creation is what builds market share. As long as we do that, competition will only be the second thought.

The trick is to continue to do so. If situations occur where there are market segments where we cannot see opportunities or where we don't have the right customer contacts, there is always the risk that competition will move in, and they might see something we didn't. That's the way they grab share.



So competition is about making sure that we are the best in tomorrow's world, rather than getting into a street fight in today's world.

Steen, what would your advice be to Peder on emerging markets, like India, Brazil and China?

There is no doubt that emerging markets are becoming more and more important. I believe we will have to beef-up our activities in these markets in the next couple of years as that is where the economic growth will take place. But so much is taking place there that we cannot remain certain of retaining our leading position unless we work hard to do so. Peder is well aware of this, and he has been involved in growing our activities in these regions.



Peder, how should Novozymes tackle the problem of getting more women into management?

We need to promote more women. I'd like to note, though, that the new leadership team includes more women in senior positions. But I don't think we are where we should be at all.

And it's about not only attending to the gender divide, but also the fact that we are actually several different large nationalities, and yet Danes take up a lot of space at the top of the company. Particularly Americans and Chinese are looking for their nationality at the top of Novozymes, because have a significant underrepresentation compared to how many people we are in these countries.

Peder, what part of being a new CEO do you find the biggest challenge?

What worries me the most is that we should continue to be very humble, that we do not become fat cats. We make a lot of money, we have a very high market share, we have fantastic technology, we have a fantastic organization, everything is fantastic. That can breed arrogance and a feeling of superiority that could make us miss opportunities or outright ignore risks.



And then I worry about how we create the best possible cooperation between the new functions. I hope we can continue to improve. I am very excited about having the entire old EXM team with me, plus Andy who I think is going to make a fantastic contribution. This is not a one-man crusade at all. This is a team.

That's why we've planned that ExLT will come to sit together in one office. I don't know what the exact process will be, but after the summer break, we will be sitting together because we want to work together in a different way.

Everything in this company is done in business processes and not in functions. While we are organized in functions because that is the most effective way to organize ourselves, everything we do is across functions – from manufacturing to innovation to our customers.

The ability to work across functions is incredibly important, and that starts at the top. If the top can work together, it will dribble down. So I am investing a lot of time in making that happen, which includes having the time to just share a cup of coffee.

Appendix – 7

“Change surfer” or “security seeker” – which are you?

Change can be both upsetting and an opportunity. Six tips on how you can ride the wave with success

4. april 2013 06:10



Organizations often restructure their activities to adapt to an ever-changing environment. When markets fluctuate, the external environment may change faster than organizations can. Organizations must strive to catch up to remain competitive and effective.

Coping with change thus becomes a necessity both for organizations and the employees. For employees, an organizational change is sometimes perceived as negative and stressful, but it can also be a more positive experience, for example when working conditions, position or tasks improve.

What does it mean for me?

When changes are announced, the first questions people ask are usually: “What does this mean for me? What will this do to my job security?” It is natural for employees to view change first from the perspective of their own job security, and second from the needs of the organization. The next questions are usually about financial impact, whether the employee feels secure about his or her new tasks and roles, how he/she feels about social relations with new colleagues and a new boss, and last but not least, how he/she feels about any changes in status or visibility in the organization.

People deal with change differently

There are two ends of the spectrum when it comes to how people deal with change. On the one end are the “change surfers” -- employees who are naturally ready to ride the wave of change with a positive attitude, and on the other, “security seekers” -- employees who fear

change and are worried about their job security. Somewhere in the middle are employees who have experienced considerable change in their career and have learned to adapt, even if they don't necessarily enjoy the process.

Communication holds the key

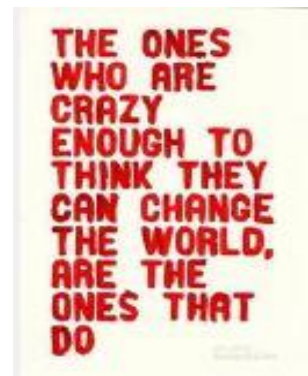
Whether you would describe yourself as a “change surfer”, a “security seeker” or somewhere in between, it is important to be able to adjust to a new situation. No matter what the situation, the risk of reacting negatively towards change increases if you do not understand what is happening.

Read, seek and ask for updates, and talk to your manager about any concerns you might have. Ask your manager for a discussion with your team to create more transparency and throw water on possible rumors. Take every opportunity you can to discuss what you and your team can all do together to adjust, so the changes are addressed in a good way.

Tips for employees

Here are few recommendations to what you as an employee can do to cope with organizational change:

1. Expect change. In today's economy, changes can happen anytime.
2. Change can be stressful and confusing; treat yourself with kindness and patience.
3. If you are upset, work with a friend, close colleague or your manager to identify areas where your concerns might be exaggerated, or you may have blind-spots. Seek to establish as realistic a picture of your situation as possible. Choose the issues that you will bring up at work.
4. Talk to your manager or your People and Organization (P&O) partner if you have concerns.
5. Give it time. Raw feelings may soften, and you may find new constructive ways to adapt that you didn't think of before.
6. Look at organizational change as a personal challenge that everyone can meet ... with success! You can choose how you perceive and respond to the situation.



Appendix – 8

We are working in the new organization

This year on April 2, we shifted to the new structure when we announced the departments that make up the units. Most of the organization is in place, and we move into position to capture the growth.

5. april 2013 15:59



The organizational design is confirmed, there is general clarity around reporting lines, and systems are ready to be updated with new data. It is time to start working in the new organization, to capture the growth that really allows us to change the world.

“I have a lot of confidence that we can achieve great things in the new organization. The Senior Leadership has worked hard to appoint department heads and, together with these managers, get strong teams in place. We are now even better organized to grow our established businesses and develop our emerging platforms,” says CEO Peder Holk Nielsen.

[See the new organizational structure here](#), including department heads, or go to the intranet page [‘Our new structure.’](#)

Systems and cross-functional processes

Making a change that covers the whole organization means that it will take a little while until we are completely settled. The Executive Leadership Team recognizes that this may be challenging.

In the coming weeks, there will be important issues that need to fall into place, such as fine-tuning cross-functional groups and processes. Naturally, there will also be hand-over and implementation activities.

While still operational, many of our systems, including the phone book, will contain data reflecting the old organization and are now beginning to be updated.

Navigating the transition

As an organization, we have been through a very busy couple of months and much has been changed in a short while. While an important process, it is also highly unusual and has required a lot of energy and change readiness from many Zymers.

In the time leading up to today, many managers have talked with their people where there have been changes. However, while some employees have new reporting lines and areas of responsibility, most of us still will work with the same tasks as we have had so far.

A small number of people have been disappointed with their opportunities in the new organization. Management is working to help these individuals in the best possible way going forward.

A stable foundation for our work

ExLT has focus on creating the stability and foundation for our primary work – delivering critical innovation and world-changing products to our customers. But you may also have questions. Please reach out to your manager and stay tuned to the intranet as everything falls into place.

Appendix – 9

Our new team goes into action

Today Peder Holk Nielsen starts in his new role as CEO of Novozymes, and we shift to our new organization on April 2.

7. april 2013 18:59



A new chapter opens for Novozymes today, as Peder Holk Nielsen becomes the second CEO in the company's history. With 28 years of experience with the company, Peder has been personally involved in many of the major decisions and events that have shaped Novozymes so far, and so he brings to the position an intimate understanding of the most important challenges and strengths of the company.

Even before his first official day in office, Peder has set his mark on the company by announcing organizational changes designed to increase the speed of our innovation delivered to customers, bring our new businesses to maturity, and deepen the layer of potential leaders within Novozymes. On the afternoon of April 2, we will announce the organizational overview and begin working in the new structure.



While some things at Novozymes change, the most important things remain the same: Novozymes' mission to change the world together with customers, the business strategy, our long-term financial goals, our branding, our positioning as a market leader, and the Novozymes Touch.

In the years to come, the world's need for sustainable solutions will grow. Our job at Novozymes will be to translate these opportunities into concrete business projects. Our new organization is designed to facilitate this, thereby changing the world with our customers.

Appendix – 10

Ask ExLT: Answering questions from Zymers

Managers put a number of great questions to ExLT at the quarterly managers' meeting held in late April, following the release of our first quarter financial results. Here are some of their answers.

9. maj 2013 05:20



Many were keen to know how we will roll-out research and sales initiatives now we are operating in our new structure, how we react to competitors, and the outlook for our business. Some put their questions at the meeting, which was held at Novozymes headquarters in Denmark, and others emailed them in advance. There was not enough time to answer them all at the meeting, so our Executive Vice Presidents have chosen to provide written answers for some of the most burning questions.

Owing to the sheer number of questions, we have decided to divide the responses into two parts. Andy (ANFO), Per (PF) and Thomas (TVI) provide their answers below, while Benny (BDLO) and Thomas Nagy (THN) will answer in the next round. Peder (PHN) will answer questions directed at him in his next blog post.

Thomas Videbæk (TVI), Business Development

*If cellulosic ethanol really fails, what will the future look like for us?
When do we expect second generation biofuel sales to chip in?*

We do not expect cellulosic ethanol to fail; we believe it will be successful. In our long-term plan, we are expecting to supply enzymes to at least 15 full-scale biorefineries by 2017. Of course, biomass conversion is important for Novozymes, but it is not the only project we are working on. We are working very hard on developing other platforms and continuing to perform within our established businesses. In fact, for 20 years, we have managed to grow an average of 7%-8% per year without Biomass.



Do you trust that cellulosic ethanol can run commercially or are we dependent on subsidies? Are there any critical political decisions pending?

In the long-term, we expect cellulosic ethanol will be a business in its own right. In a start-up phase, support, like production subsidies or mandates, is always appreciated, as it allows us to speed up development and help get an industry off the ground. We are constantly learning new things as we work to establish this industry. At the same time, we have the most advanced technology. It is only a matter of time before cellulosic ethanol will be an industry in its own right.

In terms of political influence, it is beneficial that the U.S. Renewable Fuel Standard (RFS) remains. Moreover, we must see China's Bioenergy Development 12th Five-Year Plan, which targets increasing total bioenergy production to five million tons by 2015 - put into action. Both of these are important in getting the industry off the ground.

What developments do you foresee within acquisitions over the next year?

While we cannot talk about the type of acquisitions we anticipate in the coming year, we can discuss how we plan to continue working with acquisitions. For a number of years now, we have used acquisitions to support our platforms and give us access to certain markets and technology. We have a model that is working well and we are successful in buying companies that give us good geographical and technological footholds.

Per Falholt (PF), R&D

What happens to the Straight2Market initiative? And will we run fewer product development projects in the future in order to speed up time to market?



The Straight2Market initiative, as such, is finalized, and what we have learned from it has been used towards creating the new organization. In addition, we will implement a new strategy and portfolio management system which will support us in reaching a shorter development time and higher hit rate. This review, which will run in May, will reduce the number of projects and free up some of our resources for new tasks.

How close are Chinese competitors to closing quality and innovation gaps? What do we do to counteract?

In China, we see increased competition from a number of players. But it is not easy to evaluate how close they are from a competitive standpoint.

There's a lot of buzz in business today about 'disruptive technologies'. Do we share the view that we could be disrupted, and if so, how are we meeting this challenge?

I can only give a general answer as no specific technologies are mentioned. What I can say is that we do follow many of these new technologies and evaluate when is the right time for us to engage, either through collaborations or with our own developments.

Andy Fordyce (ANFO), Business Operations

Now that Biologicals is a part of Supply Operations, will the product portfolio be integrated so that Business Operations will sell both Enzyme and Biological products?

Yes it will. A key purpose in the reorganization is to move away from a technology-oriented structure i.e. enzymes vs. microbes and reorient ourselves towards customers. That means we will integrate the two product portfolios to make it easier for our customers.



What does competition from Chinese enzyme producers look like now? Is it increasing? How are we responding?

There are a large number of enzyme producers in China, and a few are emerging as professional and focused companies that we need to pay special attention to. We are making a special effort, anchored in our China organization, to keep track of these emerging competitors and to coordinate our cross-industry competitor strategy to help us stay ahead of the pack.

Where is DSM NP in relation to the Global Strategic Accounts (GSAs)? Is it a different alliance partner?

DNP is anchored in the Business Development organization as part of our Animal Health strategy cluster. Since the GSAs team focuses on customers, we elected to anchor DNP, which is an Alliance partner, in a different structure.

We have been focusing on strategic customers for many years – with success in several areas. What is it we now intend to do fundamentally differently?

A fundamental difference is that we are organized to put more focus on global and R&D oriented strategic accounts. We will use that new organization to increase attention and executive-level connectivity with these strategic accounts, to embrace more opportunities and ensure strong support from R&D and other functions in Novozymes.

Will the focus on the GSAs mean that most of our efforts in the pipeline will go to the GSAs in the near future?

We hope that more focus on the GSAs will lead to greater opportunities and higher connectivity between these GSAs and our R&D efforts. In some cases, that may translate into GSA specific innovation projects. But of course, we will also ensure that the projects in the innovation portfolio have enough scope to have high sales potential; so exclusive projects will not dominate, as broad market access is important to achieve maximum potential.

Appendix – 11

Interview guide (eksempel)

Baggrund:

Hvor lang tid har du været ansat i Novozymes?

Stilling:

Generelt:

- Kan du kommentere på hvad der sket i Novozymes i det sidste år?

Annoncering:

- Hvordan startede denne proces?
 - Var skiftet/processen almen viden på det pågældende tidspunkt?
 - Var det forventet?

Implementering:

- **Hvordan** blev den aktuelle proces kommunikeret? Kan du nævne nogle tiltag?
 - Hvilke kommunikative produkter blev brugt? (eks. Intranet?)
 - Blev der gjort brug af workshops? Ambassadører?
- Hvor meget blev der kommunikeret under processen?
 - Hvordan oplevede du dette?
 - Var det tilpas? Manglede du information?
 - I hvilken grad opsøgte du selv information?
- Var det muligt at give feedback?
 - Var den ønskede support tilstede?
- Hvad synes du om kommunikationsprocessen?
 - Hvordan virkede tilgangen/produkterne på dig?
 - Var der nok information omkring emnet?
 - Følte du dig på nogen måde mere klar til forandringen?

Organisatorisk funktion:

- Har din rolle ændret sig under implementeringen?
- Har du et indtryk af din rolle stod klar under implementering?
 - Og efter implementeringen?
- Oplevede du at andre havde problematikker omkring deres rolle i den "nye" organisation? Under processen?

Ledelsen:

- Hvordan blev Peder Holk inddraget i implementeringen?
 - Hvilken rolle spillede han?
 - Var han en del af kommunikationen? I samspil med Steen Riisgaard?

Generelt afsluttende:

- Vil du tilføje eller uddybe andet som du mener vil være relevant?
- *Har du set omstruktureringen og ledelsesskiftet som værende én samlet ændring eller som to adskilte?*
 - *Hvorfor?*