Contents

1	1902: The Founding of Dutch State Mines	1
	2014: Transformation into a Life Sciences and Materials Sciences	
	Company	2
	Four Strategic Episodes	3
	1902 to 1965: Mining (with Gradual Build-Up of Chemical	
	Activities)	5
	1965 to 1975: Hurry-Up from Mining to Base Chemicals	
	(First Transformation)	12
	1975 to 1995: Diversification and Expansion	20
	DSM in the Early 1990s	28
	References	29
•	Total Carlotte Carlotte	31
2	Transforming a Business School	31
	Creating a New Management School	31
	The Situation of the Harvard Business School	32
	Agreeing on a Concept for an Executive Development Institute	32
	Defining the IMEDE Mission	34
	The Creation of the IMEDE Campus and First Expansion	35
	Governance at IMEDE	36
	The IMEDE Executive Education Programs	37
	The Annual and PED Programs	37
	The MBA Program	38
	IMEDE Program Philosophy	39
	Functional Programs (MMS, Sales, Finance, M&A)	40
	Building the IMEDE Faculty	40
	Assigning Faculty to Programs	42
	The IMEDE Research Orientation	43
	Recruiting IMEDE Participants	43
	Building In-Company Program Capability	44
	Early Experiences with In-Company Programs	44
	Sulzer Seminar Series	46
	DELLE DELLIMI OVIIVOI I I I I I I I I I I I I I I I	

	Exxon Chemicals	51 52 54 55 57
3	Moving from Sales to Marketing Sales at DSM: The Era of Cartels The Joint Sales Office for Fertilizers The Joint Sales Offices for Chemical Products and Polymers The Origination of Marketing at DSM The Marketing Initiative	59 59 61 62 63 66
4	Achieving Market Orientation Background of Philosophy on Market Orientation Contracting with DSM for the IMPACT Seminar Defining Program Objectives IMPACT Program Design Creating the IMPACT Faculty Team Organizing the Delivery of the IMPACT Seminars Conducting Regular Review Meetings IMEDE Merges with IMI-Geneva to Form IMD Merger Discussions with CEI/IMI-Geneva (1988–1990) Background on IMI Geneva (Initially Known as CEI) New IMD Governance and Leadership After Merger IMPACT Program Improvements Reflections and Observations by IMPACT Program Faculty DSM Launches a Follow-Up Program	67 69 70 71 71 75 75 77 78 78 80 81 82 83
5	Developing Business Strategy Dialogues at DSM. 1989 to 1990: Privatization and Its Effects. 'Concern 2000'. The First Attempt at Performance Measurement: Shareholder Value. Intermezzo: Hein Schreuder Joins DSM. The Second Attempt at Performance Measurement: Performance Indicators Derived from Business Strategy Dialogues. The In-House Proposal Presented to the Managing Board. June 1992: The Managing Board. ABS as a Pilot Project. References.	85 85 86 89 92 93 94 103 105 108
6	Enhancing Business School Impact	109 110 111

Contents xvii

	The DSM Caprolactam Workshop. The Learning from the Pilot Workshops. The DSM Marketing Day 1991. The Concepts of 'Managing the Strategy Dialogue'.	112 113 113 115
7	Embedding Business Strategy Dialogues as a Core Process A Second Pilot Study: Polyethylene Training Facilitators The Diffusion of BSDs Across DSM Linking to Other Functions Revamping DSM's Planning: First Design BSDs and Strategic Value Contracts References	119 120 122 124 126 126 131 133
8	Contributing to Business Strategy Dialogues Contributing to the ABS BSD Pilot Contributing to the DSM Polyethylene (PE) BSD Pilot Contributing to the DSM Curver-Rubbermaid BSD Assisting DSM in the Creation of Its Own BSD Process DSM's Need for More Trained Managers and Moderators The DSM Facilitators Course Developing the Strategic Management Course Taking the SMC Program In-House Evolving the SMC Faculty Team SMC Expansion Abroad Program Management and Organization at DSM Responsibility for Program Content Making the SMC Sustainable Role and Contribution of SMC Programs	135 136 138 139 140 142 143 144 147 149 151 151 152
9	Experimenting with Corporate Strategy Dialogues to Focus and Explore	155 155 158 167 172 174 175
10	Branching Out Beyond Strategy	177 177 179 187 188

11	The Big Decision: Exit Petrochemicals?	197
	'Vision 2005'	197 209 214
	References	215
12	Leveraging Faculty Learning Cycles Engagements as Learning Laboratories Learning from IMEDE/IMD Sulzer Programs The Learning from the ICI Market Focus Initiative Serono Experience as Introduction to Biotechnology Developing Healthcare Industry Expertise Conceptual Learning Brought to DSM DSM as a Learning Laboratory for Faculty Conceptual Learning from DSM Faculty Take-Away from DSM Involvement	217 218 218 220 221 223 226 231
13	Completing the Transformation of DSM Introduction The Corporate Strategy Dialogue 2005: 'Vision 2010' Accelerating 'Vision 2010' Execution of the Strategy Reflection 1: The Learning Cycles of Evolutionary Transformation Reflection 2: DSM's Evolutionary Transformation References	233 234 239 240 242 247 253
14	Lessons for Academia and Business Impact on DSM as an Organization DSM Initiatives Seen as a Series of Waves Impact of DSM 'Waves' on Participating Academic Institutions Impact on IMD Impact on Babson College Lessons for Academic and Business Institutions Alike Lessons for Businesses Interested in Long Lasting Relationships with Business Schools Lessons for Academic Institutions Interested in Building Long-Term Relationships with Business Lessons for Business School Faculty Why Could the DSM Relationship Endure for More than 25 Years?	255 256 258 263 264 266 268 283 283
15	The Seven Traits of a Successful Company Introduction The Seven Traits 1. Long-Term Orientation 2. Evolutionary Perspective	287 287 288 288 290

3. Stakeholder Orientation	
4. Sense of Community and Identity	293
5. Stewardship	295
6. Learning Organization	297
7. Conservative Financing	298
Conclusion and Comparison with the Relevant Literature	299
References	302
About the Authors	305
List of Interviewees	307
Glossary	309
Index	313