

Project: Major CPG Company Executive Speeches

Assignment: Develop fully scripted speeches (25-30 minutes in length) for six speakers at an internal knowledge-sharing conference for a global consumer packaged goods (CPG) manufacturer. The following represent excerpts from both the welcoming speech and the final speech of the event. Because of the proprietary nature of the information, only a short excerpt from each speech can be shared.

Welcoming Speech

I would like to welcome all of you to [CONFERENCE NAME]. I know many of you have traveled a long way to be here, and all of you are taking valuable time away from your regularly scheduled lives as [COMPANY] associates... believe me, I know how difficult that is!

Before we begin, I'd like to ask all of you a few questions.

How do you share 90 years' worth of corporate knowledge?

How about a decade's worth? A week's worth?

How many of you think it's important to a global company like [COMPANY] to share knowledge on a daily basis?

How many of you think it's very important?

How many of you think it is vital to our future success?

Let me share a quote with you: "In the new knowledge economy, knowledge sharing is increasingly seen as the sine qua non to survival. Traditional hierarchical organizations cannot cope with fast-changing client demands unless they are able to agilely share knowledge among employees, partners, and clients... Knowledge sharing is not merely an alternative strategic option: knowledge sharing is required for organizational survival."

Information sharing is not just important to us in terms of our future success, it is important to us in terms of our future survival. And information sharing is what [CONFERENCE NAME] is all about.

[CONFERENCE NAME] is about sharing our ideas about what contributes most to increasing profitability and loyalty with our brands on a global basis. It is about inspiring all [COMPANY] associates with big and innovative ideas that can be implemented now and in the future.

[COMPANY] Units from around the world are represented here today... Europe, Asia Pacific, the Americas. Through [CONFERENCE NAME], we have a forum for real-time, global information sharing.

Final Speech

As [OPENING SPEAKER] made clear on the very first day of this conference, [CONFERENCE NAME] is all about sharing information to enhance our category management knowledge in supporting the implementation of integrated solutions. I think we can all agree that a remarkable amount of knowledge exchange has taken place over the last few days. However, information sharing is not just about this week.

If on Monday we do things the same way we've always done them, then this meeting will have been for nothing.

If, on the other hand, we take back with us some new information or key learnings, something we can implement into our current or future plans, then [CONFERENCE NAME] will have succeeded in its objectives.

But that's not enough.

If we are going to achieve these very aggressive growth goals that were discussed earlier this week, we must continue to share information, not just this week, not just a few times a year, but each and every day!

This afternoon, I am going to describe the ways in which we successfully exchange knowledge within [COMPANY], and then demonstrate the Global Sales Portal, our newest technology-based tool that will enable us to share information and knowledge every day. Because Knowledge Management is at the root of effective information sharing, I would like to begin with a definition.

Knowledge management is defined in KPMG's research report as "the systematic and organized attempt to use knowledge within an organization to improve performance". Effective knowledge management starts with the recognition that information is a valuable asset to [COMPANY]. It then requires the successful capture, storage and sharing of information.

Information exists at [COMPANY] in the form of:

- Tacit Knowledge, in other words, the skills, experience and abilities of the individual associates within [COMPANY]
- And Explicit Knowledge, for example the systems, operations manuals and documented Best Practice that exists within [COMPANY]. Explicit knowledge is much easier to capture and share.

I am sure you would all agree our collective knowledge is not only an asset to [COMPANY], but a vital part of our business. The challenge is: how do we manage our collective knowledge to improve performance and deliver a competitive edge?