

1. INTRODUCTION

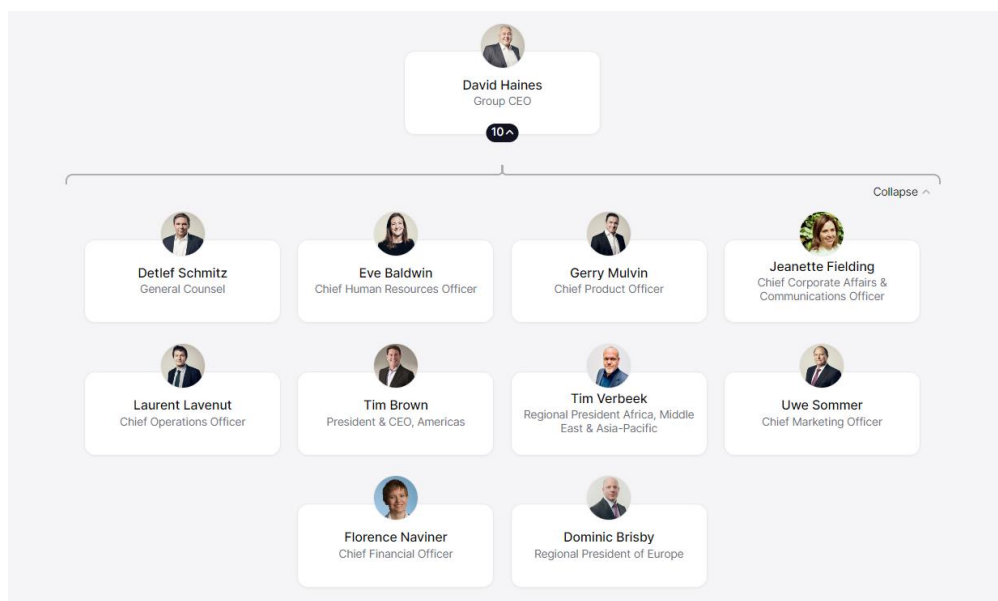
An elaboration on Upfield as the research subject is necessary to give a background understanding of the company. This understanding will underlie the topics being covered throughout the report. Moreover, having adequate background information on the company will clarify the investigated problems and propose solutions in this research. In this part, the researcher will cover several aspects of Upfield, namely the history of the company, the current performance of the company, and the organizational structure.

Upfield Holdings B.V. is a consumer goods company that focuses on delivering high-quality plant-based products. History started in 1871 when Hippolyte Mège-Mouriès, the pioneer who first created margarine, sold the patent to Jurgens. Jurgens then joined with competitor Van den Bergh to form Margarine Unie. Years after the merger, the leader in the Fast-Moving Consumer Goods (FMCG) industry, the Lever Brothers, merged with Margarine Unie to develop Unilever by the 1930s. After quite a considerable amount of time growing its plant-based spreads business, Unilever finally sold the business in December 2017, which was the beginning of Upfield's journey as an independent company. Now, Upfield is driven by its vision of "making people healthier and happier with nutritious and delicious, natural, plant-based food that is good for people and the planet." Since its inception, the company has expanded its portfolio to include plant-based creams, cheeses, and oils (Upfield, n.d.).

Upfield has been known as the largest plant-based FMCG company in the world. Its headquarters are in the Netherlands, but the company has also established its production facilities in 14 other locations worldwide. The offices are present in countries like Germany, Ecuador, Indonesia, and Greece. Upfield products are being sold to more than 95 countries. The products include Flora, Rama, Blue Band, Proactiv, Becel, Country Crock, and Violife to name a few. In terms of employees, currently, the company employs approximately 4,200 employees who work in both offices and factories (Oost nl, 2020). These people work with agility, knowledge, and expertise to achieve the company's success together. The estimated revenue per year is 3 billion euros generated from the activities.

Upfield's achievements and performance are not separated from those who work behind the scenes, which are the executives and employees. The company's Executive Committee is full of

established leaders with proven track records from the food, consumer, and health industries (Upfield, n.d.). At the top of its leadership, Upfield has David Haines as the Group Chief Executive Officer (Group CEO). He started his journey as Upfield's CEO in 2018 after gaining experience from notable companies, such as Grohe, Lixil Water Technology Group, Vodafone, and Coca-Cola. Besides David, another prominent person is Florence Naviner, the company's Chief Financial Officer (CFO). Florence joined Upfield in September 2020, possessing experiences from her prior organizations, such as Mars Wrigley. David and Florence are not the only notable people in the company. They work with the other leaders and their subordinates to develop Upfield as it is. The organizational chart below depicts the leaders in Upfield.



Upfield's Organizational Leadership Chart

Upfield continuously grows and impacts more customers worldwide. In sustaining the business, the company is committed to upholding the highest standards of conduct across the business (Upfield, n.d.). It strives to hold integrity in conducting the business and stay true to its values of Performance, Care, and Passion in the day-to-day operations. To achieve its purpose of creating a "Better Plant-Based Future", the company also continuously drives plant-based adoption, furthering the health benefits of plant-based and contributing positively to the planet. Now, to progress further toward the goal, Upfield utilizes and combines insights and innovation, with the strategies of responsible sourcing, marketing, logistics, as well as manufacturing. With these strategies in mind, Upfield aims to sustain its role as the global leader in the industry while bringing a meaningful impact to the stakeholders.