

INSEAD Case Study

By Brian Henry, Research Fellow, Frédéric Godart, Assistant Professor of Organizational Behaviour, both at INSEAD; and Mehdi Berrada, former CEO of Poult

Biscuits Poult SAS: Can Alternative Organizational Designs be Successful?



Liberating the Enterprise

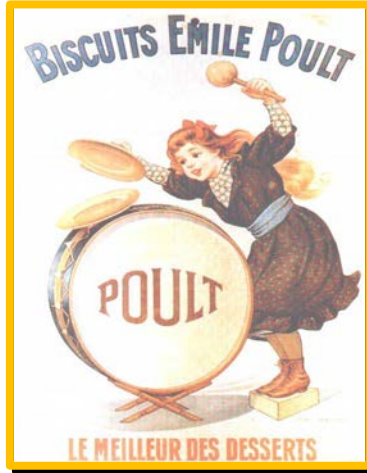
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The case opens up a window of opportunity for students and instructors to discuss the liberation that took place at a biscuit producer in France, **Biscuits Poult**, during a 10-year period between 2007 - 2016. The case examines the innovations in culture and hierarchy that were driven by Carlos Verkaeren and Mehdi Berrada, the two CEOs who tried to liberate Poult from its past and create a new future based on Professor Isaac Getz's concept of a liberated company.



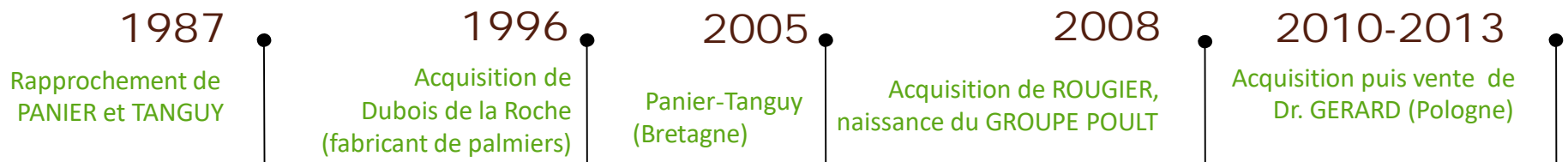
Pâtisserie d'Emile Poult – Montauban 1902



Usine Poult – Montauban 2013



EVOLUTION D'UNE STRATEGIE DE VOLUME VERS UNE STRATEGIE D'INNOVATION



Poult Production Facilities

Several Biscuit-Making Technologies

Montauban	Aire sur l'Adour	Briec	Fouesnant	Sully sur Loire
<ul style="list-style-type: none"> • Coated biscuits • Chocolate sticks • Tartlets • Sandwich biscuits (round, square, mini) 	<ul style="list-style-type: none"> • Puff pastry biscuits • Galettes • Dry biscuits 	<ul style="list-style-type: none"> • Cookies • Breakfast biscuits • Wafers • Coated wafers 	<ul style="list-style-type: none"> • French galettes • French palets • Butter cookies with melting filling • Melting heart cookies • Breakfast biscuits 	<ul style="list-style-type: none"> • Cookies • Premium cookies • Mini cookies • Breakfast biscuits • Sandwich breakfast biscuits • Topped breakfast biscuits



Driving Innovation at Poult INSEAD

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The Poult business case paints a broad tableau in the matrix of activities that constitute a liberated company, from building autonomous teams to driving innovation from the bottom up.

For more information about how to order the case, please go to [INSEAD Case Studies](#). You can also contact the case writer, Brian Henry, at brian.henry@insead.edu

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