

Kvadrat

CASE STUDY

Firm Name

Kvadrat

Country

Denmark

City / Region

Ebeltoft

No. of Employees

> 500 Employees

Description of the organisation

**Kvadrat** is an international company with 500 + employees that produces fabrics for different customer groups (retail, hotels, furniture manufacturers etc.). The company headquarter is placed in Denmark with beautiful surroundings that inspire creative design. 145 + persons employed in product development, marketing, finance, sales, HR, IT, logistics, customer service, sample & order expedition and quality department, are working at the worksite. The products are manufactured in different European countries.

Workplace Innovation practices implemented

The company operates from the perspective that innovation in the workplace is “a way of guaranteeing the renewal and the ability to offer such a good service that customers will choose this company over others, and in this regard, multiple Workplace Innovation actions have been taken, in different ambits like team structures, organizational hierarchies, implementation of new technologies, etc.


One of the main strengths of Kvadrat is the customer segment teams; these are, multidisciplinary teams that serve specific customer segments, such as retailers or hospitals. Those employees, who have direct or indirect contact with a group of clients, work together in a team. Additionally, in the support departments, such as Order Dispatch, employees work in autonomous or semi-autonomous teams. They distribute their work themselves in a daily morning meeting. There are only three hierarchical layers: the dashboard managers, middle managers and employees and each employee can propose directly to management or colleagues and, if possible, these ideas are directly implemented.


Goals and performance scores are formulated together with employees, leading to building mutual trust. The product development department organizes continuous innovation meetings, where creative thinking is promoted.


According to the manager and employees interviewed, these interventions showed very positive results. The manager emphasized that innovative culture, knowledge sharing and autonomous, interdisciplinary Teams give the company a competitive advantage and in the other hand, employees described working in multidisciplinary teams as highly motivating and said they feel in control over the incremental innovation process that allows them to bring their ideas





Main Achievements


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Customer segment teams.
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Autonomous and semiautonomous teamwork.
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Organizational structure changes (Flat hierarchies).
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Room for proposals to improve processes, products or services.
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Participative formulating of performance goals and targets.
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Innovation meetings for product development (cultural or mixed improvements).

