

2011

2013

2015

2017



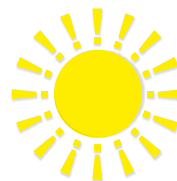
**Growth pipeline**

**Portfolio maintenance**

Innovations to expand the business

Other growth levers

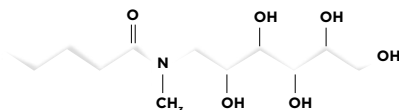
Product/Service improvements to maintain the business



## SCOUT

### Megatrends & Ideas

We reach out to analyze megatrends, market trends and consumer needs – and make this the foundation for innovation. Together with customers, we turn them into ideas.



## EXECUTE

### Concept & Commerce

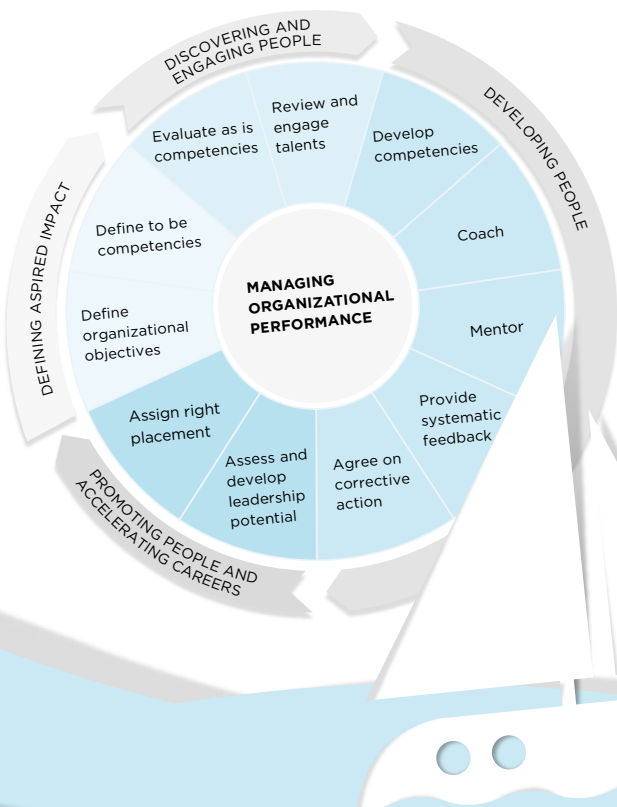
We develop an innovative concept based on scientific principles, to set up a supply chain, register the product, secure the supply of raw materials, create marketing material and train the sales force. Ultimately, we translate customer requirements into product features. We strive to accelerate »Time to Market«!



## SCOPE

### Cross-Functional Team & Customer Interaction

We talk to our customers and find out what problem they want to solve. Their needs are the basis for the design criteria of all our innovations, as laid out in the design scorecard.

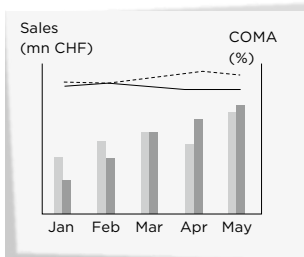


	True need	Priority	Operational definition	Target value
1				
2				
3				
4				

# IDEA 2 MARKET

## ACCELERATE CHANGE

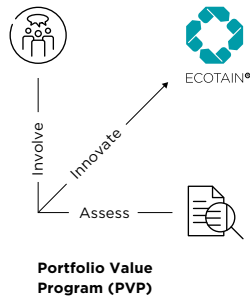
# DISCOVER



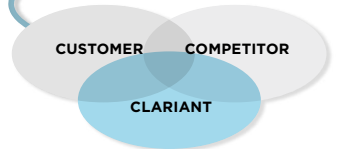
### COMMERCIALIZE

#### Adaptation & Development

We collect further insights from the customer. The commercial team incorporates this feedback and uses it to position and sell the product better. We monitor the success of its launch onto the market!



Portfolio Value Program (PVP)



### WIN

#### Value Proposition & Strategy

We define the value proposition of an offering at the intersection of customer needs, the competitor's offer and our offer. Then we set up the strategy with a growth plan and clear business targets.

### FIND

#### Identifying & Focusing

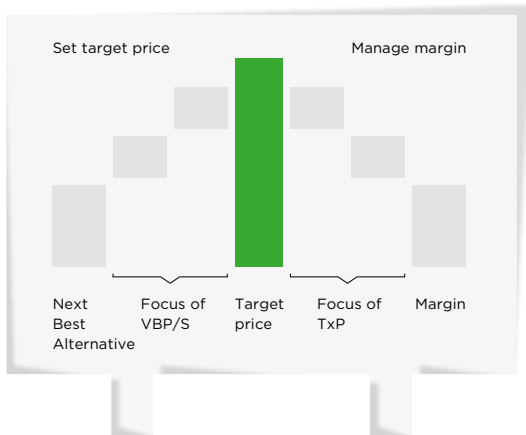
We use Value Chain Analysis, Customer Interviews and Market Modeling to gain clear market insights in order to identify the growth pockets we need to successfully place the offering on the market.

Value chain analysis

Customer interviews

Market model

# REVALUE



## KEEP/GROW

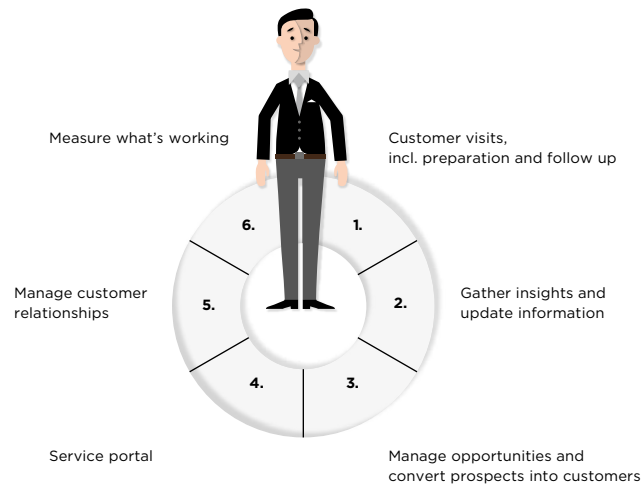
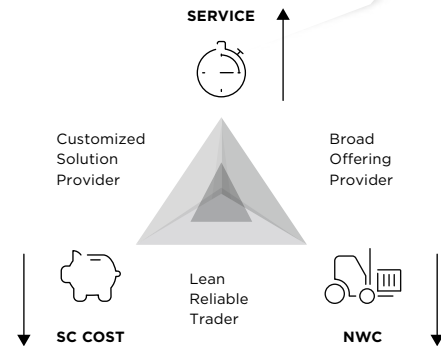
### Relationship & Selling

We continue to focus on the needs of the customer and also to create additional value for them throughout the sales process. We engage each sale based on value, and we constantly optimize our pricing.

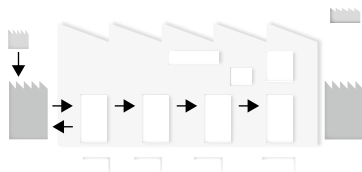
## PLAN

### Balance Supply & Demand

Accurate demand planning is the basis to connect Commercial with production. We focus on balancing service, costs and NWC and turning that into an integrated supply chain.



# CUSTOMER



## SOURCE

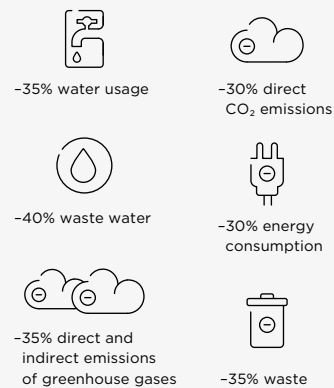
### Procurement Excellence

Procurement Excellence seeks to increase Spend Effectiveness by optimizing commercial, technical, demand and process levers.

## MAKE

### Equipment Effectiveness & Continuous Improvement

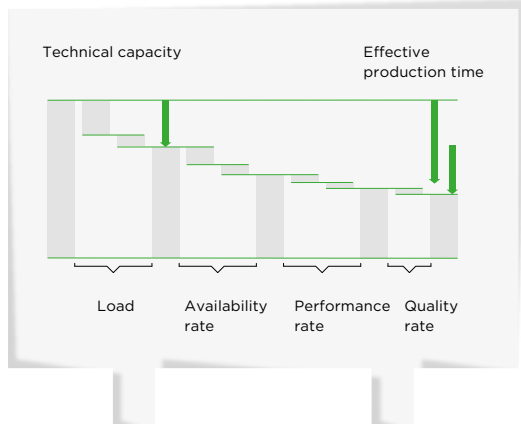
Based on Value Stream Mapping and other diagnostic insights we constantly monitor the current situation and compare it to best practices. Ultimately, we run our assets at the highest possible level of efficiency.



## DELIVER

### Customer OTIF

Best possible cooperation between Commercial and Operations ultimately results in finished goods delivery at the required Customer OTIF.



ECOTAIN®



# CUSTOMER 2 CASH