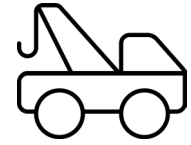
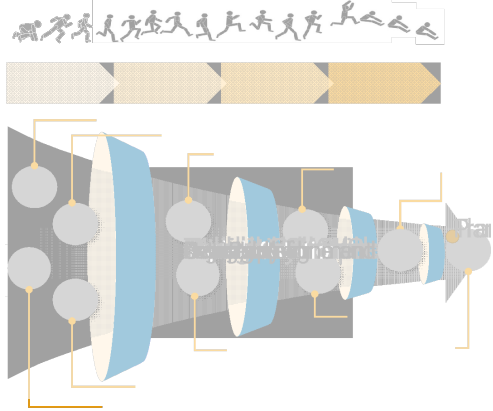


Transformation of R&D organization to a highly efficient turnkey solution provider



Transformation framework and approach



Change and transformation management



Strategic Challenge

- Enable the organization to become a highly efficient **turnkey solution provider** (and not a pure system supplier)
- **Leverage synergies** across product lines and **reduce structural costs** by strengthening the central organization
- Enable **joint development projects** on key technologies
- Optimize **product development execution** and the **way-of working** to leverage full potential of the organization

Results & Impact

- **Turnkey solution provider** for 30% of product volumes within the 1st 3 years
- **Structural cost reduction** by 35%
- Global acting **CoE structure** with 20% of R&D employees
- Strong **buy-in** of **middle** and **top management** to execute org changes
- **Pull from the organization** to execute the transformation

Levers & Building Blocks

- Derivation of **turnkey solution portfolio**
- Definition **matrix R&D organization** with **optimized global food print**
- **Lean R&D core** and **management processes** leveraging synergies and supporting reuse
- **Purpose, vision, mission** and **cultural mindset** aligned on turnkey solution provider objective
- Standardized **Change Management** and **transformation framework**, ongoing **leadership coaching** and support