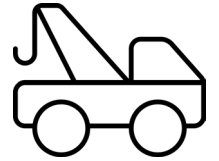
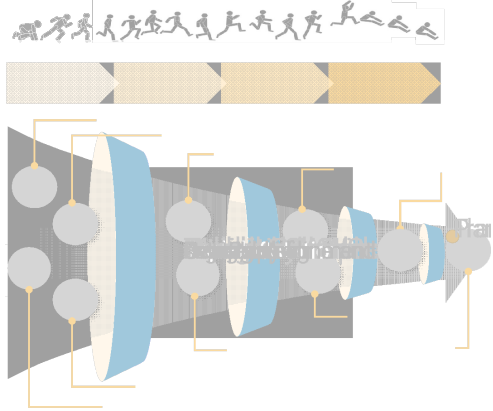


# Strong company growth through acquisitions resulting in the need for optimization of R&D and product management operating models



## Transformation framework and approach



## Balanced global R&D matrix w/ PL and CoEs

	Center of Excellence (CoE) - Innovation	Center of Excellence (CoE) - Product Development & Support	Center of Excellence (CoE) - Manufacturing & Production	Center of Excellence (CoE) - Service & Support
Leadership	Competence Center	Competence Center	Competence Center	Competence Center
Product & Technology	Product & Technology	Product & Technology	Product & Technology	Product & Technology
Process	Process	Process	Process	Process
Manufacturing & Production	Manufacturing & Production	Manufacturing & Production	Manufacturing & Production	Manufacturing & Production
Service & Support	Service & Support	Service & Support	Service & Support	Service & Support
IT & Information Systems	IT & Information Systems	IT & Information Systems	IT & Information Systems	IT & Information Systems
Human Resources	Human Resources	Human Resources	Human Resources	Human Resources
Finance & Marketing	Finance & Marketing	Finance & Marketing	Finance & Marketing	Finance & Marketing
Legal & Compliance	Legal & Compliance	Legal & Compliance	Legal & Compliance	Legal & Compliance
Other Support Functions	Other Support Functions	Other Support Functions	Other Support Functions	Other Support Functions

## 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 thus **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 of **matrix R&D org** (product lines vs. CoEs) 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