

The Strategy Development Process of GHX Germany – “GHX on the fast lane in Germany”

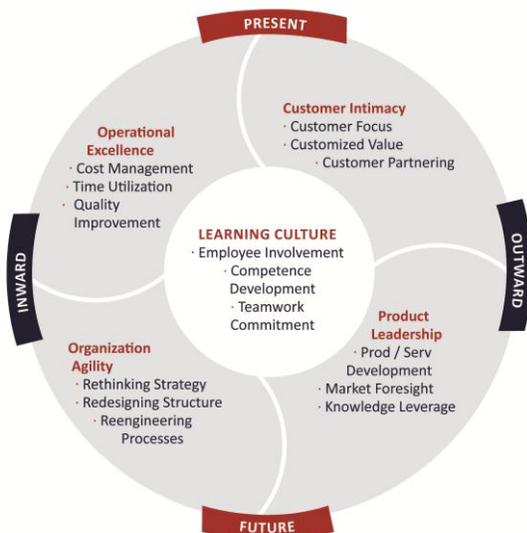
In October 2011 GHX Germany - under the leadership of Christoph Luz - decided to hold a three day Strategy Workshop in order to set the direction of the new organization and to develop a comprehensive action plan that clearly reflects the priorities of the organization for the coming two years.

With the support of Artur Wagner, who has been assisting the new organization since July 2011, a clear and comprehensive strategy process was implemented that consisted of the following steps:

1. Measuring the quality and positioning of the organization – survey of all employees
2. Formulating a Vision and Strategy to be reached until end of 2013
3. Developing an action plan with clear priorities
4. Developing a real Team Spirit.

1. Measuring the quality and positioning of the organization – survey of all employees

Before the new Vision and Strategy was developed, all employees were surveyed to reveal their opinions about the position and perceived quality of the organization. The employees were asked to answer 30 questions on a scale from 0 to 5 concerning 5 strategic challenges and 15 success factors that are proven attributes of a successful organization:



The results helped to develop a balance of strengths and weaknesses in order to insure that the existing strengths of the organization and major challenges are taken into account during strategy formulation

In summary, the results and the following discussions clearly showed that GHX still has a huge potential in leveraging its excellent customer coverage and connections.

2. Formulating a Vision and Strategy to be reached until end of 2012

On October 28th and 29th the first strategy workshop took place near Frankfurt in a convention hotel with all employees of GHX Germany. For this workshop, the so called *8-step Strategic Alignment Process* method was employed that insures maximum participation and a disciplined and efficient approach at the same time.



Developing together the strategy 2013 – sentence per sentence

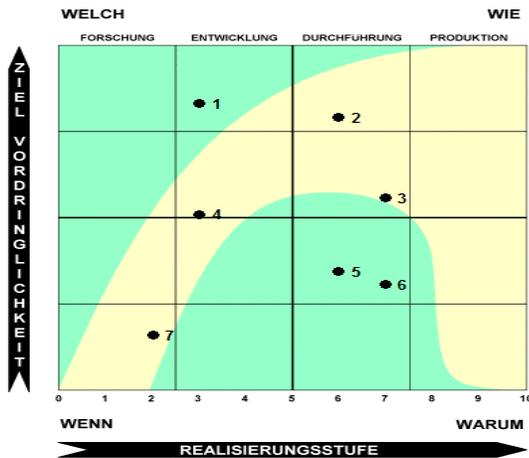
In a nutshell, the team agreed on the overall objective of building an organization known for its clear customer orientation, by becoming excellent in creating value for its customers and overdelivering on its promises. Also topics covering customer utilization, technology simplification & performance, employee development and collaboration with GHX Europe became major elements of the joint strategy.

3. Developing an action plan with clear priorities



After a brainstorming session, the participants chose relevant measures and activities from over 300 initiatives. Then these were clustered to main projects and weighted against each other in order to obtain clear priorities for the whole team and avoid a so called “project flood”.

Beurteilungsmatrix



Major defined projects and their ranking in importance are:

1. Newly defined paths
2. Moving from a start-up to a friction-free machine...
3. The client as business partner
4. Team GHX
5. GHX's product portfolio
6. The Content is all that matters...
7. Know How makes smart

4. Developing a real Team Spirit



The kart racing event in the evening was a huge success, although the male participants could not believe that Jennifer Jentsch, the only female participant, won the race!!!

Last but not least, responsibilities and milestones for all projects and action items have been put in place in order to allow for progress monitoring and reporting.

We thank GHX Europe for allowing us to publish this report and pictures.