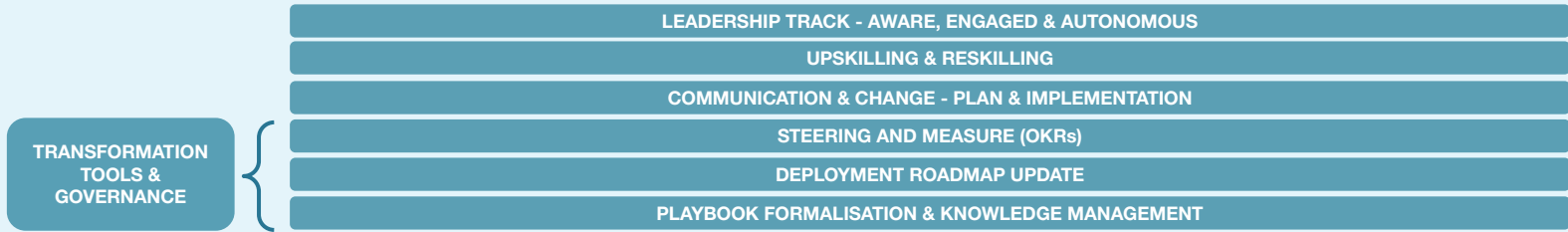


FOUNDATIONS TO BUILD SUSTAINABILITY



STAGES OF A FULL-SCALE TRANSFORMATION

SPRINT 0

ONBOARDING & ALIGNMENT

SPONSOR KICK OFF & CLEAR VISION

DEFINITION OF PURPOSE & AMBITION

CLARIFY TRANSFORMATION SCOPE

GATHERING INPUT FROM SMEs & PREVIOUS ASSIGNMENTS

INITIALIZATION OF THE TRANSFORMATION CORE TEAM

SPRINT 1 TO 3

ASSESSMENT

INTERVIEW KEY PEOPLE

OBSERVATION OF KEY MOMENTS & ANALYSIS OF DOCUMENTATION

RESTITUTION WITH SPONSORS & ACTUALIZATION OF THE SCOPE

SPRINT 4 TO 6

BUILDING THE TARGET OPERATING MODEL MVP1

DESIGN THE TARGETED ORGANIZATION & VALUE CHAINS

IDENTIFY REQUIRED SKILLS, ROLES & RESPONSIBILITIES

IDENTIFY THE PILOT

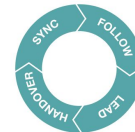
DEFINE DEPLOYMENT STRATEGY & WAY OF WORKING

WAVE - 13 WEEKS

DEPLOYMENT WAVE 1

ROLL-OUT MVP1 OVER PILOT SCOPE

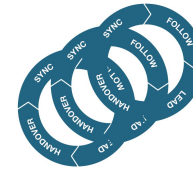
COLLECT INSIGHTS FROM THE FIELD TO IMPROVE & ADAPT TARGET OPERATING MODEL MVP1



X WAVE - 13 WEEKS

DEPLOYMENT WAVE ...

ROLL-OUT UPDATED MVP OVER NEW PERIMETERS IN PARALLEL



WAVE - 13 WEEKS

GLOBAL ROLL-OUT

DEPLOY TARGET OPERATING MODEL AT GLOBAL LEVEL ON EVERY DIMENSION



Tipping point