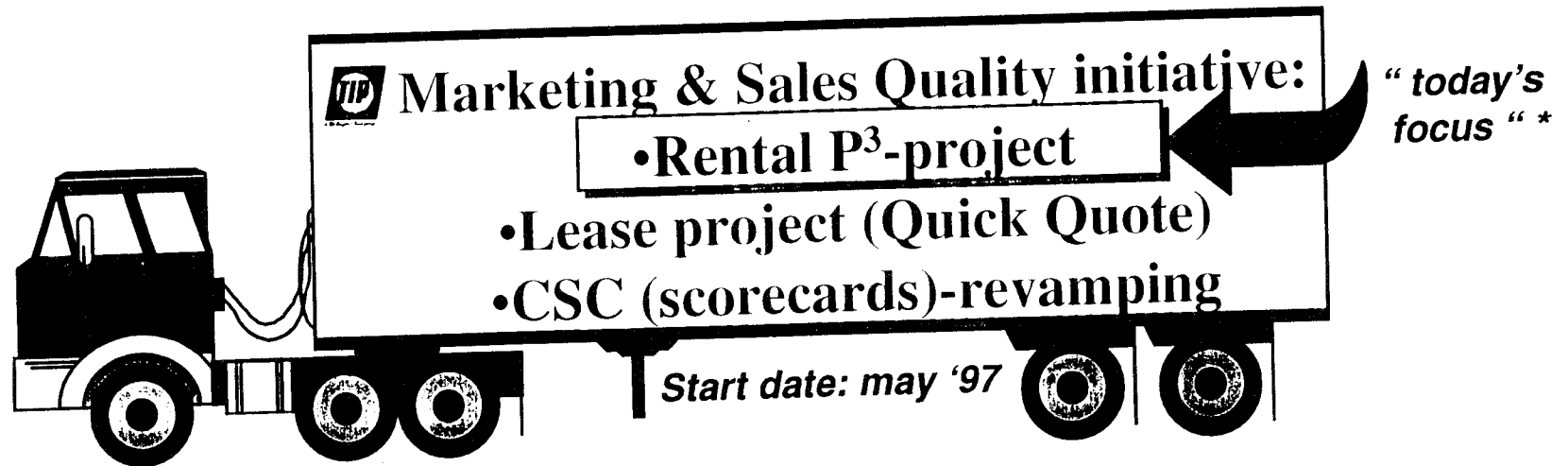




4



**Hosts:**

- Raymond van der Loos, BB Marketing & Sales Europe
- Joost van de Meent, MBB Marketing & Sales Europe

*\* hand-outs of other two very successful projects also available*



Teams were merged to create integrated solution for our rental business

| <b><i>Roles</i></b>                             | <b><i>Rental product definition</i></b>                      | <b><i>Rental Quotation</i></b>                 |
|-------------------------------------------------|--------------------------------------------------------------|------------------------------------------------|
| <b>Sponsor</b>                                  | Kees-Jan Bus                                                 | Kees-Jan Bus                                   |
| <b>Black Belt</b>                               | Joost van de Meent                                           | Raymond van der Loos                           |
| <b>Team members</b><br><i>Sales/operations</i>  | John Crisp<br>Remco Haxe<br>Jeroen Veldhuizen<br>Erik Gillet | Stuart Eagland<br>Les Dunbar<br>Daniello Cohen |
| <i>Marketing/pricing.<br/>financial analyst</i> |                                                              |                                                |

**Goal Statement**

- *Redefined Rental Product for transactional accounts in U.K. and Benelux that is clear and consistent for our customers and is deeply understood by our sales force*
- *Redefined product should satisfy customer needs in a profitable way by ensuring controllable/manageable flexibility*

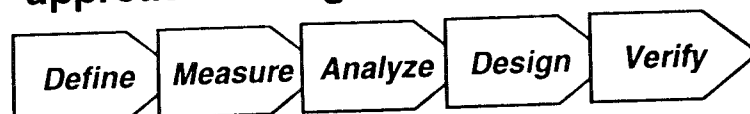
**Goal Statement**

- *Clear description of current process*
- *Higher rate integrity*
- *Improvement in the Consistency of the price offering*
- *Install 'How should be process':*
  1. *Supporting Market conform pricing structure*
  2. *Integrating Clear Pricing Policies & Procedures & Process Monitoring Tools for Process Owners*



### Project Status

- Project rolled out in U.K for pilot (30 people trained), Benelux follows
- Use feedback of pilot in creating IT-supported rental product/price/process
- Roll-out IT-implemented new rental approach throughout Europe



### Financial impact

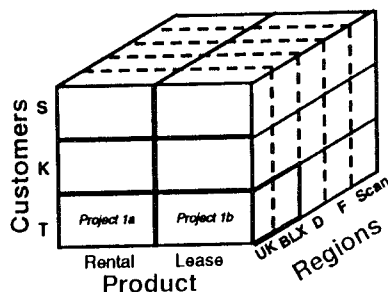
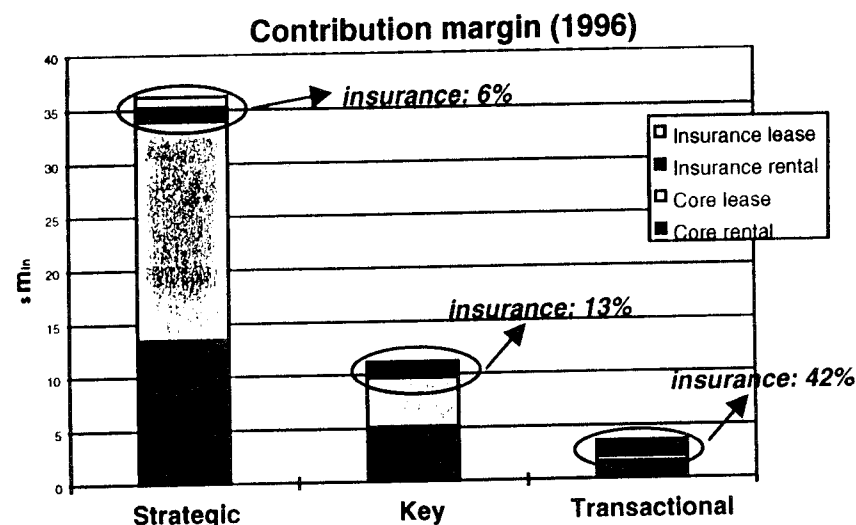
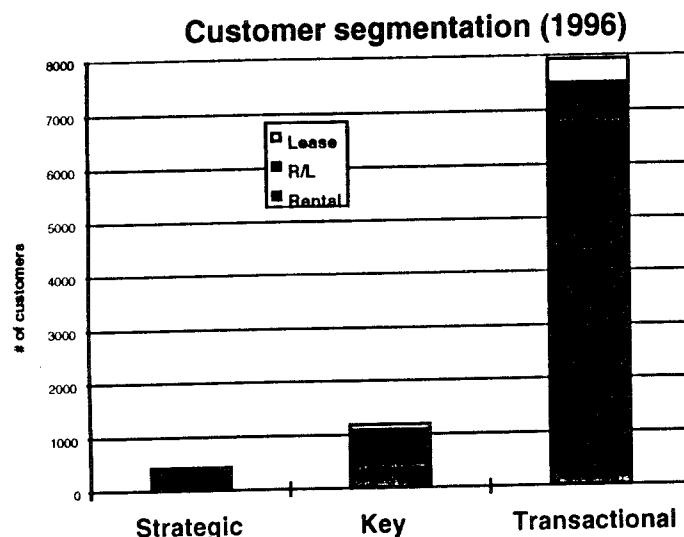
- 1997:
  - UK: \$ 110,000
  - Benelux: \$ 90,000
- 1998
  - UK/Benelux: \$ 1,350,000
  - Rest of Europe: \$ 1,000,000

### Benefits

- Modular product which offers flexibility/consistency to our customers
- Modular product limits bleeding on incrementals (mileage, reefer hours)
- Clear rental quotation process
- Introducing market conform rates versus previous cost-plus pricing
- Controllable/manageable product & rate variation
- Gain control over margins in our rental business
- Create foundation for New product introductions which are essential to become industry leader
- Limits time spend by organization on transactional accounts
- Supporting, and time saving tool, for sales organization
- Easily transferrable/understandable to new employees



It's essential to clearly define why you are doing a project. In this case more than 80% of our customers generates only 7% of our contribution margin !

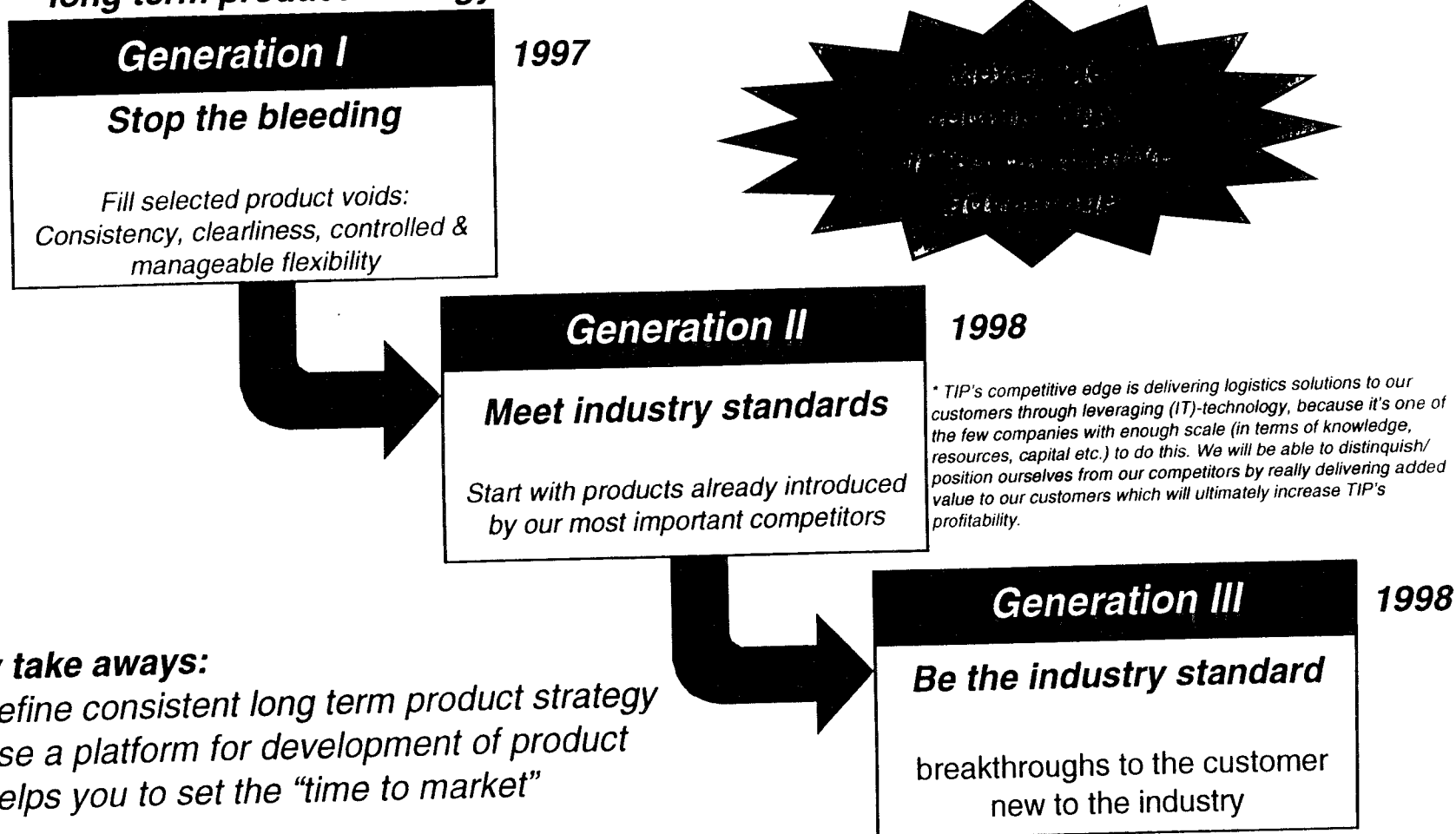


### Reasons for initial focus on transactional accounts

- highest "bleeding" is on transactional accounts: high financial impact possible
- Low on learning curve: starting with most important customers creates significant exposure/risk
- Standardizing rental business for transactional accounts leads to increased focus of our sales force on more profitable customers and segments (strategic accounts in ownership segment !)



*An overall Multi Generational Product Plan (MGPP) helps us to define a consistent long term product strategy to become the industry standard in generation III*



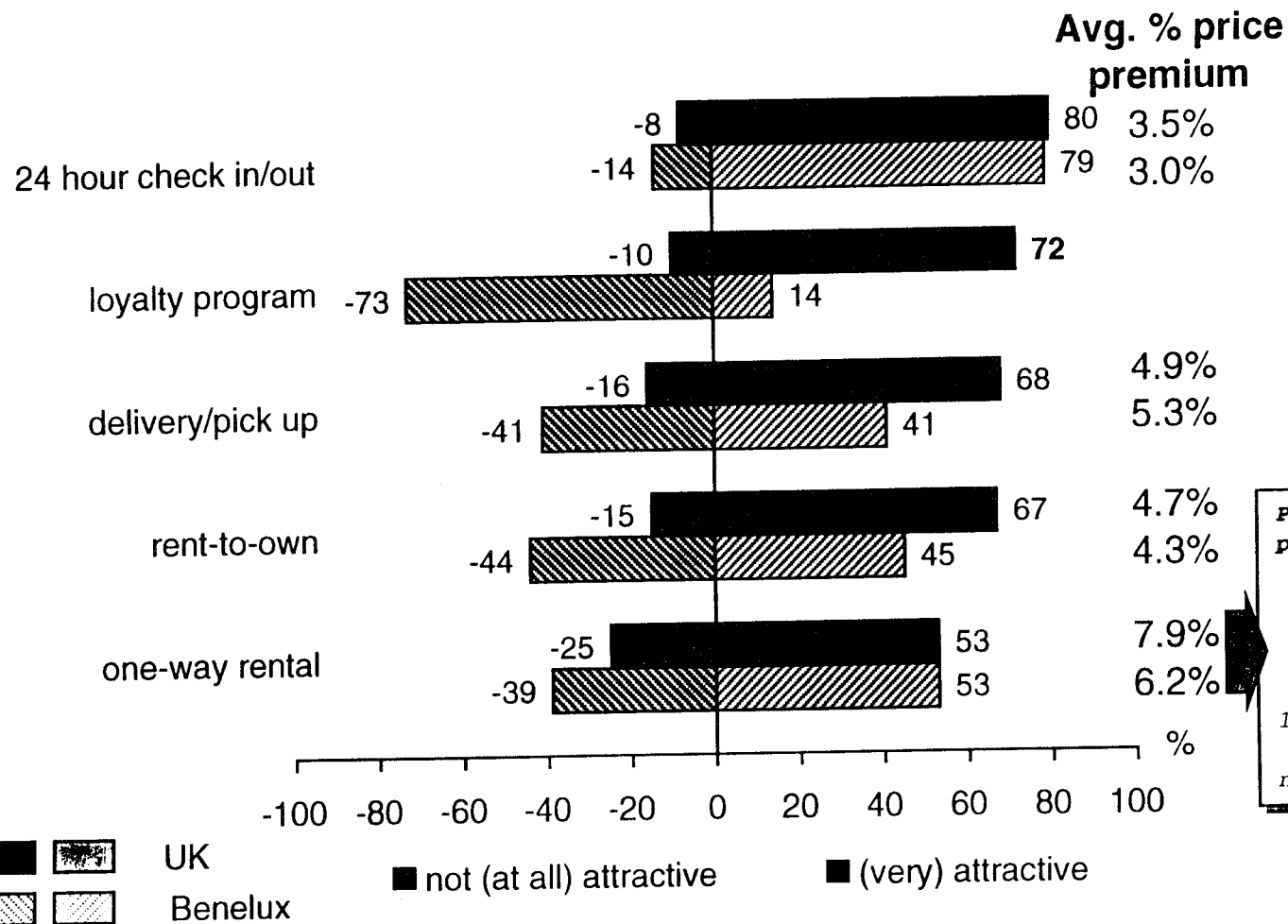
**Key take aways:**

- Define consistent long term product strategy
- Use a platform for development of product
- Helps you to set the "time to market"

**A Leadership Strategy**



External survey and competitors' benchmark was used to decide what new products we want to offer in generation II of our MGPP (which can differ regionally)

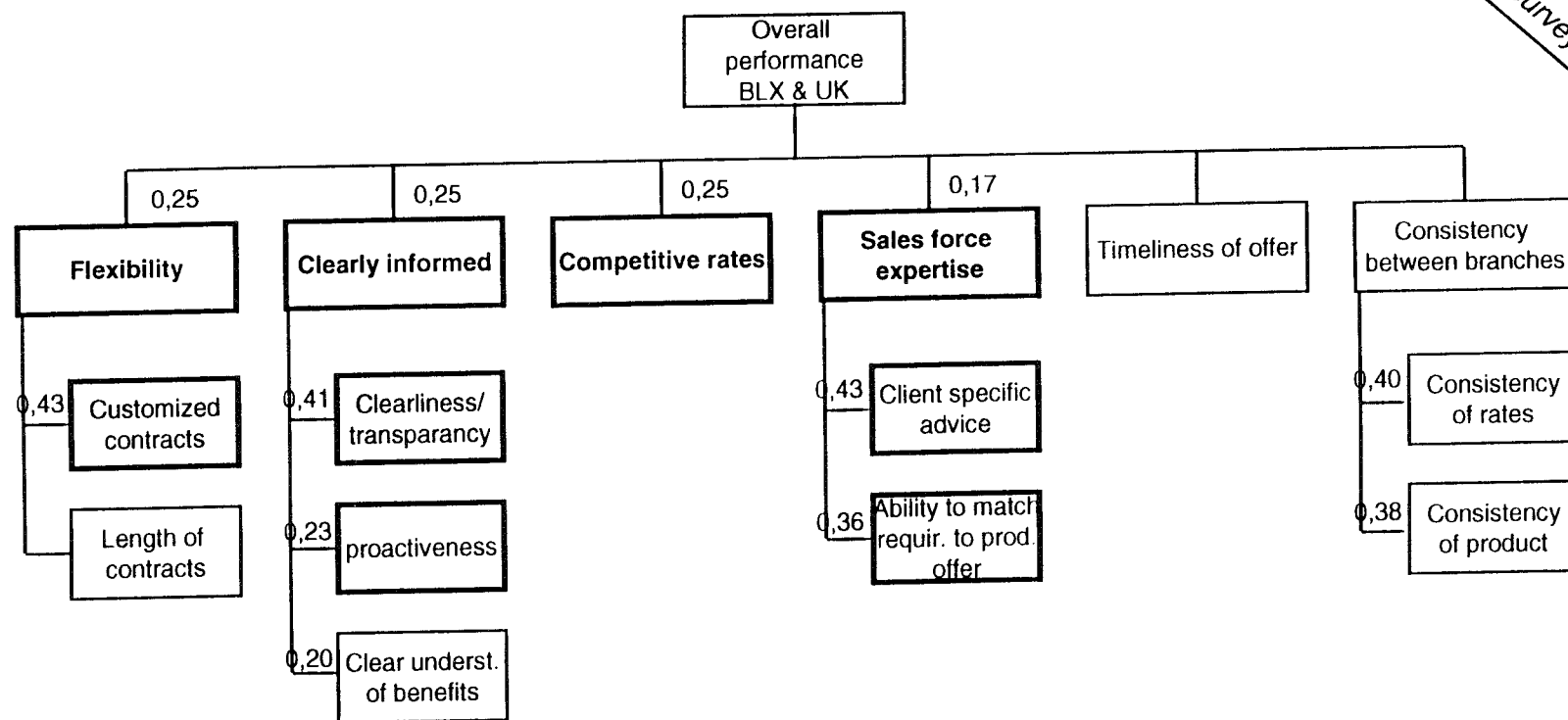


Survey result

| Price premium | % of cust. UK | % of cust. BLX |
|---------------|---------------|----------------|
| 0%            | 23%           | 31%            |
| 1-4%          | 7%            | 3%             |
| 5%            | 11%           | 10%            |
| 10%           | 11%           | 10%            |
| 11%-20%       | 12%           | 4%             |
| >20%          | 3%            | 5%             |
| no opinion    | 31%           | 35%            |



Telephone interview was used to create CTQ tree and to show TIP's performance against main benchmark



Note: Weights are calculated by using Multivariate Analysis



Benchmark under our competitors shows that a modular rental product is not offered to the market yet

| UK                              | CTR | TAL | DAW-<br>SONS | HILL<br>HIRE | BANKS |
|---------------------------------|-----|-----|--------------|--------------|-------|
| <b>Rental</b>                   | *   | *   | *            | *            |       |
| - mileage charge                |     |     |              |              |       |
| - mm tyre cap                   | *   | *   | *            | *            |       |
| - modules                       |     |     |              |              |       |
| <b>Operating Lease</b>          | *   | *   | *            | *            | *     |
| - net of maintenance            | *   | *   |              | *            | *     |
| - full service                  | *   | *   | *            | *            | *     |
| - km charge                     |     |     |              |              |       |
| - mm cap                        |     |     | *            |              |       |
| - purchase option (lmv)         | *   | *   |              | *            | *     |
| <b>Sale and Leaseback</b>       | *   | *   |              | *            | *     |
| <b>Finance Lease</b>            | *4  | *4  | *4           | *4           |       |
| - full payout                   |     | *   | *            |              | *     |
| - bargain purchase option       | *   | ?   | *            | *            | *     |
| <b>Flex Lease</b>               | *   |     |              |              |       |
| - term                          | *   |     |              |              |       |
| - equipment                     | *   |     |              |              |       |
| <b>Value Added Services</b>     | *   | *   | *            | *            |       |
| - insurance                     | *   | *   | *            | *            |       |
| - maintenance facilities        | *   |     |              |              |       |
| - 24h breakdown service         | *   | *2  | *            |              |       |
| - deliver and pick-up           |     |     | *            | *            |       |
| - truck and trailer             |     |     | *            |              |       |
| - mdp on trailers               |     |     |              |              |       |
| - try before you buy            |     |     |              |              |       |
| - conditional sale              |     |     |              |              |       |
| - one way rental                | *   |     | *            |              |       |
| - driver training               |     |     |              |              |       |
| - hire and dehire at cust. site |     |     |              | *            |       |
| - washing of trailers           | *   | *5  |              |              |       |
| - logon into network            |     |     |              |              |       |
| - air miles                     |     |     | *            |              |       |
| - on site MOT testing           | *5  |     |              |              |       |
| - 24h check in and out          |     | *5  |              | *5           |       |

[illegible]

## Assumptions

- 1) When possible
- 2) Rental only
- 3) Or without
- 4) 3rd party
- 5) Only some sites
- 6) Not when longer than one day





Detailed MGPP tells us exactly what we are going to do in near future to become industry leader. All new products/services should be validated with our customers

| Attribute                                                                                    | valid.<br>with<br>cust. | Classi-<br>fication |    |    | Genera-<br>tion |   |   |
|----------------------------------------------------------------------------------------------|-------------------------|---------------------|----|----|-----------------|---|---|
|                                                                                              |                         | L1                  | L2 | L3 | 1               | 2 | 3 |
| <b>Rental</b>                                                                                |                         |                     |    |    |                 |   |   |
| <b>External customers: rental</b>                                                            |                         |                     |    |    |                 |   |   |
| Competitive price                                                                            | *                       |                     |    |    |                 |   |   |
| Flexibility (term/modularity/tariff items)                                                   | *                       |                     |    |    |                 |   |   |
| Clearliness/transparancy                                                                     | *                       |                     |    |    |                 |   |   |
| Financial expertise sales force                                                              | *                       |                     |    |    |                 |   |   |
| Modular Rental product                                                                       | *                       |                     |    |    |                 |   |   |
| <b>Value added services</b>                                                                  |                         |                     |    |    |                 |   |   |
| Tip Assist (Eur. 24 hour breakdown service)                                                  |                         |                     |    |    |                 |   |   |
| Rent to own "try before you buy"                                                             | *                       |                     |    |    |                 |   |   |
| One way rental                                                                               | *                       |                     |    |    |                 |   |   |
| Improved insurance product (Competitive rates,<br>clearliness/transparancy, logical modules) | *                       |                     |    |    |                 |   |   |
| 24h check out/(check in) poss.                                                               | *                       |                     |    |    |                 |   |   |
| Central reservation number (in Europe)                                                       |                         |                     |    |    |                 |   |   |
| (Delivery/pick-up at customer facility: less relevant<br>with 24h check out)                 | *                       |                     |    |    |                 |   |   |
| Fleet management                                                                             |                         |                     |    |    |                 |   |   |
| Trucks/vans/warehousing eqp.ment (driver) rental                                             |                         |                     |    |    |                 |   |   |
| " Business partners" (trailer avail. on internet etc.)                                       |                         |                     |    |    |                 |   |   |
| European helpdesk for reserv, damage notices,<br>info requests etc.)                         |                         |                     |    |    |                 |   |   |
| Rental livery (logo's)                                                                       |                         |                     |    |    |                 |   |   |
| Satellite Tracking Systems                                                                   |                         |                     |    |    |                 |   |   |
| Trailer miles program (loyalty program: UK only)                                             | *                       |                     |    |    |                 |   |   |
| Integrated rental/value added services modular<br>product                                    |                         |                     |    |    |                 |   |   |

### basis for MGPP

- Financial products survey ("\*)
- Competitors benchmark ("\*)
- Customer scorecards

\* See hand-out



TIP Europe

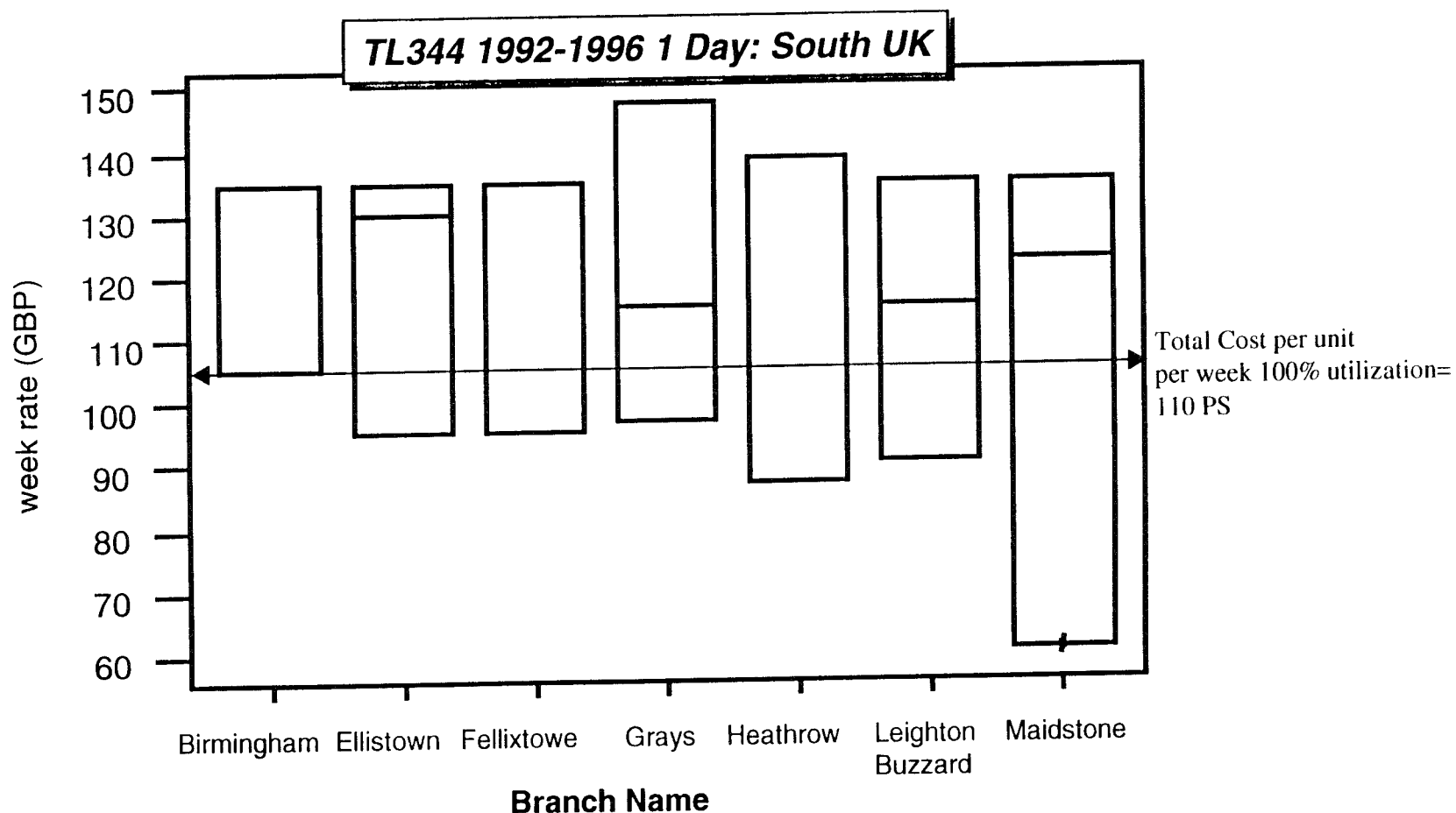
Measure: Rental QFD

QFD is powerful tool to define measurements related to most important CTQ's and it tells us at the same time how we are doing compared to competition

| Target goals                         |                                                | -- ++ -- ++ --                                |                                 |                                         |                   |                                           |                              | Competition comparison |     |    |     |     |    |
|--------------------------------------|------------------------------------------------|-----------------------------------------------|---------------------------------|-----------------------------------------|-------------------|-------------------------------------------|------------------------------|------------------------|-----|----|-----|-----|----|
| Relationship matrix                  |                                                | Measures                                      |                                 |                                         |                   |                                           |                              |                        |     |    |     |     |    |
| Strong Moderate Weak<br>Weight 9 3 1 |                                                | Product variation                             | Customer info req. survey score | Rate variation                          | Offer close ratio | Customer contact-product offer cycle time | Multi-branch cust. variation | Wgt                    | 1   | 2  | 3   | 4   | 5  |
| Primary want                         | Secondary want                                 |                                               |                                 |                                         |                   |                                           |                              |                        |     |    |     |     |    |
| Flexibility                          | Customized contracts                           | ●                                             | △                               | ○                                       | ○                 | △                                         |                              | 5                      |     |    | TIP | BM  |    |
|                                      | Length of contracts                            | △                                             |                                 | ○                                       |                   |                                           |                              | 1                      | TIP | BM |     |     |    |
| Well informed                        | Clarity/transparency                           | ●                                             | ○                               |                                         |                   | ○                                         |                              | 5                      |     |    | TIP | BM  |    |
|                                      | Proactiveness                                  |                                               | ●                               |                                         |                   |                                           |                              | 3                      |     |    |     | TIP | BM |
|                                      | Clear underst. of benefits                     |                                               | △                               | △                                       | ○                 |                                           |                              | 1                      |     |    | TIP | BM  |    |
| Competitive rates                    |                                                | ○                                             |                                 | ●                                       | ○                 |                                           |                              | 5                      |     |    | BM  | TIP |    |
| Expertise of sales force             | Client specific advice                         | ○                                             | ○                               | ○                                       | ○                 | △                                         |                              | 3                      |     |    |     | TIP | BM |
|                                      | Ability to match requirements to product offer | ○                                             | ○                               |                                         | ○                 | ○                                         |                              | 3                      |     |    | TIP |     | BM |
| Timeliness of offer                  |                                                |                                               |                                 | ○                                       |                   | ●                                         |                              | 1                      |     |    | TIP | BM  |    |
| Consistency betw. branches           | Rental product offer                           | ○                                             |                                 | ○                                       |                   |                                           | ●                            | 1                      |     |    | TIP |     | BM |
|                                      | Rates                                          |                                               |                                 |                                         |                   |                                           | ●                            | 1                      |     |    | TIP | BM  |    |
|                                      |                                                | 127                                           | 66                              | 79                                      | 66                | 41                                        | 33                           |                        |     |    |     |     |    |
|                                      |                                                | 5 sigma at end of 1998+ lost incrementals = 0 |                                 | Variation from market conform base rate |                   |                                           |                              |                        |     |    |     |     |    |



Rates vary within a branch for same trailer type, and varies even more between branches



- Sample: 3,668 rental contracts
- Direct cost = maintenance + interest + depreciation
- Total cost = direct cost + SGA

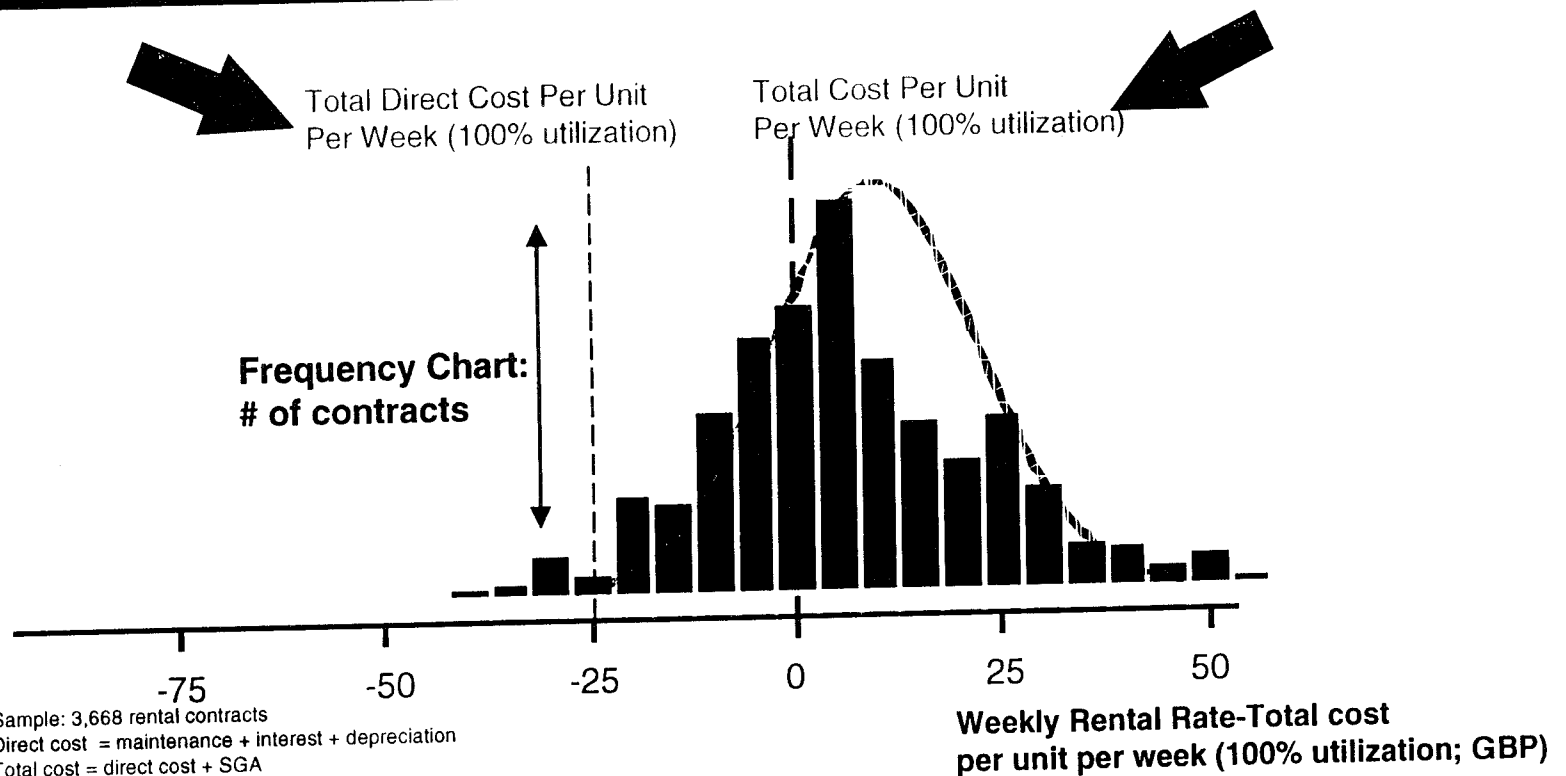


Uncontrollable variation is our enemy. 34,8% of UK contracts not meeting minimum requirement.

Process Capability Analysis Total UK\*:

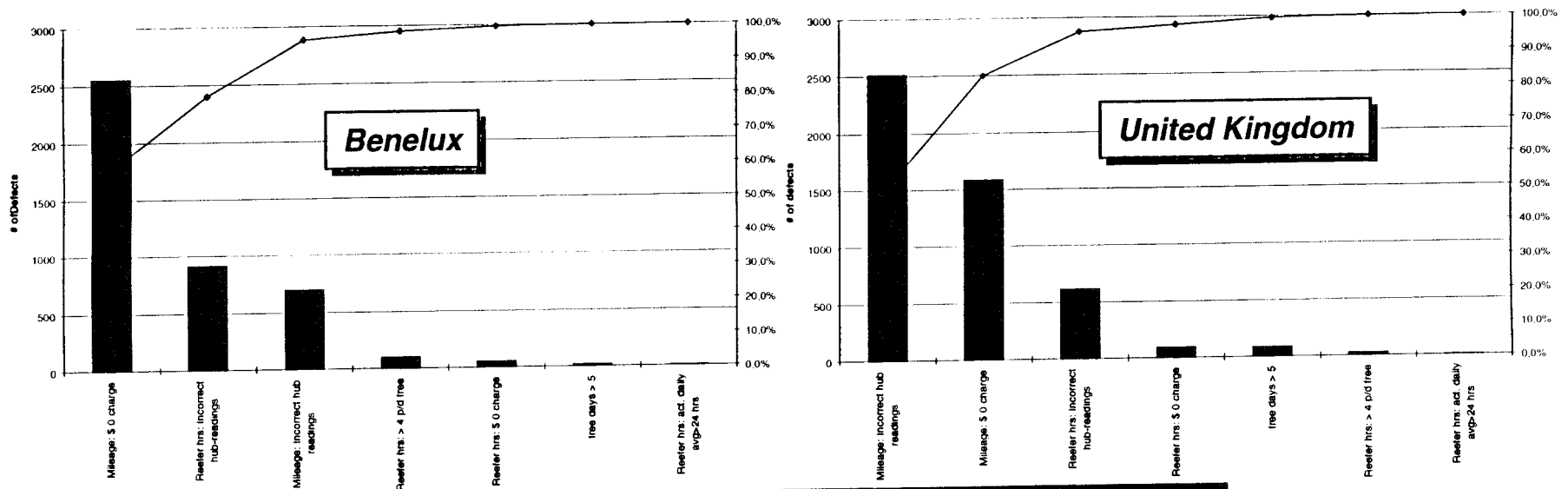
|                                |        |
|--------------------------------|--------|
| % contracts below Direct Cost: | 3,33%  |
| DPMO:                          | 33,261 |
| Sigma Level:                   | 3,3    |

|                               |         |
|-------------------------------|---------|
| % contracts below Total Cost: | 34.84%  |
| DPMO:                         | 348,419 |
| Sigma Level:                  | 1.9     |





More than 95% of defects measured are a result of mileage. The UK scores 2.3 sigma which is significantly lower than the Benelux with a sigma level of 2.8

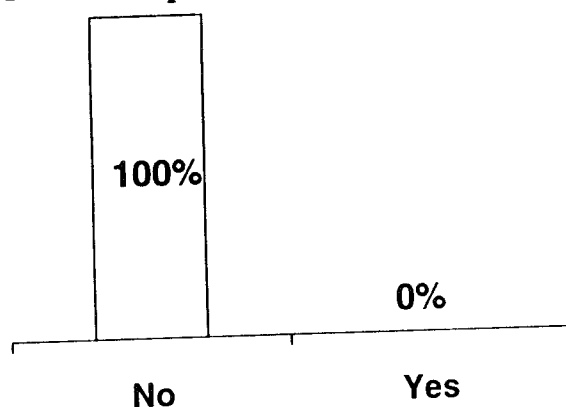


| Rental product:<br>transactional accounts | Benelux |         | U.K     |         | Total   |
|-------------------------------------------|---------|---------|---------|---------|---------|
|                                           | Rest    | Reefers | Rest    | Reefers |         |
| Number of units processed (N)             | 14.246  | 1.072   | 9.755   | 771     | 25.844  |
| # of defects made (D):                    |         |         |         |         |         |
| mileage                                   | 3.008   | 245     | 3.821   | 278     | 7.352   |
| free days                                 | 17      | -       | 84      | 11      | 112     |
| reefer hours                              | -       | 834     | -       | 580     | 1.414   |
| # of defect opportunities (O):            | 2       | 3       | 2       | 3       | 2       |
| Defects per million opp. (DPMO)           | 106.170 | 335.432 | 200.154 | 375.594 | 171.752 |
| Sigma level                               | 2.75    | 1.95    | 2.3     | 1.8     | 2.45    |

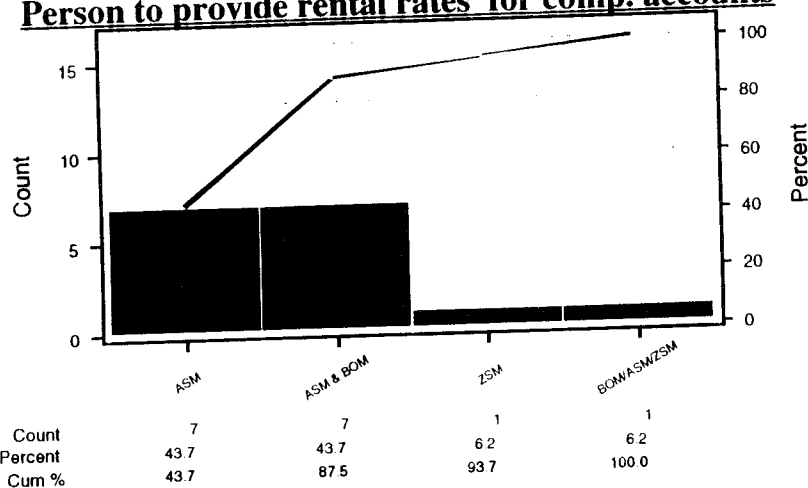


Survey amongst our sales force showed that there was no clear process and policies & procedures in place!

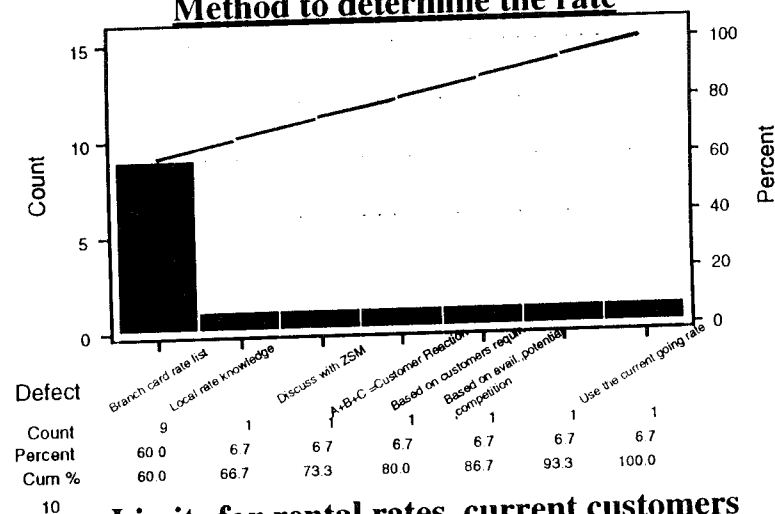
**Policies & procedures available**



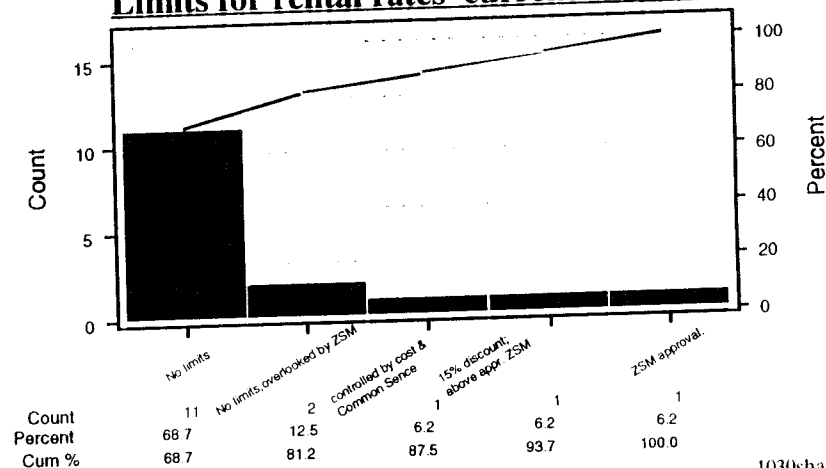
**Person to provide rental rates for comp. accounts**

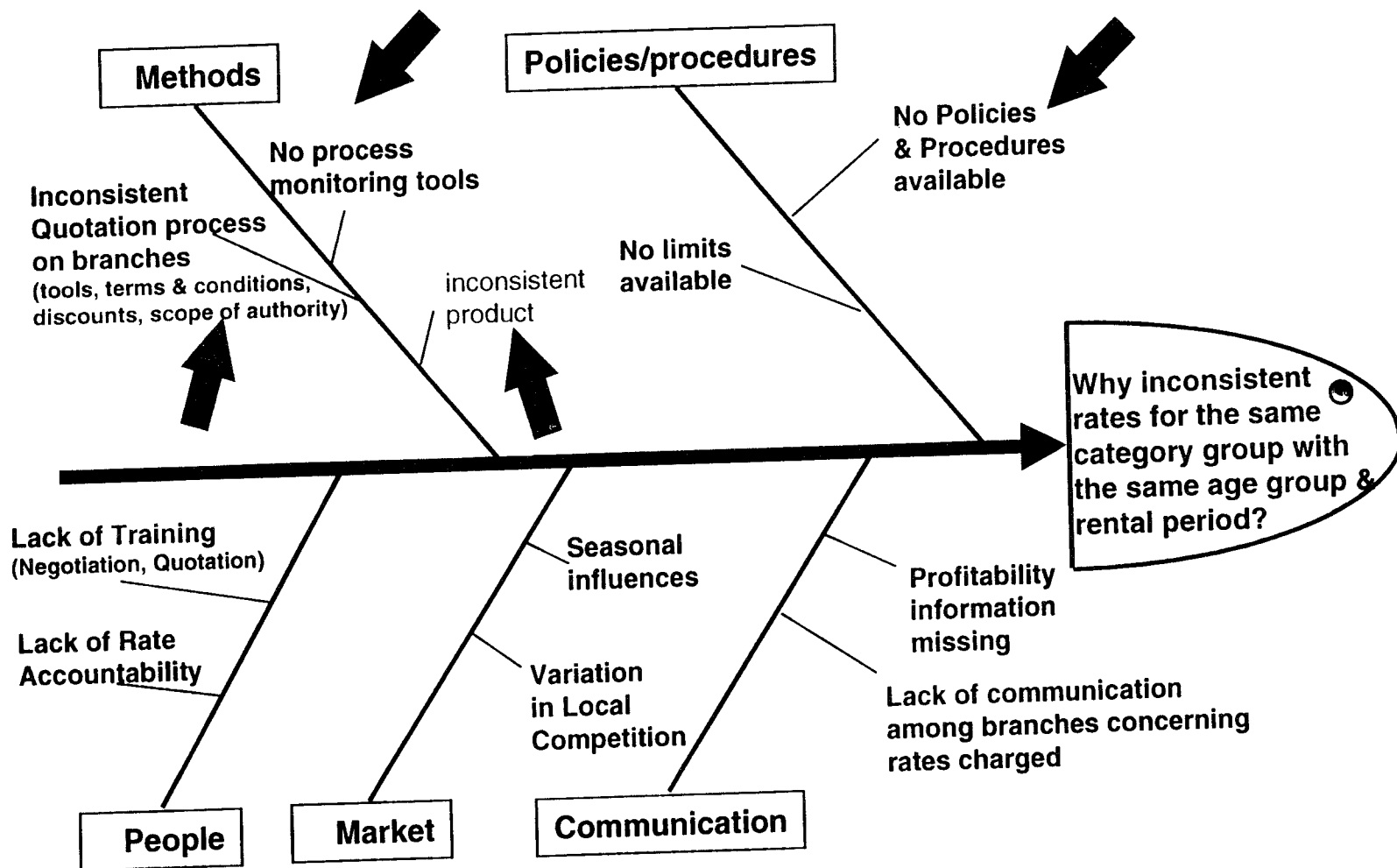


**Method to determine the rate**



**Limits for rental rates current customers**







Module allows to offer a 'tailor-made' rental product to our customers which is at the same time manageable and controllable through standardized modules

Rental rate structure for transactional/key accounts: equipment type TL344

|                                  | Module A            | Module B            | Module C            | Module D          | Module E             |
|----------------------------------|---------------------|---------------------|---------------------|-------------------|----------------------|
|                                  | <i>storage user</i> | <i>limited user</i> | <i>average user</i> | <i>heavy user</i> | <i>mileage eater</i> |
| Fixed rate (weekly, GBP)         | X 101               | X 106               | X 118               | X 128             | X 139                |
| Mileage charge                   | X                   | X                   | X                   | X                 |                      |
| Mileage Category free KMs (week) |                     |                     |                     |                   |                      |
| 0 - 200 100                      | X                   |                     |                     |                   |                      |
| 200 - 1000 600                   |                     | X                   |                     |                   |                      |
| 1000 - 2000 1500                 |                     |                     | X                   |                   |                      |
| 2000 - 3000 2300                 |                     |                     |                     | X                 |                      |
| 3000 > Unlimited                 |                     |                     |                     |                   |                      |
| KM rate                          | 0,050               | 0,030               | 0,020               | 0,015             |                      |
|                                  | 0-200               | 200-1000            | 1000-2000           | 2000-3000         | >3000                |

118 = Base Rate

Rental rates by module for various mileages

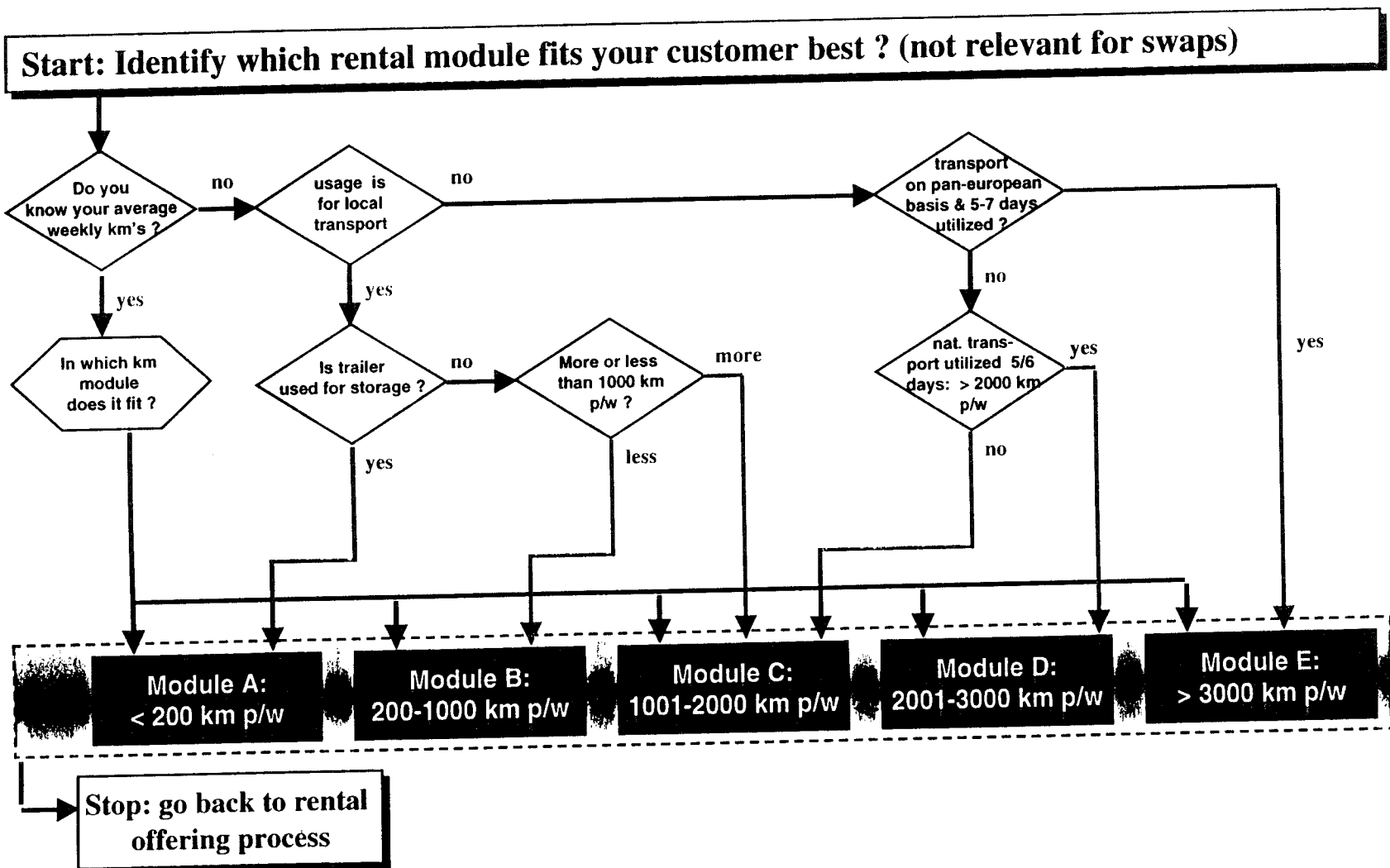
| Actual KMs (week) | Mod. A | Mod. B | Mod. C | Mod. D | Mod. E |
|-------------------|--------|--------|--------|--------|--------|
| 100               | 101    | 106    | 118    | 128    | 139    |
| 200               | 106    | 106    | 118    | 128    | 139    |
| 300               | 111    | 106    | 118    | 128    | 139    |
| 400               | 116    | 106    | 118    | 128    | 139    |
| 500               | 121    | 106    | 118    | 128    | 139    |
| 600               | 126    | 106    | 118    | 128    | 139    |
| 700               | 131    | 109    | 118    | 128    | 139    |
| 800               | 136    | 112    | 118    | 128    | 139    |
| 900               | 141    | 115    | 118    | 128    | 139    |
| 1000              | 146    | 118    | 118    | 128    | 139    |
| 1250              | 159    | 126    | 118    | 128    | 139    |
| 1500              | 171    | 133    | 118    | 128    | 139    |
| 1750              | 184    | 141    | 123    | 128    | 139    |
| 2000              | 196    | 148    | 128    | 128    | 139    |
| 2300              | 211    | 157    | 134    | 128    | 139    |
| 2500              | 221    | 163    | 138    | 131    | 139    |
| 3000              | 246    | 178    | 148    | 139    | 139    |
| 3500              | 271    | 193    | 158    | 146    | 139    |
| 4000              | 296    | 208    | 168    | 154    | 139    |
| 5000              | 346    | 238    | 188    | 169    | 139    |

See: decision tree for choosing right module



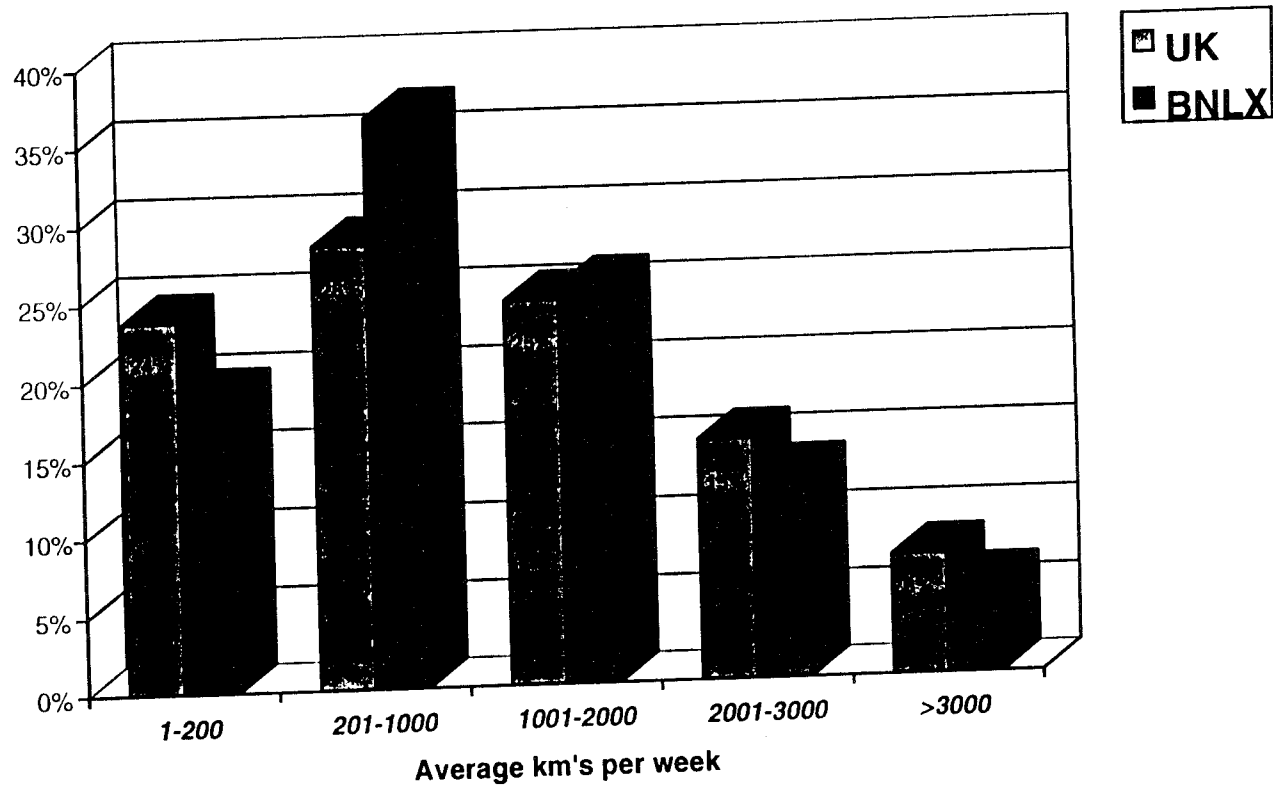


Decision tree enables sales force to help customers to choose the right module





Sample on 26,000 closed contract shows a significant distribution between all modules





**Introduction of market conform rates in stead of cost-plus pricing  
should give TIP control over its margins**

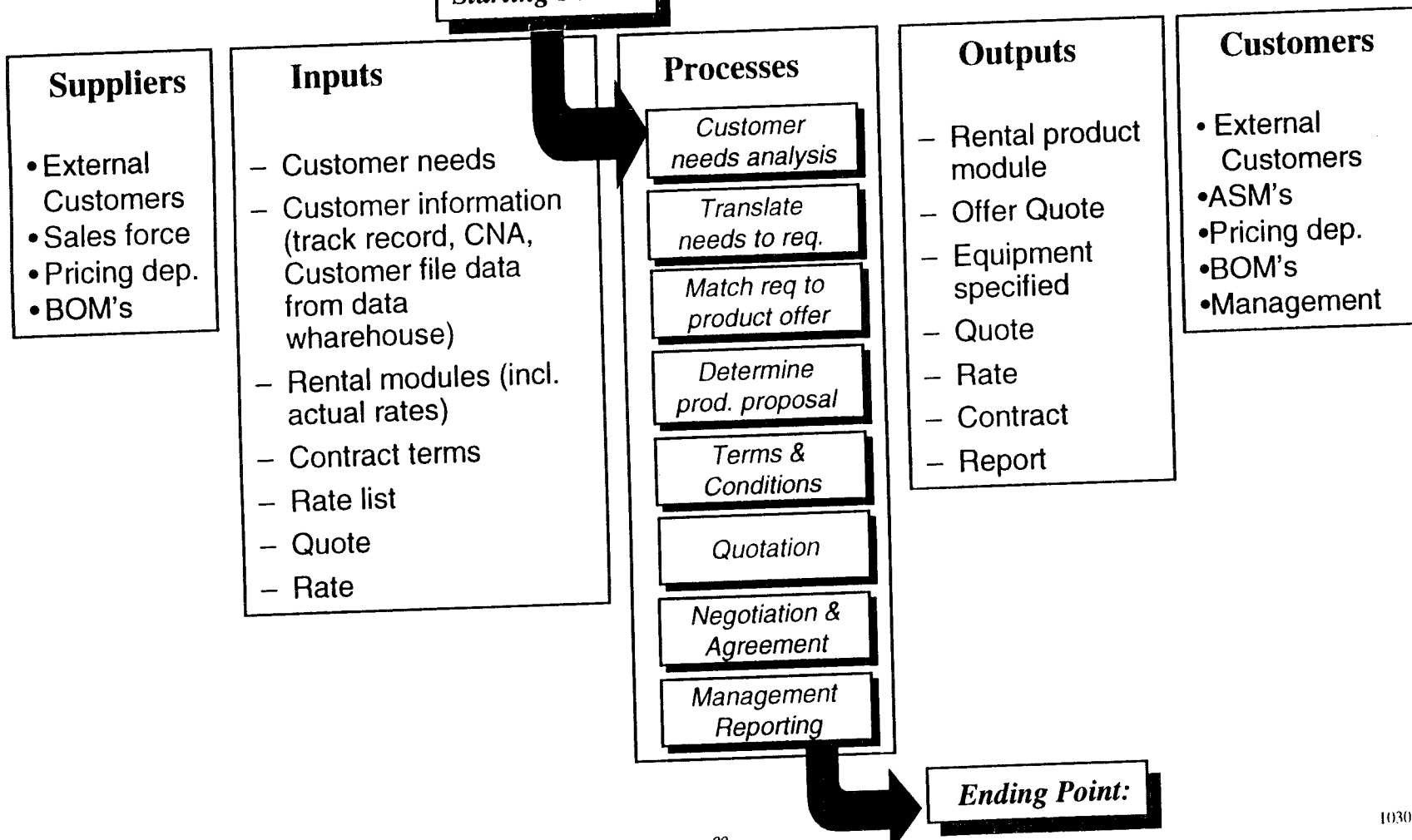
**Example Base Rate List: South East UK**

| Cluster    | Equipment  | Category    | Description                                            | Vintage |           |
|------------|------------|-------------|--------------------------------------------------------|---------|-----------|
|            | Type       | Code        |                                                        | Group   | Base Rate |
| South East | CHASSIS    | TSG320AN    | Skeletal gooseneck, 3 axles, 20'ft, 1*20'ft central    | 94-97   | 150       |
| South East | CHASSIS    | TSR340EN    | Skeletal rolling/sliding bogie, 3 axles, 40ft,         | 94-97   | 131       |
| South East | CHASSIS    | TSS220AN    | Skeletal standard, 2axles, 20ft, central               | 88-93   | 70        |
| South East | CHASSIS    | TSS240BN    | Skeletal standard, 2axles, 40ft,                       | 88-93   | 85        |
| South East | CHASSIS    | TSS330CN    | Skeletal standard, 3axles, 30ft, central               | 94-97   | 127       |
| South East | CHASSIS    | TSS340ENN   | Skeletal standard, 3axles, 40ft,                       | 94-97   | 115       |
| South East | FLATS      | TCS31341NNN | Curtainsider standard, 3axles, 1340 m, straight        | 94-97   | 145       |
| South East | FLATS      | TPF21221NN  | Platform, 2axles, 1220m straight                       | 88-93   | 85        |
| South East | FLATS      | TPF21241NN  | Platform, 2axles, 1240m straight                       | 88-93   | 93        |
| South East | FLATS      | TPS21221NN  | Platform skeletal, 2 axles, 1220m, straight            | 88-93   | 85        |
| South East | FLATS      | TPS31221NN  | Platform skeletal, 3 axles, 1220m, straight            | 88-93   | 95        |
| South East | FLATS      | TPT31222NS  | platform trombone, 3 axles, 1220m, step, steering axle | 88-93   | 300       |
| South East | HUCKEPACKS | TTS31361HNN | Tilt standard, 3 axles, 1360m, straight, huckepack     | 94-97   | 130       |
| South East | REEFERS    | TRF31341NNN | Reefer Flower Spec, 3axles, 1340m, straight            | 94-97   | 340       |
| South East | REEFERS    | TRS31221NNT | Reefer standard, 3axles, 1220m, taillift               | 88-93   | 320       |



Supplier Input Process Output Customer **Map**

**Starting Point :**





Process Map: 'Should be'

Customer

Trailer type specifications

Field

Customer Contact\*

\*Customer calling  
Customer comes to depot  
Sales visit



Term of contract is less than 1 year?

Yes

Long term lease process 'out of scope'

translation of cust. product transp. needs into level 1&2 new cat. codes

translation of cust. weight transp. needs in level 3,4,5 cat. codes (# of axes, length, height, loading facil., frame type)

translation of cust. transp./usage needs into level 6 new cat. codes

Trailer Available?

No

Offer Alternative or Refer to Other Branch 'Turn Down Log'

Yes

New/ Current Account?

Current

New

pre-agreed rates avail. for specific equipment type?

No

Nat./ pan-eur customer?

No

contact SAM

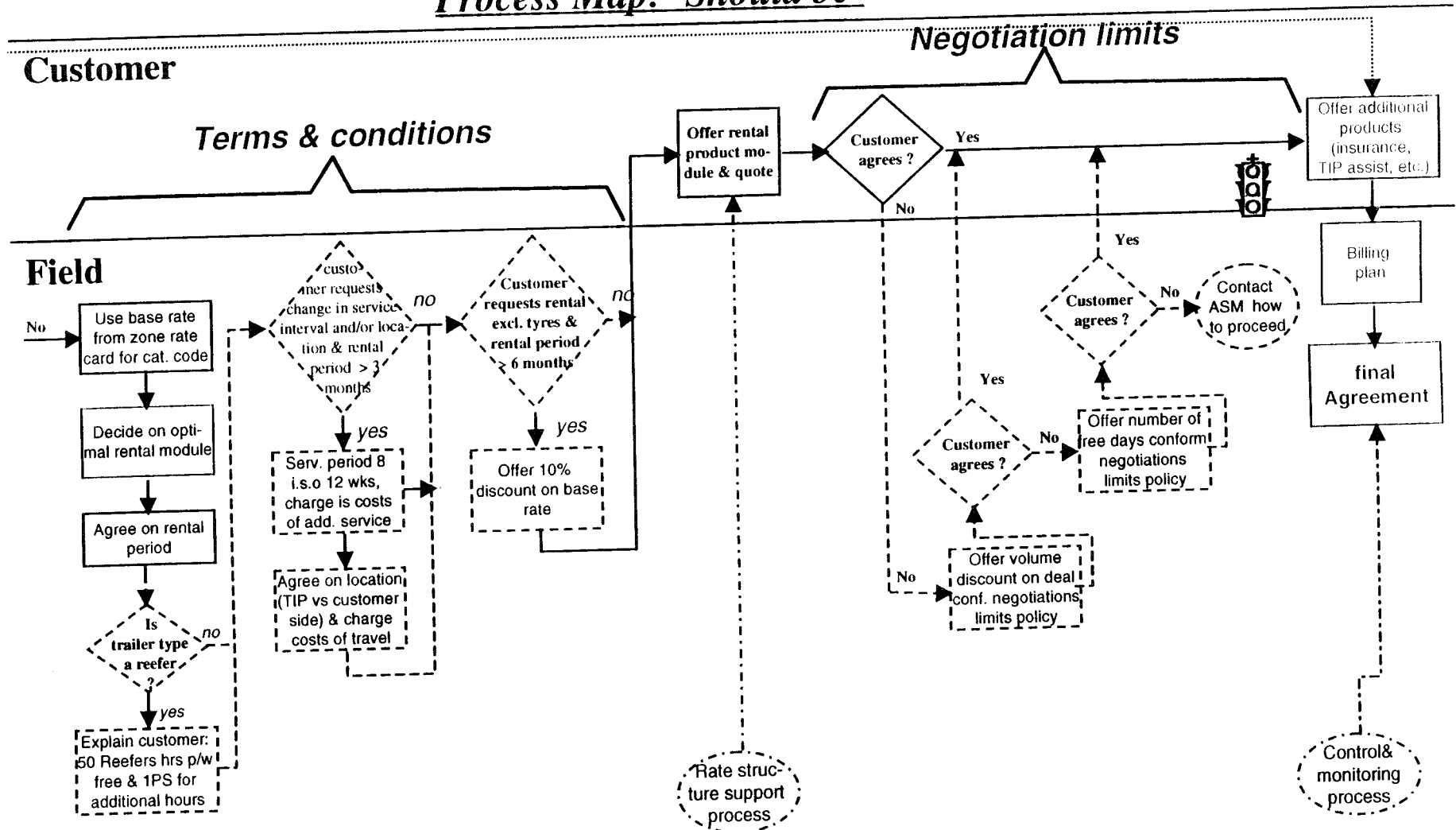
yes

yes

Credit approval process 'out of scope'

By creating a clear process TIP is able to introduce market conform rates related to our product modules which is clear, consistent & flexible to our customers whilst ensuring controllable & manageable rate variation for TIP

## Process Map: 'Should be'





Modular rental tool captures entire new process/product/price structure in appr. 10 questions to make it fast and simple for our people in the field

**Modular Rental Tool (MRT)**

**NEW CALCULATION**

Enter Category Code  Region   
Select Rate Module (A - F)  Branch

Customer #  (If known, otherwise: write Lease ID on Printed Internal Summary)  
Lease Agreement #

Base Rate  See manual rate list

Terms & conditions

Rental period  # of days  discount

1 Month or Less 0% discount

Service period & location (only if specifically requested by customer)  
per 8 instead of 12 weeks  not applicable  
Inspection  not applicable  
B service  not applicable

At customer's location  not applicable

Rental excl. tyres (only if specifically requested by customer)  
Requested by customer  not applicable

Free Reefer Hours 50 per week  
Rate Per Reefer Hour 1 Pound Sterling

Total discount% on basis of terms&conditions 0% New base rate 300

Does customer agree on offered quote? (fill in X) ☐ yes ☐ comment   
go to negotiations limits

Volume discount

Vintage group discount

| Nearest vintage group available | Older vintage group to offer (check if physically available) | Discount % to offer |
|---------------------------------|--------------------------------------------------------------|---------------------|
| >92                             | 89-92                                                        | <=88                |
| 89-92                           | <=88                                                         | 0%                  |
| <=88                            |                                                              | 0%                  |

Total discount% on basis of vintage discount 0% New base rate 300

Does customer agree on offered quote? (fill in X) ☐ yes ☐ comment   
offer volume discount

Volume discount

# of trailers out on rent with customer (inc. this deal)

10 or Less 0% discount on offered base rate after terms&conditions

Total discount% on basis of volume discount 0% New base rate 300

Does customer agree on offered quote? (fill in X) ☐ yes ☐ comment   
offer # of free days

Number of free days

2 Weeks to 1Month: 3 This is the maximum, you can also offer 1 or 2 days  
Final Offer  days

Does customer agree on offered quote? (fill in X) ☐ comment   
refer to ZSM if customer is worth it to give an additional discount

### Customer summary

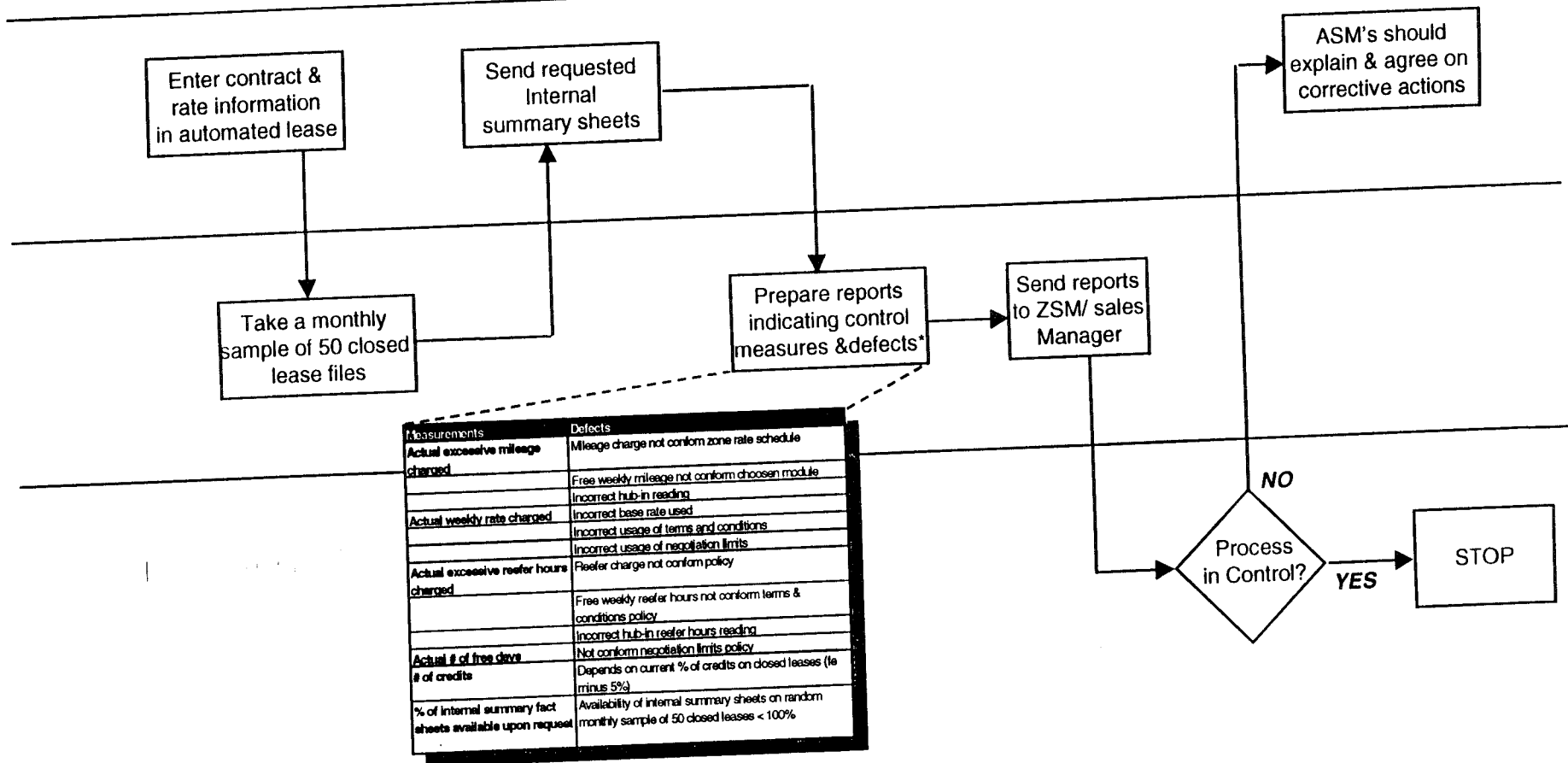
|                      |            |
|----------------------|------------|
| Module Specified     | b          |
| Fixed Rate p/week    | 284 / week |
| Free Mileage/Week    | 600        |
| Mileage Charge       | 0,04       |
| Rental Period        | 30 days    |
| Free Reefer Hours    | 50 / week  |
| Rate Per Reefer Hour | 1 PS       |

### Internal (control) summary

|                      |                |
|----------------------|----------------|
| Region/Zone          | UK             |
| Branch               | 079            |
| Customer #           | 0              |
| Lease Agreement #    |                |
| Trailer Type         | trs31341nnn    |
| Vintage              | >92            |
| Module               | b              |
| Rental Period (days) | 30             |
| Original Base Rate   | 300 / week     |
| Ending Rate          | 284 / week     |
| Free Mileage/Week    | 600 KMs        |
| Mileage Charge       | 0,04 PS        |
| Free Reefer Hours    | 50 / week      |
| Rate Per Reefer Hour | 1 PS           |
| Discounts            |                |
| Period               | not applicable |
| Tires                | not applicable |
| Vintage Offer        | not applicable |
| Volume               | not applicable |
| Free Days            | 2              |



Monitoring process enables us to get feedback on effectiveness of rental modules, market-conformity of rates & discipline of sales force: guideline for taking corrective actions



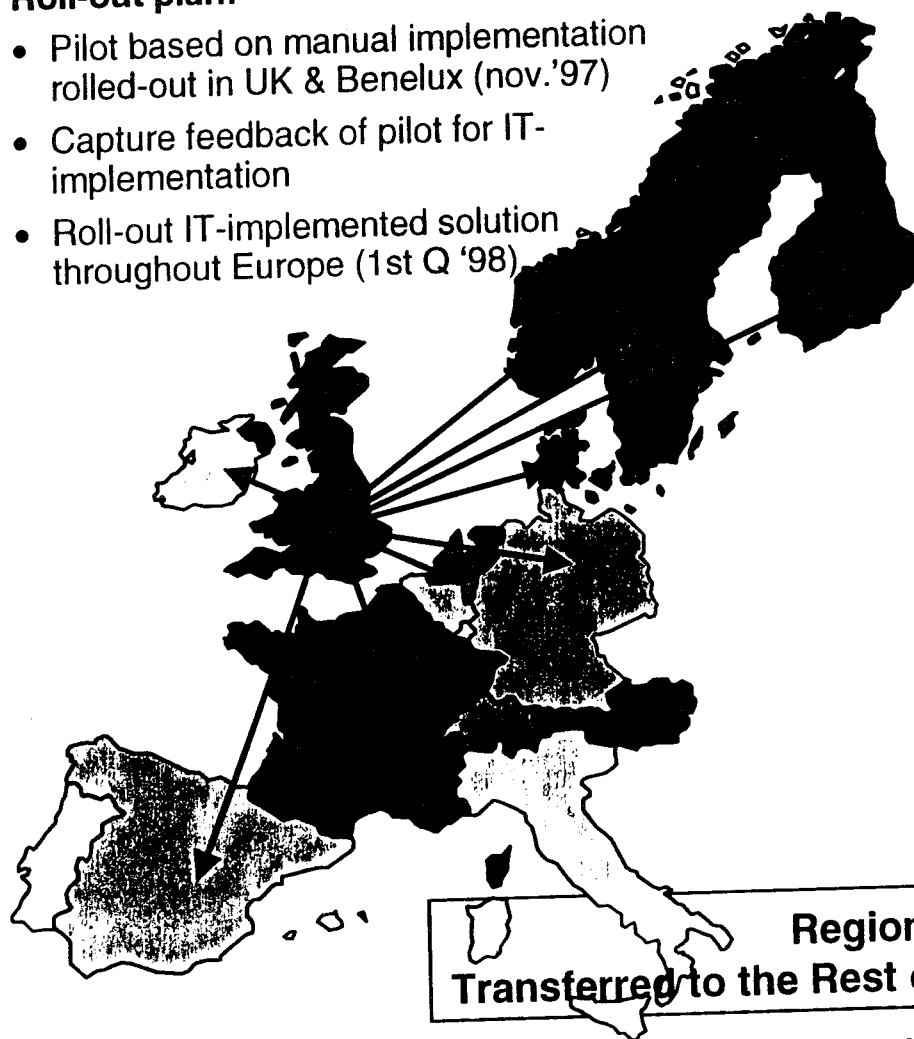




**Rental P<sup>3</sup>-project will have a financial impact of more than \$ 2,000,000 !**

### Roll-out plan:

- Pilot based on manual implementation rolled-out in UK & Benelux (nov.'97)
- Capture feedback of pilot for IT-implementation
- Roll-out IT-implemented solution throughout Europe (1st Q '98)



### Financial impact

#### •1997:

- UK: \$ 110,000
- Benelux: \$ 90,000

#### •1998

- UK/Benelux: \$ 1,350,000
- Rest of Europe: \$ 1,000,000

### Assumptions:

- Financial impact from:
  - ADR improvement (3%)
  - Billing incrementals (mileage, reefer hours)
- Pilot Roll-out UK: October 15th, 1997
- Pilot Roll-out Benelux: November 15th, 1997
- IT implemented European roll-out: April 1st, 1998

**Regional Project Being Transferred to the Rest of Europe & Potentially in TIP USA**



- 1. Clear scope of DFSS-project is essential to make it manageable. There is a key role in this scoping effort for project sponsor at the start of a project.**
- 2. Integration of DMAIC/DMADV tools gives more focus on measurement of current performance which creates the shared need**
- 3. Team members should preferably be (future) owners of product or process**
- 4. DMADV projects are more time consuming than DMAIC projects especially when it concerns New Product Introductions (NPI) due to need of external customer surveys, competitor benchmarks etc.**
- 5. Capture project progress in a dynamic document (f.e in powerpoint on a weekly basis)**
- 6. Shared team leadership creates stronger fist to execute projects which dramatically change the way we are doing business now**
- 7. Integration of IT Systems in Project is Critical in Making the Change Last**