

Mission completed: Significant strategic impact achieved with world class efficiency

The Business Challenge

How can you be sure that the growth plans of your business in the increasingly diversified European market are properly understood and implemented throughout your entire organization?

And how do you fulfill that goal in a highly efficient manner?

These were the 2 questions Terumo's European top management wanted answered in order to consolidate their leading market position after achieving double digit growth in top and bottom lines in the European market in recent years.

Top management wanted country managers to be engaged in decision making, and they searched for both a method as well as the tools needed to support the process.

The ValueMaker Solution

Mr. Christian Mikkelsen, a certified ValuePerform consultant and executive business coach, was hired by Terumo to help identify potential performance gaps in such key areas as communication, marketing support and sales strategy, and to subsequently help in implementing successful solutions.

An initial ValuePerform strategy analysis collected data from 100 Terumo associates in 8 branches located from Central Asia to Northern Africa and Europe. Furthermore, ValuePerform revealed the effectiveness of activities and assessed future market validation for other business units.

"We chose the ValuePerform tool in order to create ownership of our strategic decisions."

In a 1- day workshop, led by Mr. Mikkelsen, Terumo's associates identified three major strategic areas as

being critical to achieve future business objectives. The outcome of the workshop was specific action plans for Terumo addressing each of the strategically vital areas.

Significant Business Results

Only 4 months after the workshop, Terumo's European top management sums up the following results of the strategy articulation process based on the ValueMaker method:

- Higher focus on distribution and concrete action plans drafted accordingly.
- Visual knowledge regarding value chain within Terumo and enhancement actions taken accordingly.
- Closing the gap between production, sales people and customers through measurable actions to create higher customer satisfaction.



"The highly effective ValueMaker process has helped us in optimizing our business unit strategy, thereby expanding our market and increasing customer satisfaction."

Tommy Madsen, European Business Manager
Terumo N.V. Cardiovascular Systems



About Terumo

Terumo N.V. is the European organization for the Japanese manufacturer of medical products and equipment, Terumo Corporation. The European operation has a turnover of € 350 million (FY 08) and employees 1,100 people. Globally, Terumo has 13,500 employees and sales of 360.4 billion YEN.

