

Change Management in turbulenten Märkten

" UNSERE VISION:
KUNDEN, PARTNER UND ÖFFENTLICHKEIT SAGEN: REPOWER IST DAS FREUNDLICHSTE UND INNOVATIVSTE ENERGIE-UNTERNEHMEN DER SCHWEIZ DAS DIE REISE IN EINE LIBERALISIERTE UND ENERGIEEFFIZIENTE ZUKUNFT VEREINFACHT."

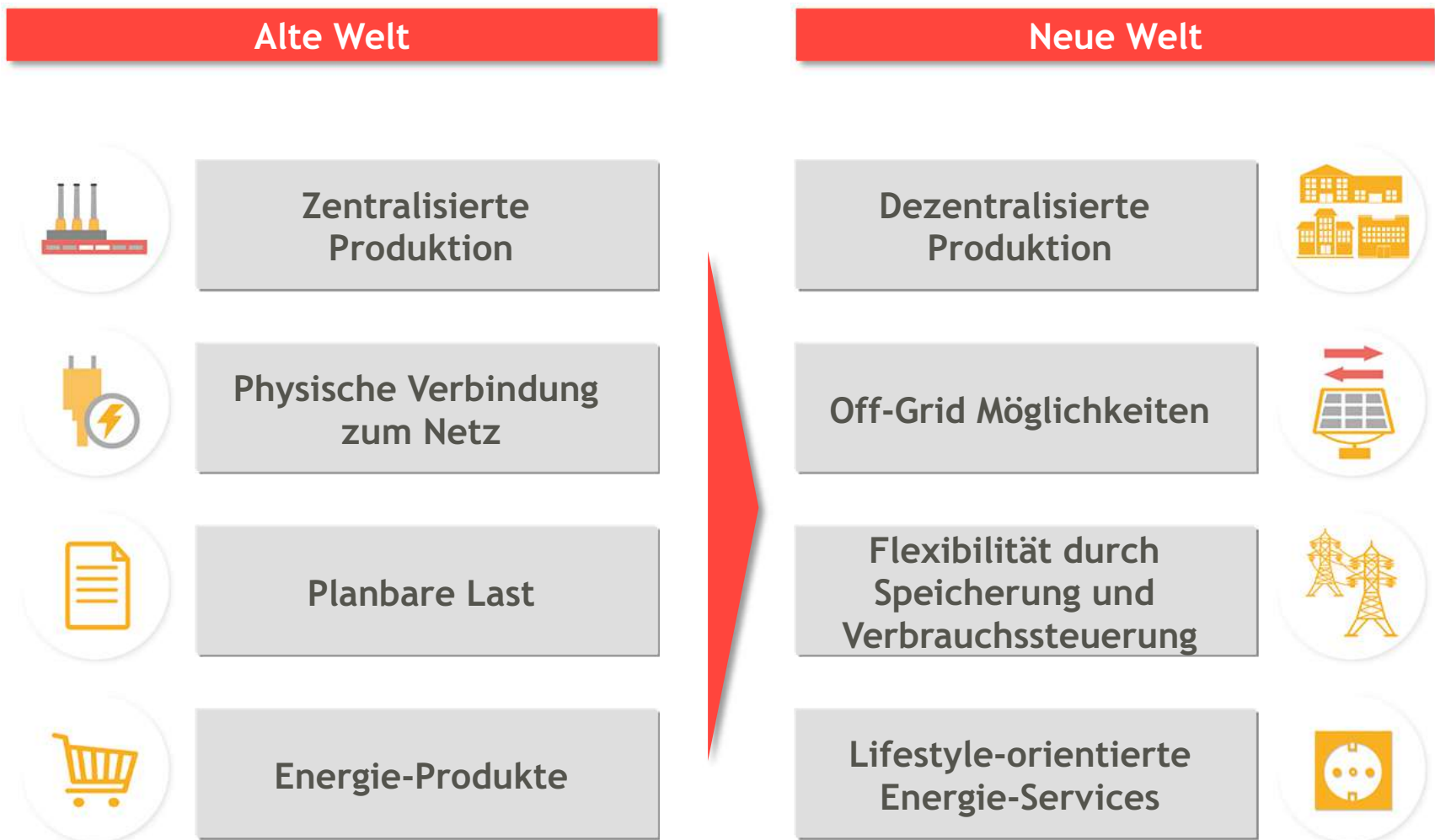


REPOWER

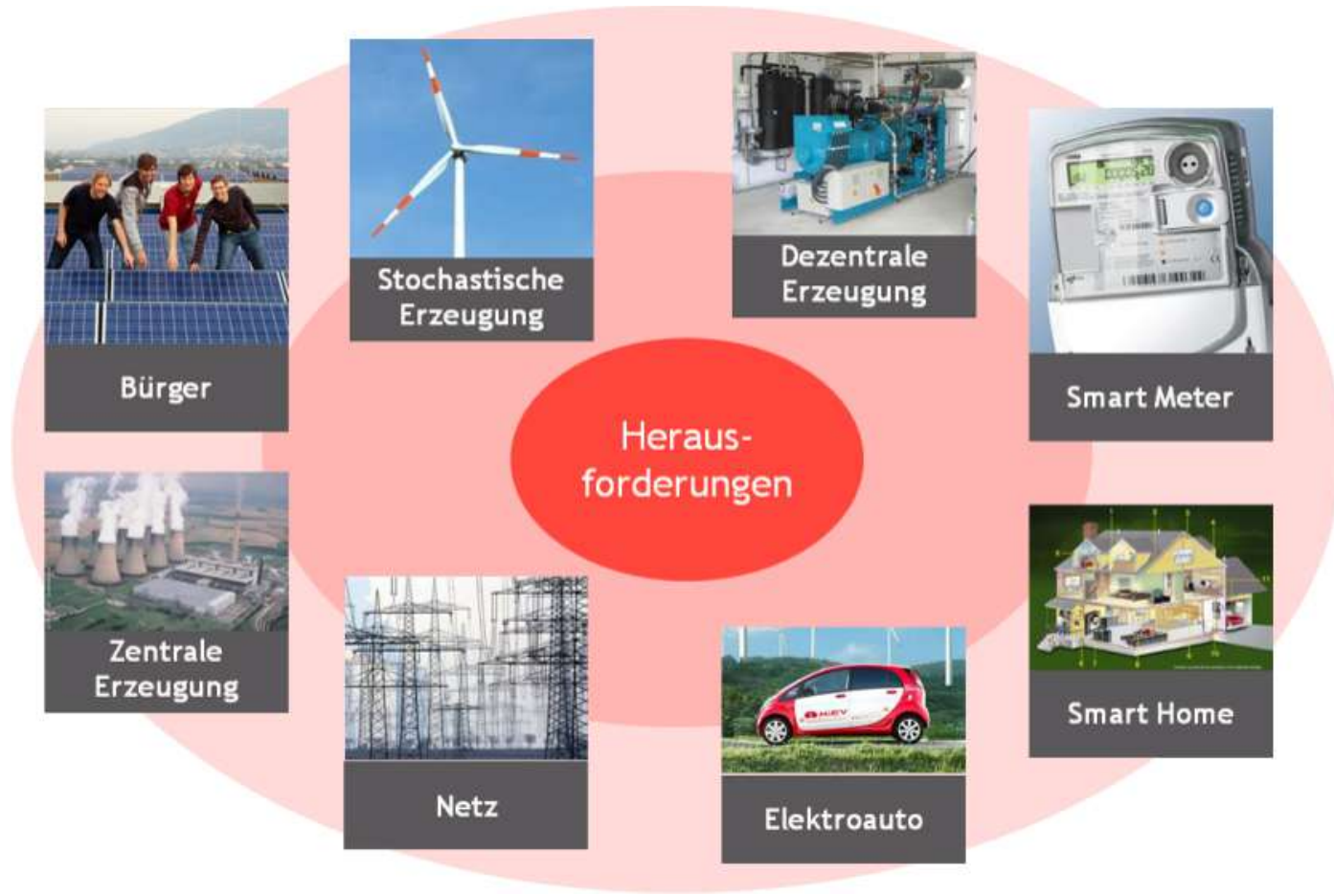
Fallbeispiel Repower

Was sind die aktuellen Herausforderungen in der Energie-Branche

Die Welt der Energieversorgung verändert sich fundamental ...



... und daraus ergeben sich viele Fragen und Herausforderungen!





it's a
new
era.

NEXT GENERATION AIRLINE OF SWITZERLAND



THE SWISS CORPORATE STRATEGY

OUR VISION

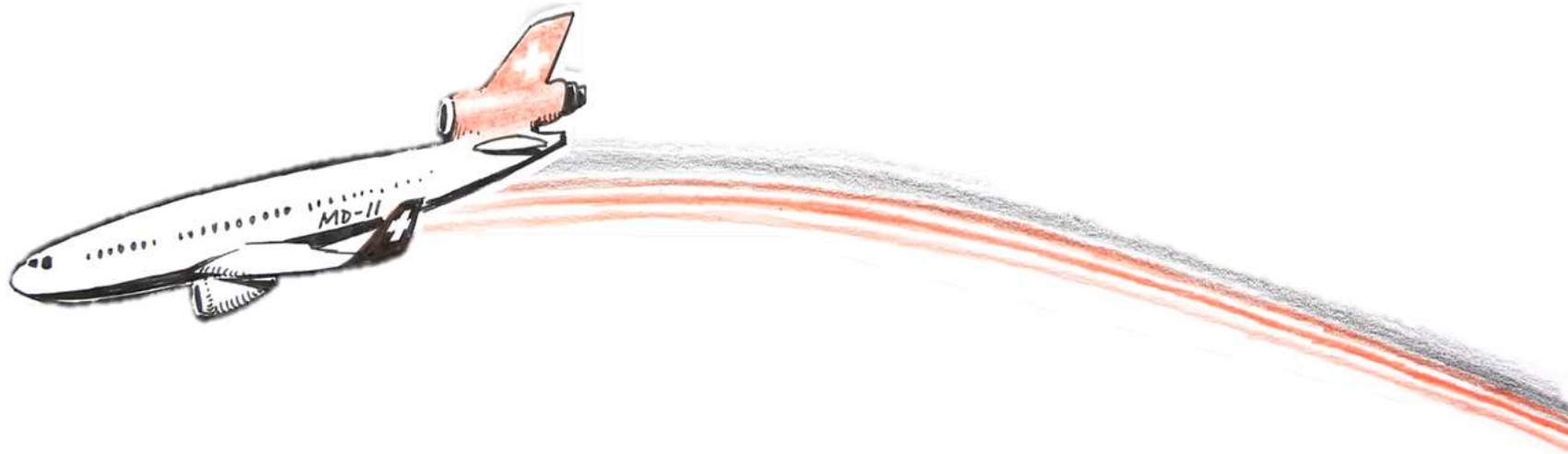
SWISS IS THE LEADING EUROPEAN AIRLINE
IN TERMS OF QUALITY AND SERVICE AND ACHIEVES
PROFITABLE AND SUSTAINABLE GROWTH.

... AND OUR MISSION

WE ARE THE AIRLINE OF SWITZERLAND AND CONNECT SWITZERLAND
WITH THE WORLD. OUR SIGN IS A PROMISE.

**SWISS @ Forum für Erneuerbare
Energien
May 22, 2015**

In European aviation, the good old times are definitely not coming back



Inwiefern muss (!?!?) sich dadurch das
Geschäftsmodell ändern?

Zuerst müssen wir uns bewusst werden, wo wir stehen und wohin wir wollen (und ob wir überhaupt woanders hin wollen und können).

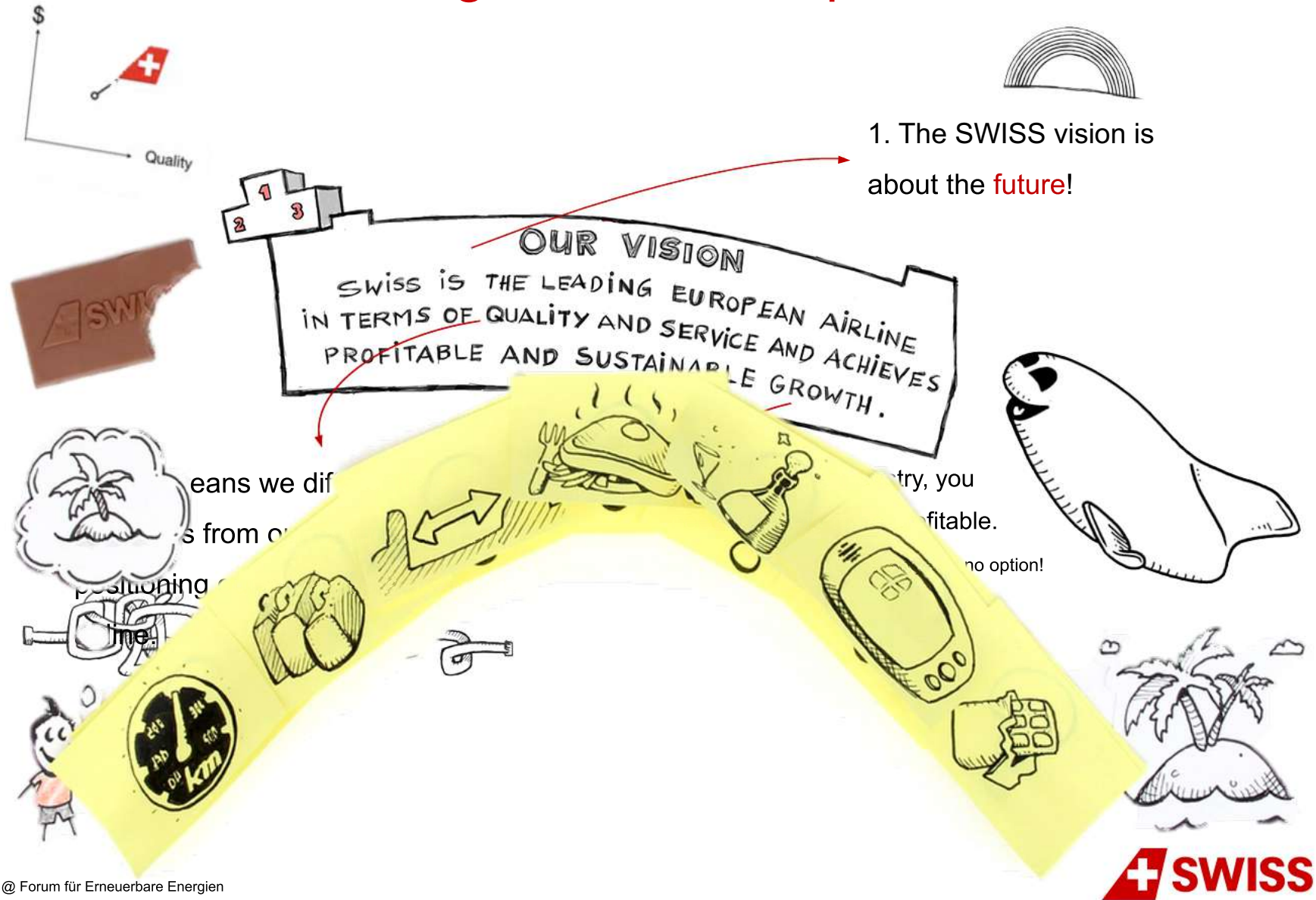


*Und dann müssen wir uns fragen,
was wir tun können und sollen und müssen,
um dorthin zu gelangen.*



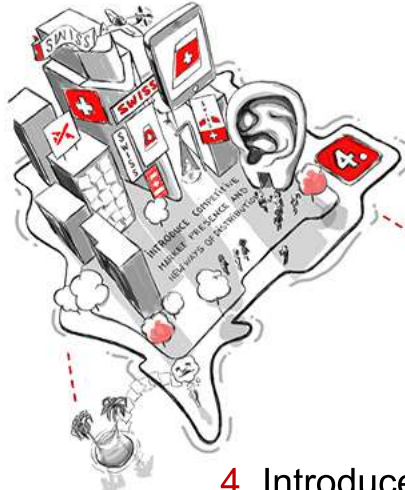
*Fokus auf den Kunden
Impulse von Aussen
Offen für Neues*

Our **business model** must change from being a pure airline to a more integrated service provider



Our strategy focuses on change in five key areas

2. Invest in new aircraft and new services



it's a new era

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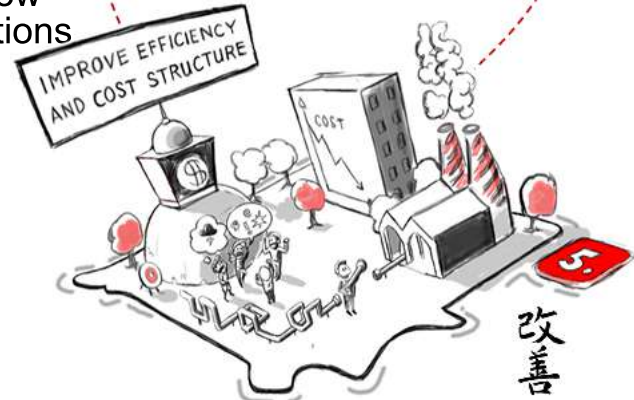
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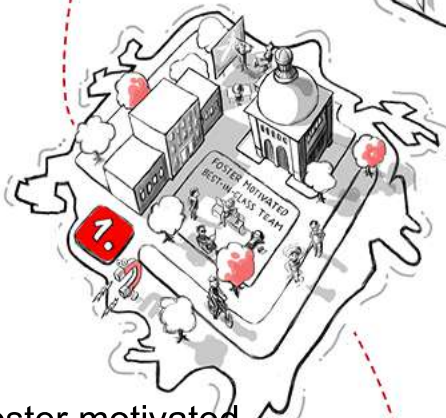
WE ARE THE AIRLINE OF SWITZERLAND AND CONNECT SWITZERLAND WITH THE WORLD. OUR SIGN IS A PROMISE.

4. Introduce competitive market presence and new ways of distributions

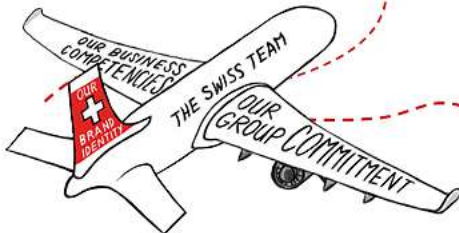
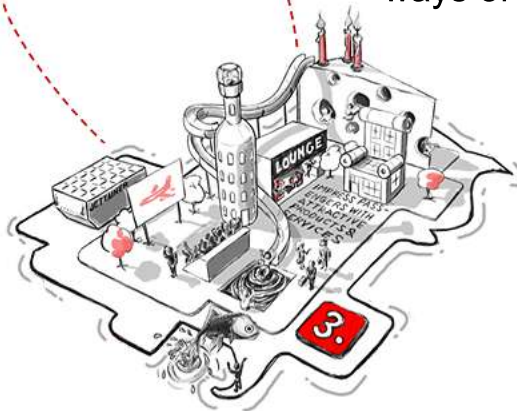


5. Improve efficiency and cost structure.

1. Foster motivated Best-in-class team



3. Impress passengers with attractive products & services



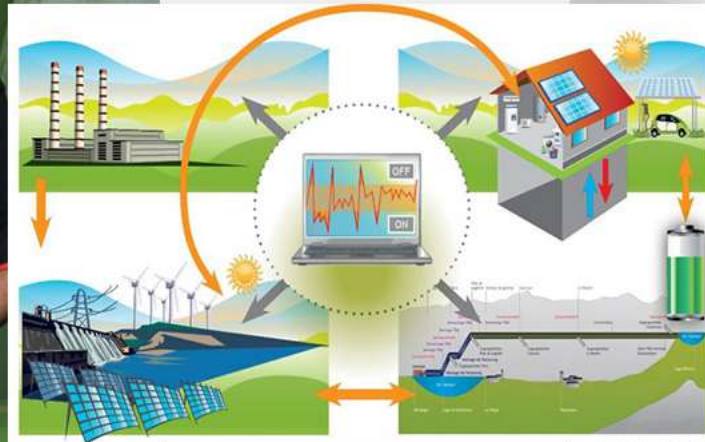
Was sind die organisationalen Herausforderungen?

Wir sind die Herausforderung...

Alte Welt



Neue Welt



... und unser Mindset und unsere Denkmuster!



LA TUA AZIENDA
È UN ORGANISMO
PERFETTO.

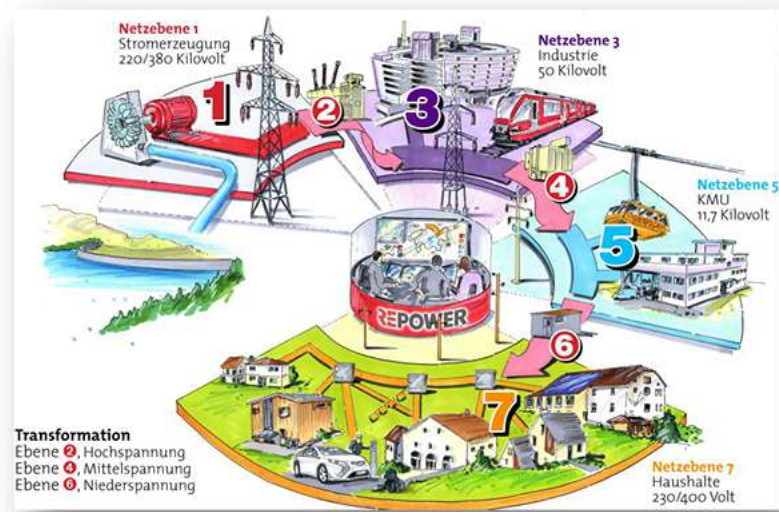
Energia.
Ogni atleta sa quanto è importante gestirla.
Troppa e sarai pesante, poca e mangerai polvere.
L'efficienza è l'equilibrio ideale.

Da oggi pensa a Repower
come al tuo personal trainer dell'energia.

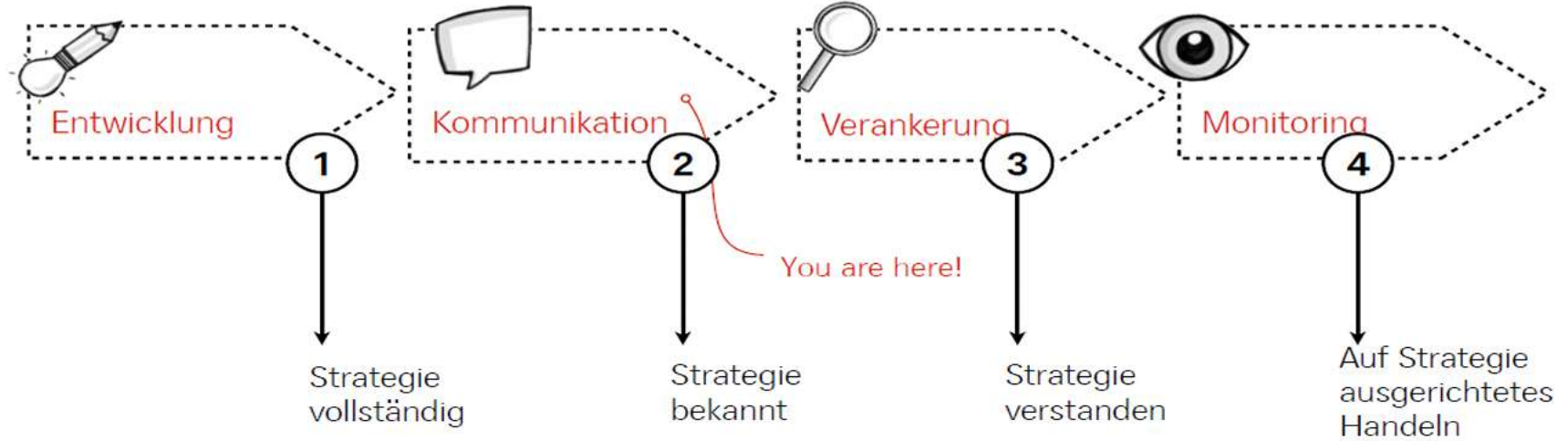
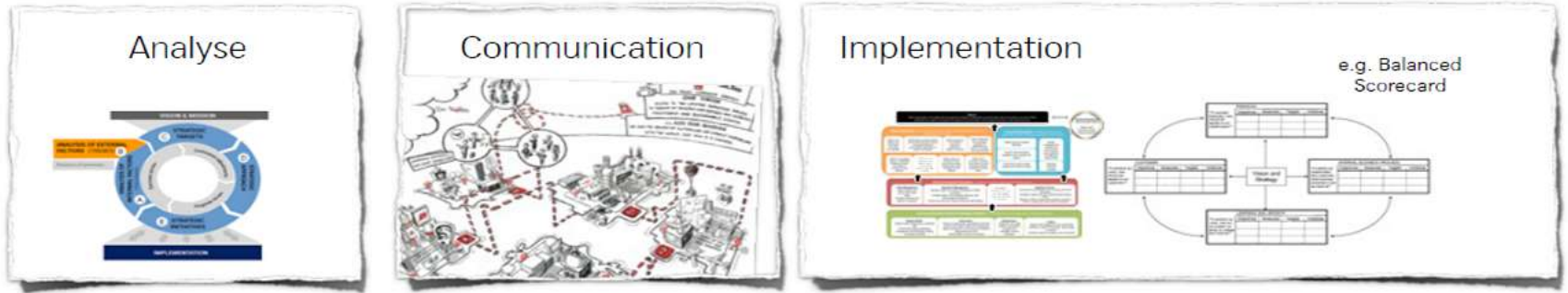
Repower è consulenza su misura per la tua azienda, elettricità e gas industriali.
repower.com | servizio clienti 800 903 900

REPOWER
L'energia che ti serve.

Passen die Strukturen noch?



The **organizational challenge** is to get the employees across various departments to adopt the strategy (I/II)



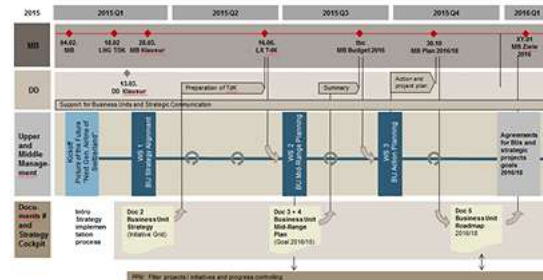
The organizational challenge is to get the employees across various departments to adopt the strategy (II/II)

| Focus customer | | | Focus Administration / ZRH, GVA, selected | | | |
|--|---|---|--|--|--|--|
| Cabin | Cockpit | Ground | Kader | GAV | Hangar | Other |
| <ul style="list-style-type: none"> FAB M/C Discussion Rounds Crew Briefing | <ul style="list-style-type: none"> F/O Day Discussion Captains Day | <ul style="list-style-type: none"> E-Learning Tool WBT LMS | <ul style="list-style-type: none"> Strategy Apero Strategy Events | <ul style="list-style-type: none"> Welcome Day Team Workshop | <ul style="list-style-type: none"> Team meetings Workshops | <ul style="list-style-type: none"> GL EDW GL SAT |

What will you do to bring our Company to blossom



Strategy Process



Mit welchem Instrument begegnen wir diesen Herausforderungen?

Es gibt Möglichkeiten...

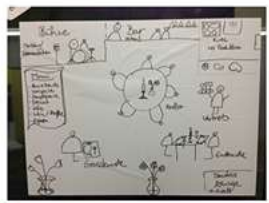


... und Möglichkeiten. Will man einen nachhaltigen Chance muss man die Menschen abholen!

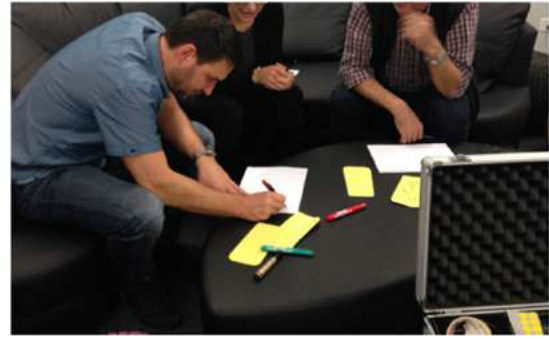
- Situationsanalyse
- Vision
- Mission
- Segmentierung
- Positionierung
- Strategische Stossrichtungen
- An Ziele gebundene Massnahmen



Die Geschäftsbereichs-Strategie diskutiert...

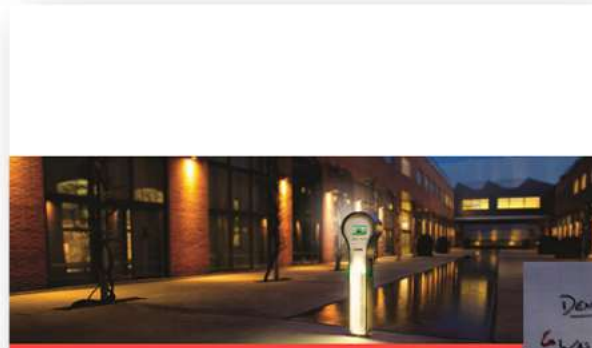


Und wir haben damit begonnen,
die Strategie zu verinnerlichen.



und hoffentlich verstanden :)

Und es genügt nicht, die Menschen nur einmal abzuholen. Man muss dran bleiben. Information, Wissen, und Sinnggebung sind zentral zur Erkenntnis und damit zur nachhaltigen Veränderung!



REPOWER

Sales Schulung
Grand Resort Bad Ragaz, 13. Mai 2015

GRAND RESORT
Bad Ragaz



13. Mai 2015

DEIN TAG REKONSTRUIEREN

- ↳ WAS MIT HEUTE KONNT ICH ERREICHEN
- ↳ WAS MUSST FÜR DICH TUN
- ↳ WIE KOMM ICH ZUM KUNDEN PROBLEMT SCHAFFEN / IHN ÜBERBRÜCKEN

KUNDENTERMINE SIND DER VORBEREITEN

- ↳ PERSON, FUNKTION, FIRMA
- ↳ ZUHÖREN → VERSTEHEN
- ↳ NACHFRAGEN + FRAGEN (SOLL)
- ↳ STARKE ZUMHÖRERIN

* ROLLS. ROLLS. ROLLS *

ABSCHLUSS /
DEINE ERWARTUNGEN

* INTUITIVER, VORWISSENDEMER SERVICE *

PROFATIV SEIN

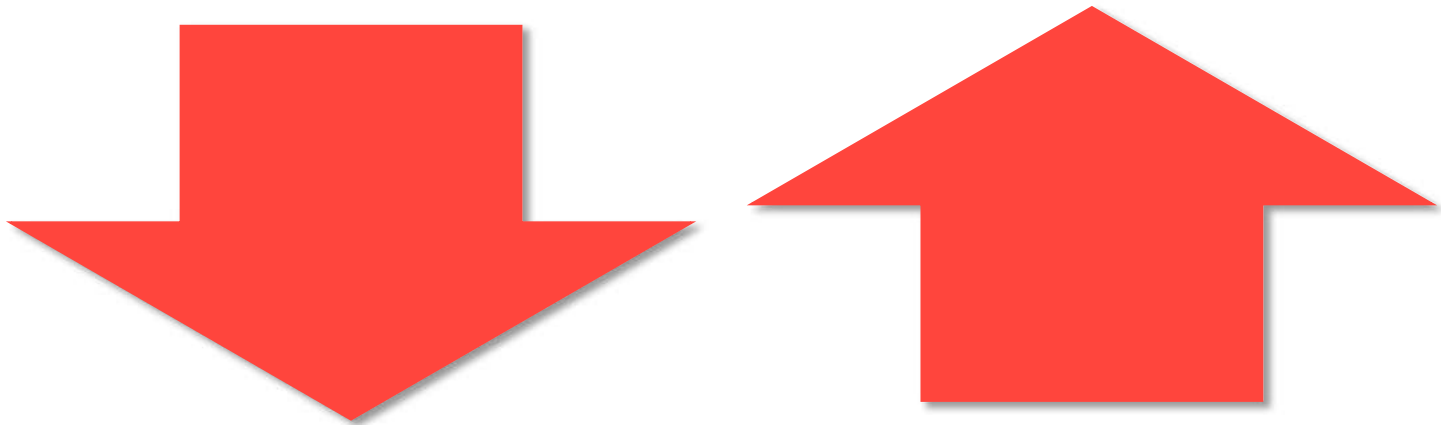
- ↳ WAS FUNKTIONIERT, WAS NICHT?
- ↳ EXPERTEN
- ↳ FO AN HOMER. METR. PRO)
- ↳ VORLEGEN TERREN

UNEREINMANDELER AUSTAUSCHEN

- ↳ NICHT KUNDE RUF AN, SONDERN ICH RUF AN
- ↳ TEL. WER TUNIC
- ↳ INTERESSE AN KUNDEN
- ↳ FRAGEN SPEZIELL
- ↳ NICHT DIE AUSSCHREIBUNG WARTEN!



*Richtung vorleben, Ziele gemeinsam setzen,
Feedback geben -
Change funktioniert nicht als «one way direction!»*



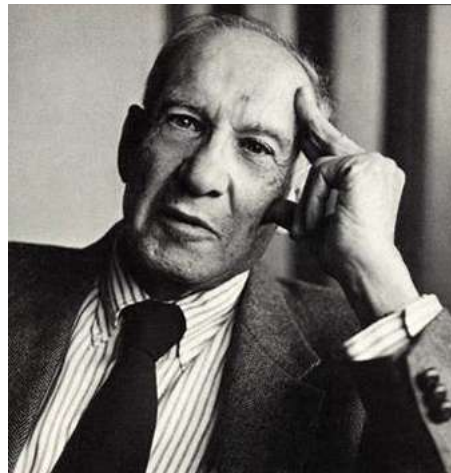
*Türen für neue Wege müssen
gemeinsam geöffnet werden!*



*«Die grösste Gefahr in turbulenten Zeiten sind nicht
die Turbulenzen*

-

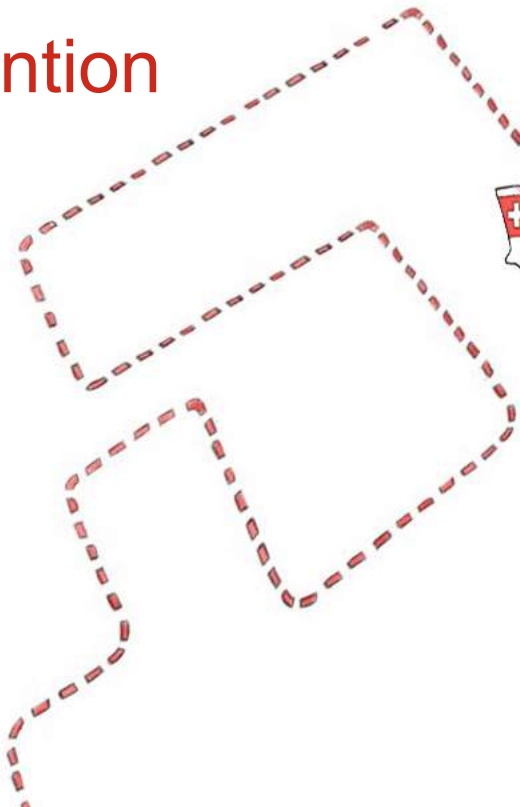
Es ist das Handeln mit der Logik von gestern»



(Peter Drucker, «Erfinder» des Management by Objectives)

The heartpiece of our strategy communication is the strategy video

Thank you for your attention



it's a new era

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How we will implement our Strategy



4 x i

-  Information
-  Interaction
-  Implementation
-  Integration

Implementation of Next Generation Airline of Switzerland - is based on 4 x I - and Emotionalization: "From paper to people"

| Information  | Interaction  | Integration  | Implementation  |
|--|--|---|--|
|  Poster  |  Creating  |  Strategy  |  Strategy  |
|  Pocketmap  |  Emotion  | Commitment | Implementation |
|  Strategy Page  | <ul style="list-style-type: none"> Bring the |  Strategy  | Process |
|  Strategy Blog  | Strategy to life –  | Ambassador |  BU Strategy |
|  Airmail Article  | <ul style="list-style-type: none"> Strategy Poster |  Strategist of the  |  TDK-Pipeline |
|  Strategy Videos  | with Photos of | month |  Base for |
|  Story Cockpit  |  employees  | | Budget |
|  E-learning tool  |  Live Lehrfilme  | | |
|  Strate-What  | <ul style="list-style-type: none"> Strategy Quiz | | |