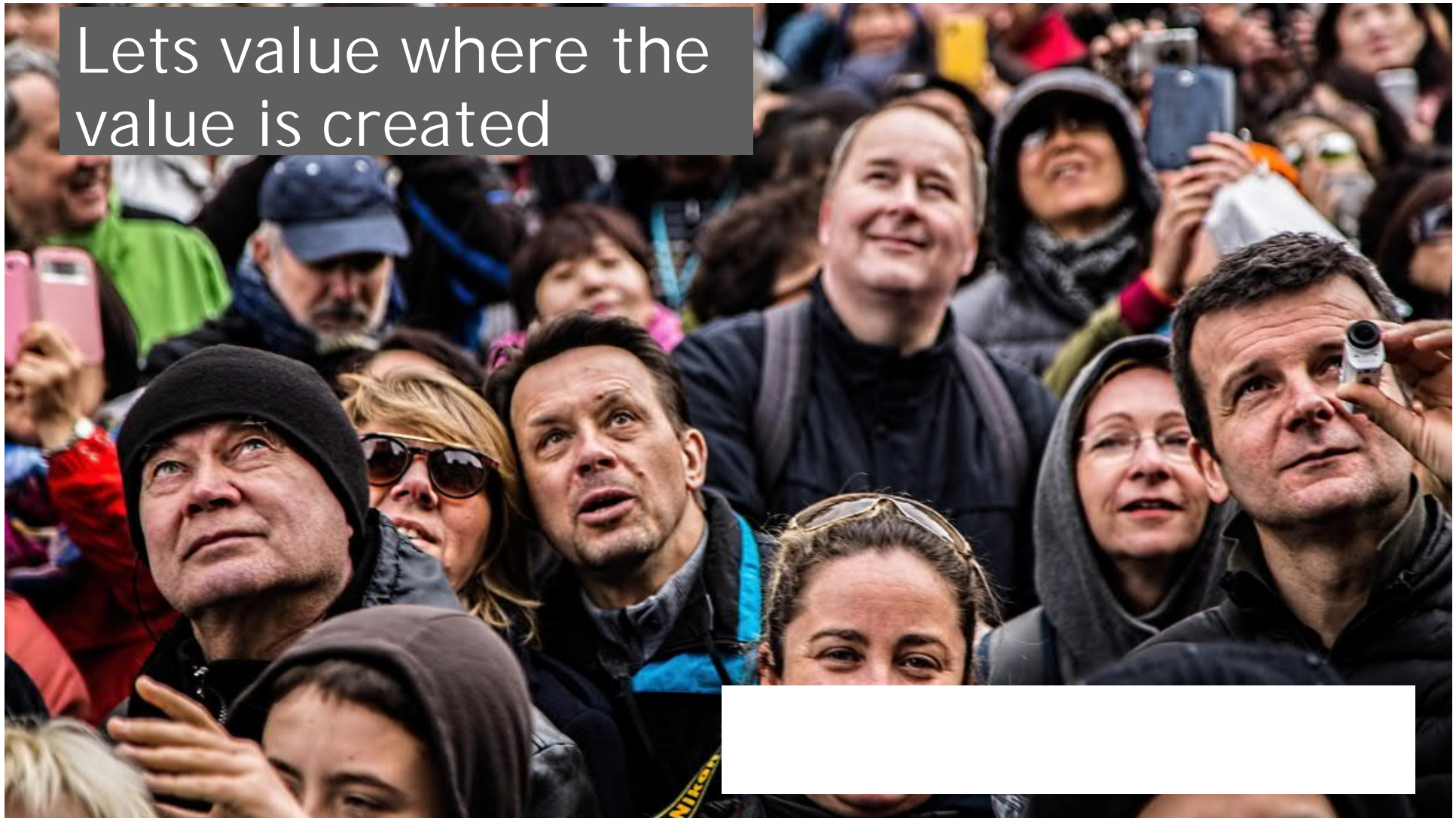


Lets value where the value is created





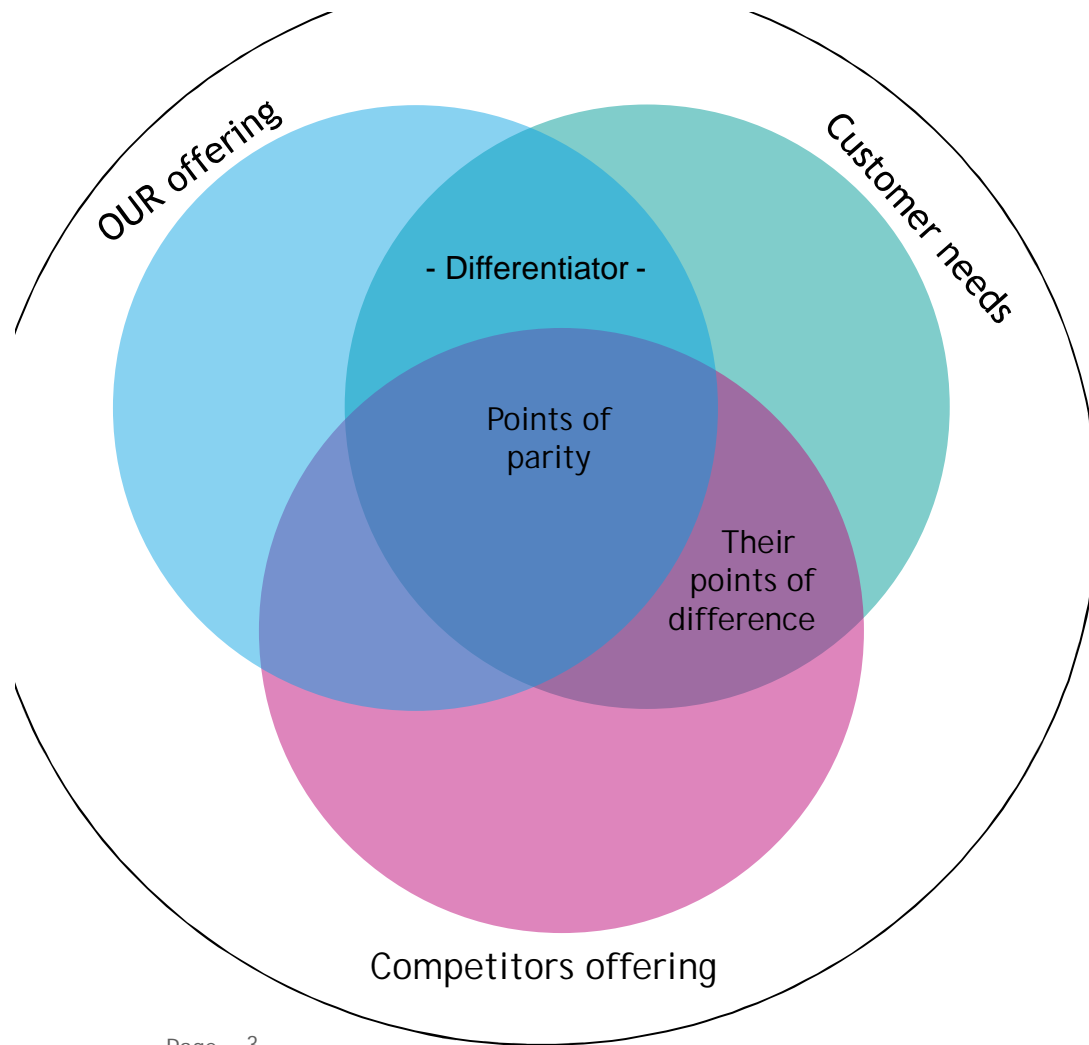
Arthur Simonetti

Marketing Director at DSM; voorzitter NIMA B2B community

$$E = MC^2$$

Be adorable





How to become
adorable?

V

Volatility

FAST, UNPREDICTABLE CHANGES WITHOUT CLEAR PATTERNS OR TRENDS

U

Uncertainty

FREQUENT DISRUPTIVE CHANGES WHERE THE PAST IS NOT A VERY GOOD PREDICTOR OF THE FUTURE

C

Complexity

MULTIPLE, COMPLEX, INTERTWINED TECHNOLOGICAL, SOCIETAL, GEO-POLITICAL AND ECOLOGICAL EVOLUTIONS

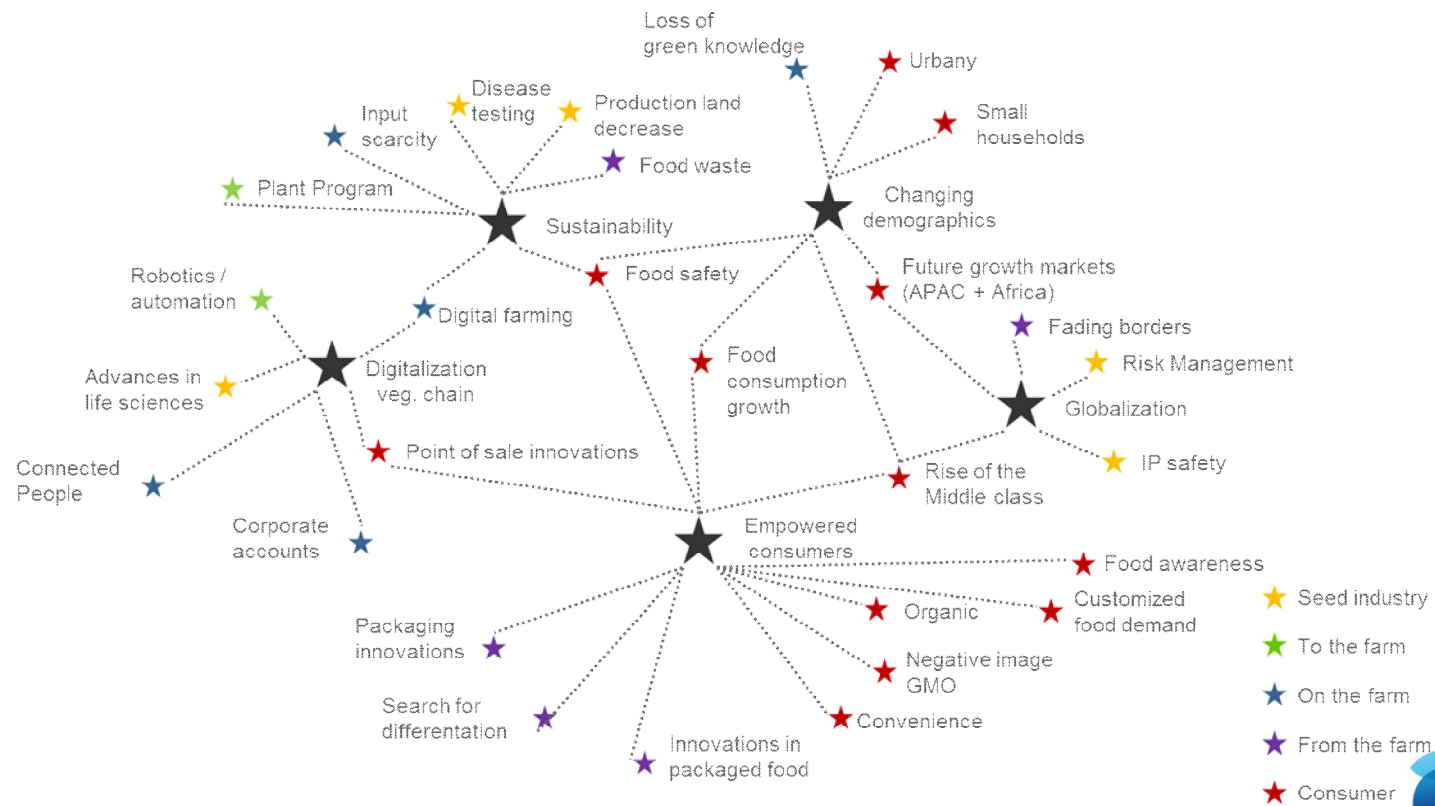
A

Ambiguity

LITTLE CLARITY ON WHAT IS REAL OR TRUE AND DIFFICULT TO PREDICT THE IMPACT OF ACTION OR INITIATIVES



Trends are interconnected



Purpose

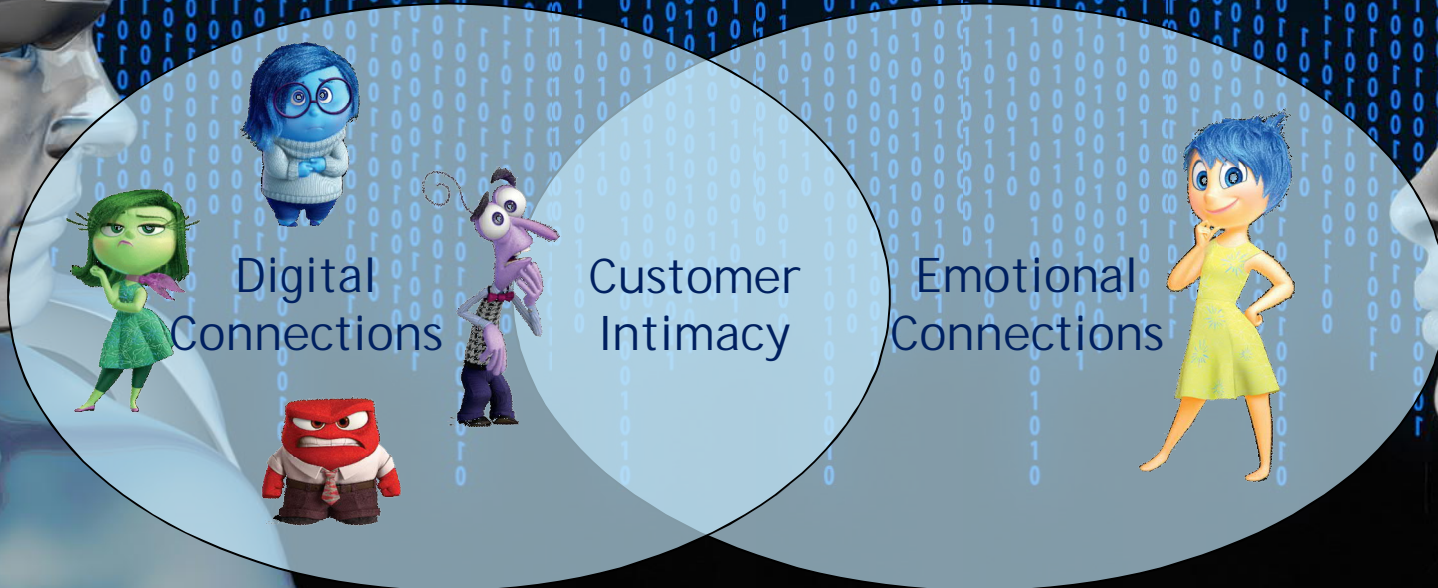
	1.0: Product-centric Marketing	2.0: Customer oriented marketing	3.0: Values-driven Marketing
Objective	Sell products	Satisfy and retain the customers	Make the world a better place
Enabling forces	Industrial revolution	Information technology	New wave technology
How companies see the market	Mass buyer with physical needs	Smarter customers with mind and heart	Whole human with mind, heart and spirit
Key marketing concept	Product development	Differentiation	Values
Company marketing guidelines	Product specification	Corporate and product positioning	Corporate mission, vision and values
Value propositions	Functional	Functional and emotional	Functional, emotional and spiritual
Interacting with customers	One-to-many transaction	One-to-one relationship	Many-to-many collaboration





Networks

Human





Examples

The logo for Niaga, featuring the word "niaga" in a lowercase, orange, sans-serif font with a registered trademark symbol.

alive. again and again.

[Home](#)

[What we do](#)

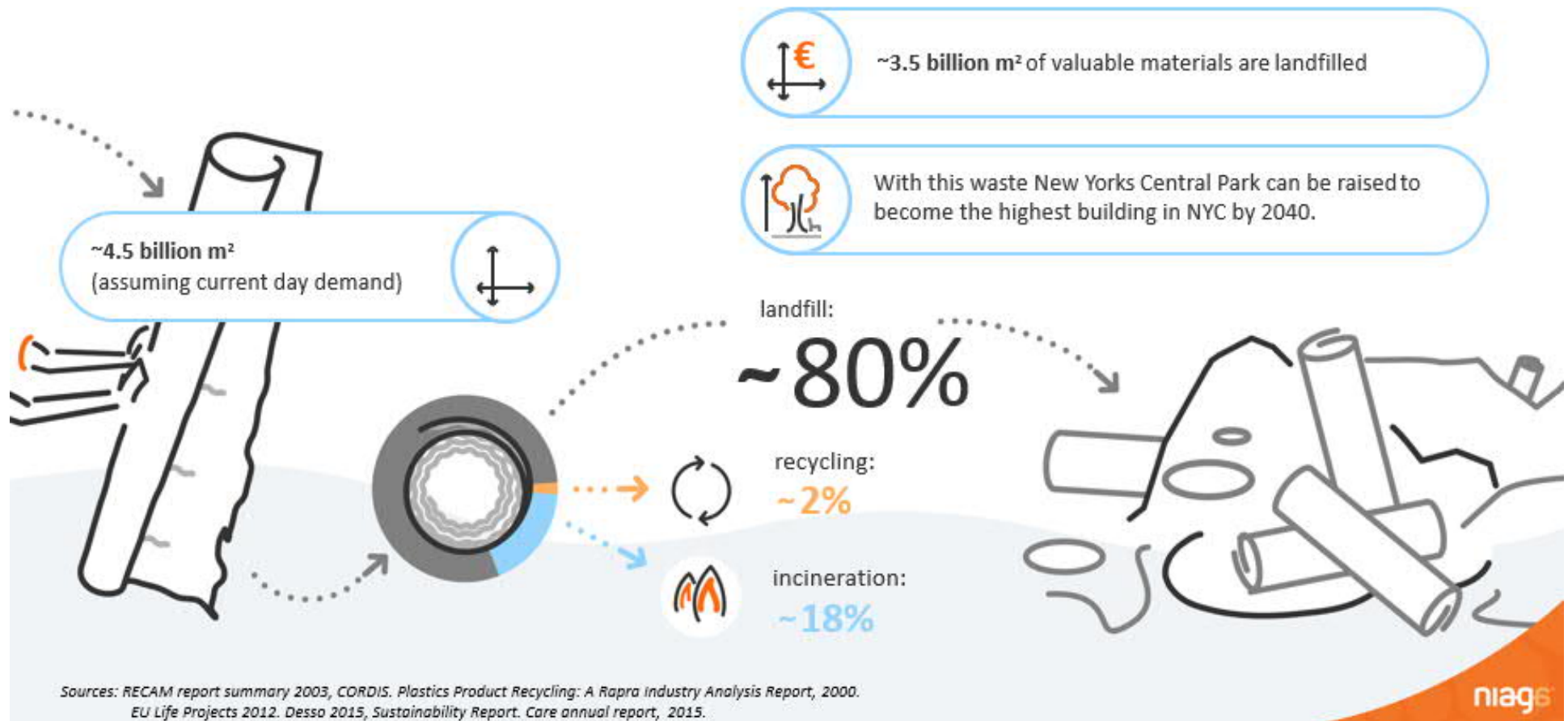
[Carpet](#)

[What's N](#)

Redesigning everyday products from scratch

Hello Niaga[®]. Goodbye waste.

It starts with a story on carpet waste.



The solution is embedded in evidence

It need to be fully recyclable; so we use PET only!

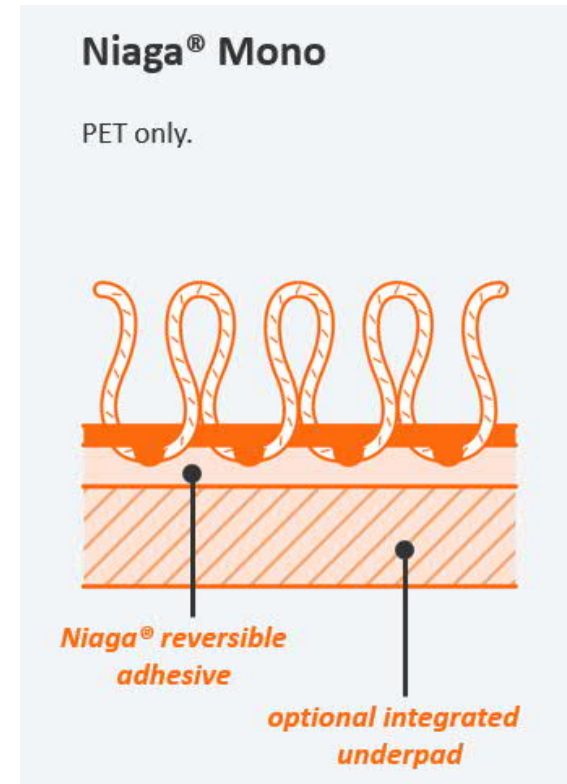
What we have done: Redesigned the product carpets from the ground up, based on the innovation philosophy of drastic materials simplification.

Result so far: Production technology to produce high quality carpet.

Benefits:

- Better indoor air quality, and safer in case of fire
- Lighter and easier to install
- Economical reuse of all materials for new carpet
- >90% less energy in production

Page

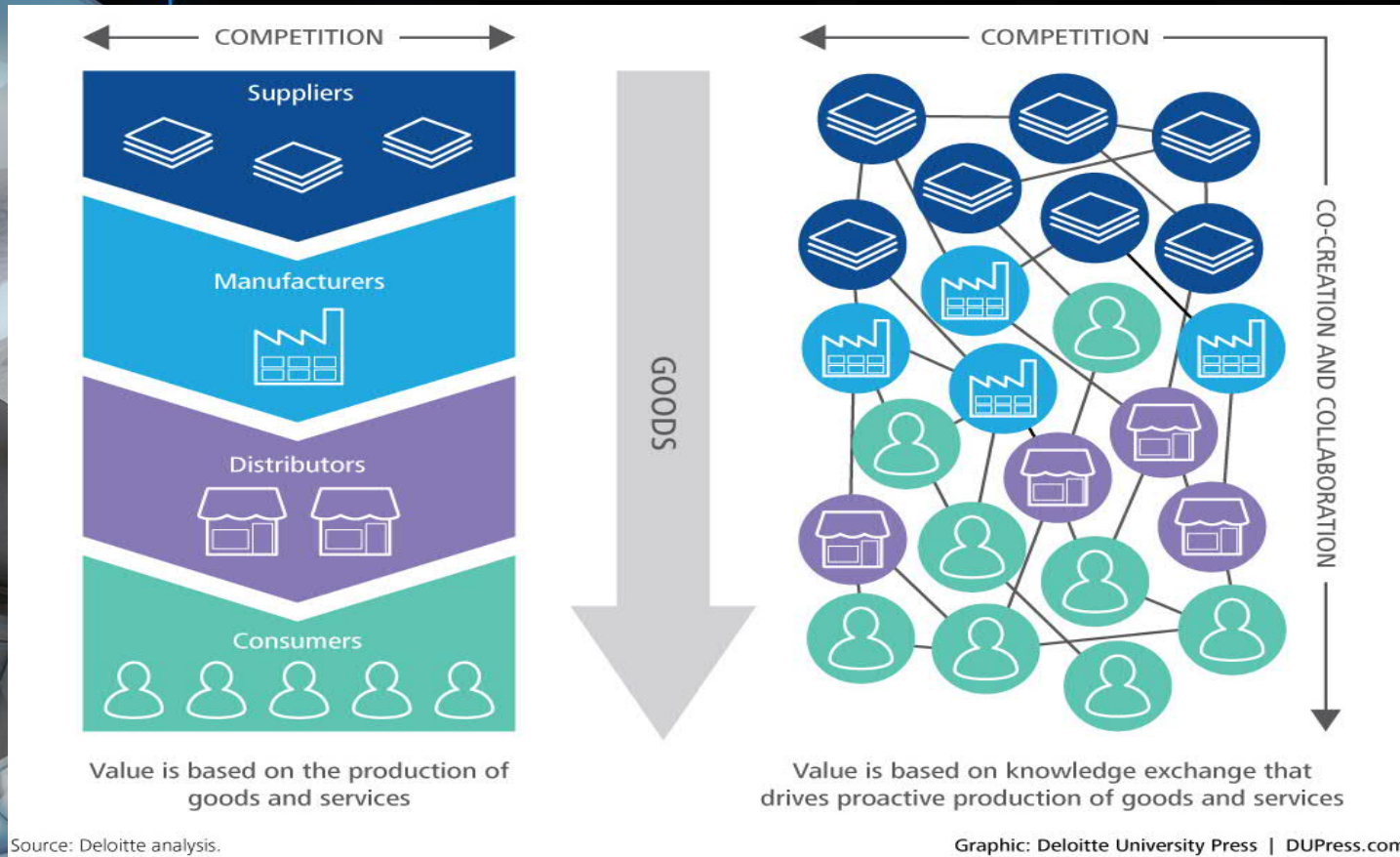


Great foundations to build upon:

- Long-term collaboration to develop fully recyclable mattresses



Value chains become Value networks



Supporting the sustainability agenda of the aquaculture industry



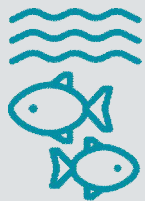
1. WE DELIVER HIGHEST QUALITY.

Our algal oil is a rich source of omega-3 with more than 50 percent of EPA and DHA – the two key fatty acids. It is produced from natural marine algae and stabilized by tocopherols. The production is transparent, raw materials traceable.



2. WE PROVIDE SUPPLY SECURITY.

The initial production capacity will meet roughly 15% of the total annual demand for EPA and DHA by the salmon aquaculture industry.



3. WE DELIVER SUSTAINABILITY

Our production of algal EPA + DHA utilizes nature's process for production of both EPA and DHA – algae. No fish based ingredients are used in the production of our algal oil.



4. WE PRODUCE WASTE-FREE.

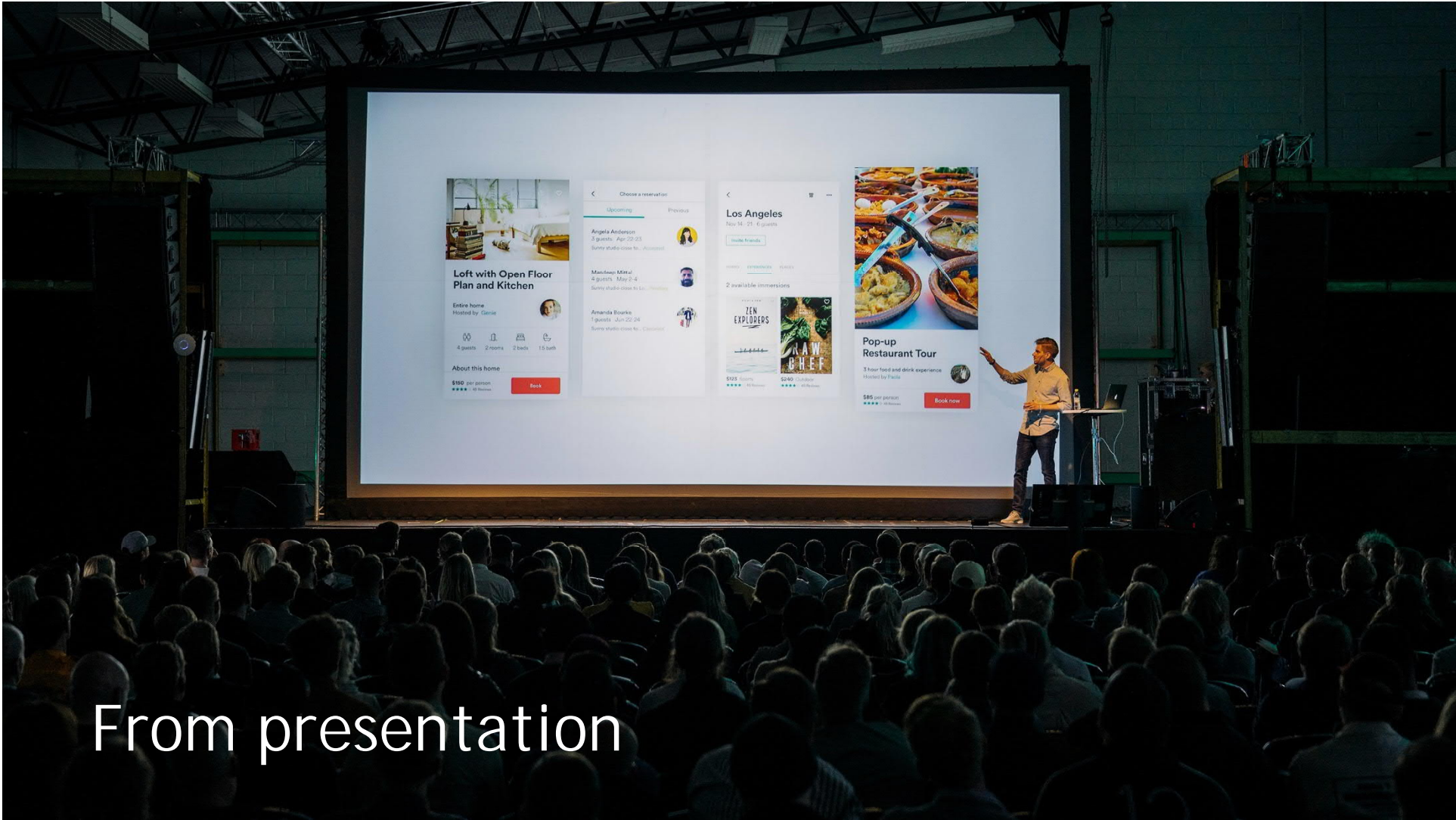
Our algal oil is produced through fermentation process using locally sourced sugar. The excess biomass is used for beef cattle feed, or biogas for electricity production, making the production entirely waste-free.

Easier said than done





Curiosity.....

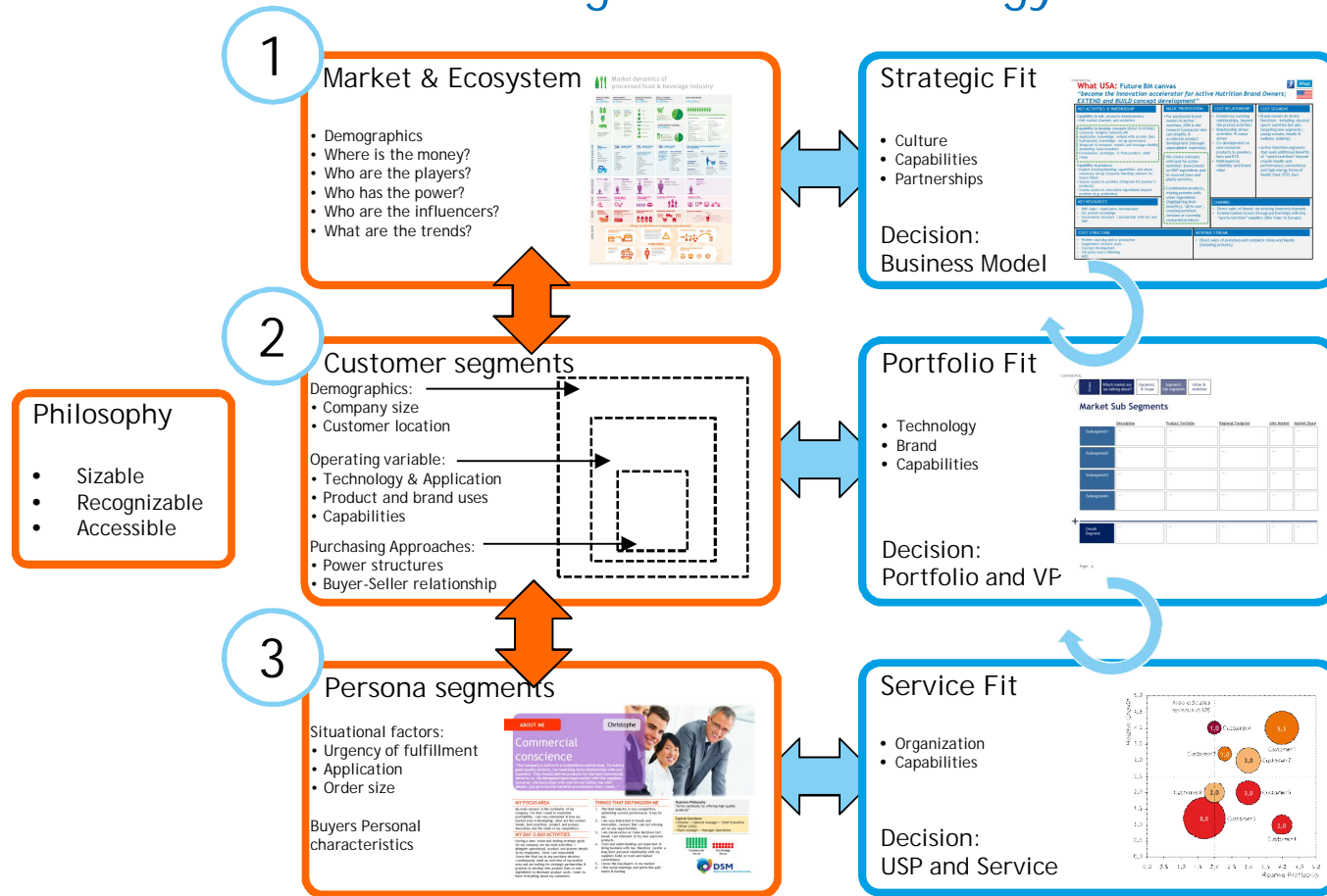


From presentation












To investigation

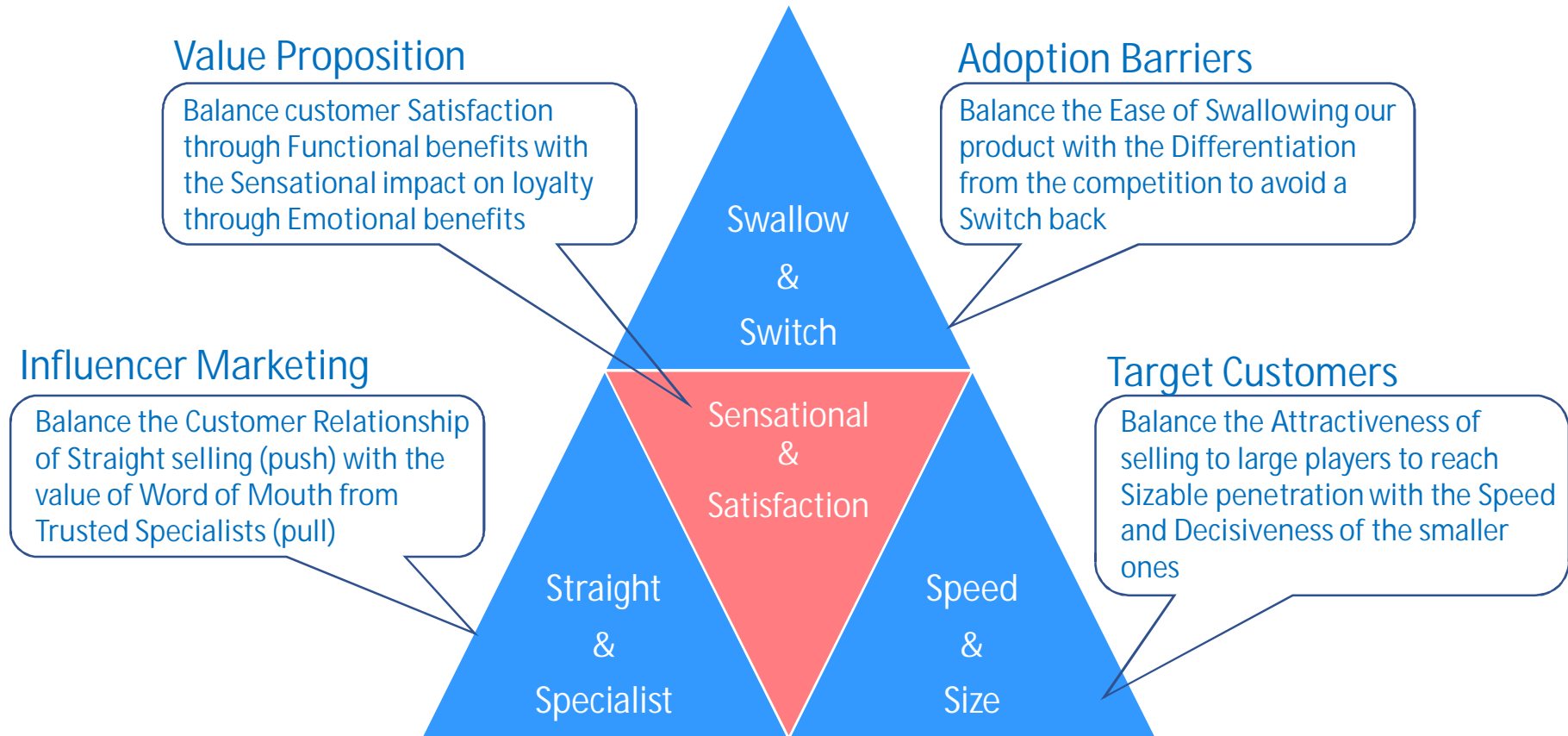
The segmentation trilogy



Triple Fit

<p>Strategies </p> <p>This field describes the mutual interests in HVR's</p> <ul style="list-style-type: none"> ▪ Mutually agreed long-term vision ▪ Tailor made collaboration strategy ▪ Joint business planning ▪ Transparent goals and objectives ▪ Approved high-priority status ▪ ... 	<p>Relationships </p> <p>This field describes the contact network in HVR's</p> <ul style="list-style-type: none"> ▪ Transparent decision maker units ▪ Robust multi-level contacts ▪ Regular top-level conversation ▪ Executive sponsors ▪ Informal personal relationships ▪ ... 	<p>Communication </p> <p>This field describes the interaction style in HVR's</p> <ul style="list-style-type: none"> ▪ Open and fair communication ▪ Access to confidential information ▪ Shared forecasts ▪ Advance change notifications ▪ Joint problem solving vs. negotiation ▪ ...
<p>Solutions </p> <p>This field describes the unique offerings in HVR's</p> <ul style="list-style-type: none"> ▪ Tailored value propositions ▪ Joint development programs ▪ Shared technology roadmaps ▪ Visibility of long-term biz potential ▪ Pro-active solutions development ▪ ... 	<p>Processes </p> <p>This field describes the value chain coordination in HVR's</p> <ul style="list-style-type: none"> ▪ Defined roles & responsibilities ▪ Specified value chain interfaces ▪ Aligned collaboration activities ▪ End-to-end integration ▪ Mission critical data sharing ▪ ... 	<p>Systems </p> <p>This field describes the performance monitoring in HVR's</p> <ul style="list-style-type: none"> ▪ Org-wide CRM / SRM standard ▪ Aligned KPI's and scorecards ▪ Mutual performance tracking ▪ Joint business cases ▪ Shared risks and rewards ▪ ...
<p>People </p> <p>This field describes the skills and competences in HVR's</p> <ul style="list-style-type: none"> ▪ Trusted advisors vs. social visitors ▪ Long-term tenure of key roles ▪ Business acumen ▪ Special assignments track record ▪ Network instead of sales perspective ▪ ... 	<p>Structures </p> <p>This field describes the organizational setup in HVR's</p> <ul style="list-style-type: none"> ▪ Multi-functional business teams ▪ Cross-functional collaboration ▪ On-site resources ▪ Joint review and governance ▪ Empowered frontline staff ▪ ... 	<p>Knowledge </p> <p>This field describes the expertise and assets in HVR's</p> <ul style="list-style-type: none"> ▪ Joint innovation teams ▪ Joint new biz development ▪ Continuous improvement actions ▪ Complementary capabilities ▪ Letter of intent vs. multiple contracts ▪ ...

The 4 Commercialization Dilemma's





BRIGHT SCIENCE. BRIGHTER LIVING.™