



VM

VALUE MANAGEMENT



11. VM Forum Köln „Nachhaltige Chancen in Europa und der Türkei“

21. Oktober, 2015, 17 Uhr

Deutsch-Türkische Industrie- und Handelskammer /Alman -Türk Ticaret ve Sanayi Odası
IHK Köln | Camphausen-Saal, Unter Sachsenhausen 10 – 26, 50667 Köln

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VM

VALUE MANAGEMENT

Agenda



A

11. VM Forum Köln „Nachhaltige Chancen“

B

VM Value Management GmbH



Anlass und Gründer

Die **VM FOruM Reihe** ist ein elementarer Baustein der Value Management Veranstaltungen mit Geschäftspartnern. Exklusiv kommen Unternehmer und Führungskräfte aus Wirtschaft, Politik und Kultur und Studenten zu kreativen Gesprächen in einer besonderen Atmosphäre zusammen. Im Vordergrund steht der Austausch unter Gleichgesinnten.



Die VM Value Management GmbH ist eine internationale **Unternehmensberatung**, spezialisiert auf Performance Management und Merger & Acquisitions mit Hauptsitz in Frankfurt am Main. **Umsetzungsorientierte** Projekte finden bei **Industrie- und Private Equity Kunden** u.a. in Deutschland, Italien, Türkei, Russland, den Niederlanden und Großbritannien statt.

Hintergrund und Hypothesen

- Die wirtschaftliche Entwicklung der letzten 10 Jahre in Europa und der Türkei ist sehr unterschiedlich.
- Die meisten Länder der EU haben sich aus der Krise gerettet. Sie konnten leichtes Wachstum erzielen z. B. durch fortwährende Konsolidierung verschiedener Industrien, Effizienzverbesserungen, Flexibilisierung und Intensivierung der Kunden und Lieferantenbeziehung, u.a. mit der Türkei.
- Die Türkei dagegen hatte ein deutlich höheres Wirtschaftswachstum zu verzeichnen und u.a. von den starken Wirtschaftsbeziehungen zu Europa, insbesondere Deutschland, profitiert.
- Nun gibt es neue Herausforderungen auf beiden Seiten: Europäische Unternehmen setzen weiter auf türkische Zulieferer und den dortigen Absatzmarkt. Doch sind türkische Unternehmen vielfach auf dem Weg vom „low-cost“ Anbieter zum Innovationsführer und übernehmen auch Europäische Unternehmen.

Was sind die nächsten Schritte und Chancen für beide Seiten?
Wir freuen uns auf spannenden Ideenaustausch und Diskussionen.

Das kurzweilige Programm verspricht interessante Blickwinkel und Ideenanregung

VM Forum Ablauf am 21. Oktober 2015

17:00pm	Empfang / Registrierung		Foyer
17:45pm	Grußwort	Alexander Hoeckle, IHK	Camphausen-Saal
	Eröffnungsstatements	Prof. Dr. Jochen Vogel, VM	Camphausen-Saal
18:00pm	“Case study – Growing in Europe”	Sinan Kaba, Gizem Frit/Akkök	Camphausen-Saal
18:30pm	“Case study – Developing a market presence in Turkey”	Alan Bridger, Tata Steel	Camphausen Saal
19:00pm	Ausklang bei Kölsch und Imbiss		Foyer

Das Thema wird von hochrangigen Unternehmensvertretern aus Europa und der Türkei beleuchtet

Heutige Referenten



**Prof. Dr.
Jochen Vogel**

CEO
VM Value Management
GmbH

- Founder of the international specialist consulting firm VM
- Strategy implementation and operations improvement projects in steel, chemicals and engineering industries in Europe/US/Asia
- Analysis and implementation of growth strategy for a German multinational chemicals company
- M&A and post merger integration for a multinational steel company
- Previous Management positions incl. Roland Berger, Proudfoot, Lehman Brothers and ThyssenKrupp



Alan Bridger

Head of Business
Development
Tata Steel Europe

- Mr. Ölcer is a board member of several companies
- Senior advisor at VM Value Management GmbH
- Previous experience include CFO at Boyner Holding and CEO and EVP of Interbank
- Mr. Ölcer holds a graduate business degree from Columbia University New York, USA in finance and international business and an undergraduate degree from Middlebury College, Vermont, USA.

Sinan Kaba

Head of Sales
Gizem Frit / Akkök

- Mr. Kaba is the sales director of Gizem Frit/AK-KIM, the No. 3 global supplier of porcelain enamel frits for clients as Bosch Siemens Hausgeräte, Electrolux, Whirlpool or Arcelik and Vestel.
- Gizem Frit/AK-KIM is a subsidiary of the Akkök Group (2 bn USD sales p.a.) and aims at creating a sustainable competitive advantage through exporting to 55 countries. Half of these countries are located in Europe.
- Mr. Kaba previous experience include managerial roles at companies like Organik Kimya and Clariant/Hoechst

Wertsteigerung heute durch Führung mit fokussierter Strategie, effizienten Systemen, operativer Exzellenz und emotionalen Werten



Financial



Management



Operational



Value Creation through Leadership with

- 1. Focused strategy**
- 2. Efficient management systems**
- 3. Operational excellence**
- 4. Emotional values**

A. 11. VM Forum Köln 2. Case Study Gizem Frit / Akkök Holding

We focus on three industries that are the driving force for Turkey's growth

Chemicals



Energy



Real Estate



We add value to the economy with innovative vision and investments

Combined turnover of
US\$
3.1
billion

4.600
employees

18
Companies
5
publicly
traded
companies

World's
biggest
acrylic fiber
producer

Among the
world's
strongest
companies
leading in
carbon fiber
and carbon
fiber based
material
production

Investments realized in 2014



42% Energy



325
Million
US\$ Investment



31%
Chemical



27%
Real Estate

Chemicals



Chemicals

Ak-Kim

Turkey's leading chemicals company Ak-Kim is established in Yalova on an area covering approximately 300 thousand square meters. Ak-Kim was established in 1977 and in time became a major chemicals company exporting to more than 55 countries in 5 continents. In its high-tech production facilities, it produces inorganic and organic chemicals; textile auxiliaries; paper and water treatment chemicals; cement and concrete additives that gained acceptance in the international market.

Ak-Kim produces more than 500 chemicals in its production facilities that have an annual production capacity of 600 thousand tons, and is the first Turkish chemicals company that produce sodium metabisulphite, ammonium persulphate, potassium persulphate, dimethylacetamide, hydrogen peroxide, sodium percarbonate and textile chemicals "with its own technology".

Ak-Kim has been exporting its know-how and technologies to investors abroad since 2002 and rendering all services, from engineering to turnkey contracting.

Ak-Kim and Feralco, the second largest water treatment chemicals and coagulant producer in Europe, joined to establish AKFERAL in 2013. Ak-Kim Kimya established AKFERAL on the basis of equal partnership with the Feralco Group, a leading supplier of water treatment chemicals and coagulants in Europe. AKFERAL will make a significant contribution to development of the sector. Its production will be based in Ak-Kim facilities in Yalova. With this agreement Ak-Kim will increase the diversity of its water treatment chemicals products while continuing to provide exclusive integrated solutions to companies with its technical services.

«Ak-Kim Kimya, Aksa Akrilik and DowAksa companies of Akkök Holding with production facilities in Yalova have launched the "Joint Treatment Facility" Project in order to carry out the treatment operations, which they have carried out separately before, under a single body for effective use of water and preventing drought. In addition to this, the works related to "Reverse Osmosis" (RO) Project have been started for meeting the water need of the factory.»

Chemicals

**Akkök Holding's companies operating in the chemical industry are
Aksa Akrilik Kimya Sanayi A.Ş., DowAkxa, Ak-Kim Kimya Sanayii A.Ş.**

Aksa Akrilik, a company of Akkök Holding, one of the established industrial groups of Turkey, was founded in 1968 in Yalova to meet Turkey's need for acrylic fiber and started manufacture with a capacity of 5.000 tons per year in 1971.

Becoming the world's greatest producer of acrylic fiber with the investments it has made and the innovations it has introduced over the years, Aksa is now a global giant with approximately 300 customers in over 50 countries across 5 continents. With more than 1.200 employees, Aksa is the world's largest and Turkey's only acrylic fiber producer with premises of 502 thousand square meters and a capacity of 315.000 tons per year.

Being the leader of its own industry with its success in production as well as the management systems, environmental practices and social responsibility projects implemented, Aksa supplies raw materials for textiles and technical textiles in many diverse areas ranging from carpets to upholsteries, sweaters to socks, silk to handwoven products, velvet to rugs, blankets, awning and industrial fibers with its wide product range.

Broadening its new and special product portfolio each year with its innovative approach and having started the production of outdoor fibers as an addition to textile fibers in 2001, Aksa is also growing more and more assertive every day with respect to technical fibers with its products: flock tow, homopolymer and filament thread.

Aksa will continue to maintain its position as the global leader as it has for years, with its further increasing investment plans, new projects, new products and growing business volume.

Chemicals

DowAksa, a joint venture founded in 2012 by Dow Chemical Company and Aksa Akrilik to develop and globally market a broad range of products and technical services to support the growing carbon fiber based composites industry. The joint venture combines the strengths of the two world-class companies: Dow has the formulation expertise, proven composite technologies, global reach and materials science. Aksa is the world's largest producer of acrylic fibers. As a fully integrated solution provider for carbon fiber industry, DowAksa has both the capacity and commitment to reliably meet the unique demands of carbon fiber customers globally.

DowAksa Composites Holdings B.V. signed a agreement with Rusnano and Holding Company Composite (HCC) in order to develop an extensive strategy for the production of carbon fiber based intermediate goods and composite materials. The agreement clarifies the terms of future investments in the Nanotechnology Center of Composites, which is a joint project of HCC, and the Fund for Infrastructure and Educational Programs (FIEP, a member of RUSNANO Group)

The Company joined “Open Hybrid Lab Factory”, a consortium which aims to develop environmentally friendly hybrid automobiles which help reduce emission values while improving performance. DowAksa is an official partner in this project to be carried out by the Braunschweig University and Volkswagen in Germany.

DowAksa USA, LLC, which would contribute greatly to the progress of DowAksa's enterprise, was founded. This enterprise is an important step towards diversification of the product range and assuming active roles in international projects.

The Company bought Carbon Wrap business unit of Simpson Manufacturing Co. The unit offers carbon fiber composite solutions in infrastructure and building reinforcement.

DowAksa bought 33% stake in NCC (Nanotechnology Center of Composites), which had been founded in 2011 as a composite-focused engineering and development center.

The Company signed a joint agreement with Turkish Aerospace Industries (TAI) and the Undersecretariat for Defense in order to manufacture and develop thermoset resin prepreg material, which is used in aerospace industry.

Energy



Energy

*Akkök Holding's companies operating in the energy industry are
Akenerji, AKCEZ, SEDAŞ and Sepaş Enerji.*

Akenerji is the first power generation company founded as an auto-producer group in Turkey. One of the Turkish power sector's biggest players, Akenerji is an integrated power company operating in wholesale energy trade and retail electricity sales, in addition to power generation, with 25 years of experience in the sector. The partnership between Akkök and the Czech power company ČEZ evolved into an equal-part strategic joint venture in Akenerji, with an agreement signed in October 2008.

Since 2005, Akenerji has concentrated on generation investments based on renewable power resources, to attain resource diversity in generation. It reaches renewable power resource based generation capacity of 388 MW in total by means of hydroelectric plants and wind plants, entering operation gradually. After the Erzin Natural Gas Combined Cycle Power Plant, which has a capacity of 904 MW, alone has the capacity to meet 2,6% of Turkey's power need, started operations in July 2014. Akenerji's total generation capacity reached 1.292 MW.

While managing potential risks proactively, Akenerji develops its products with the aim of using its assets and opportunities in the most efficient way. Leading the change and development in the sector, Akenerji not only productizes its own generation capacity but also other producers' energy and injects liquidity into the retail market. Akenerji's expert staff recognizes the sectors in which its customers operate, understands their need, and offers the most innovative and appropriate products and services with the right analysis and strategies. Akenerji is meticulous about using modern, environment friendly and high-tech products, with high efficiency and low emission values, in its facilities, in accordance with its aim of environment friendly production and proper use of resources.

Energy

AKCEZ acquired the privatized electricity distribution and sale company **SEDAŞ** on February 11, 2009. AKCEZ has been restructured with joint service units that will render service to the group companies SEDAŞ and Sepaş Energy as of July 1, 2013 after the separation of the distribution and retail sales activities in early 2013. AKCEZ creates added value by contributing to the managerial processes of both companies.

SEDAŞ (Sakarya Elektrik Dağıtım A.Ş.) is the electricity distribution company providing 24-hour uninterrupted energy distribution service to 4 cities, 45 cities, 66 municipalities, 1.441 villages and a population of 3.042.406 people covering the cities of Sakarya, Kocaeli, Bolu and Düzce. It serves under the joint venture of AkCez established by Akkök Holding and the CEZ Group, one of the leading energy companies of Europe.

Launching its activity separation project, which was initiated in 2012, with the establishment of Sepaş Energy in early 2013, SEDAŞ has only focused on distribution activities in 2014 and further developed its Automatic Meter Reading System (OSOS) Project, which it had launched as one of the biggest projects. With the Automatic Meter Reading System established, SEDAŞ has ensured that the meters measuring the consumptions of the street lighting lamps and free consumers remotely, and 65% of the energy consumed in the region has been read remotely. It has started the technological investment that will ensure remotely monitoring the electricity energy and intervening with the breakdowns in shorter times in Kocaeli, Gebze and Sakarya. The project is aimed to be completed in Bolu and Düzce by the end of the year 2015.

Sepaş Enerji (Sakarya Elektrik Perakende A.Ş.), a new player in Turkey's increasingly growing "electricity retail sales" sector, expands its domain with the target of providing service to the customers all around Turkey. Strengthening its position in the industry with active marketing efforts and campaigns during the year, Sepaş Enerji carries out process improvements and launches new applications for customer satisfaction.

With 180-degree change launched in 2014, Sepaş Energy has transformed its customer service centers into units where the subscription procedures of the customers are carried out quickly, free consumer sales procedures are carried out, any kind of demand, recommendation and complaint during or after the sales are responded by a specialist staff and a sound infrastructure, and also reflecting the corporate identity.

With the "Electricity Market Analysis", the most comprehensive market survey ever for the Turkish electricity industry performed by Method Research, Sepaş Energy has received bronze award in the "Curious Owl" category of the "Owl Awards" organized by the Turkish Researchers' Association. Sepaş Energy has also ranked second among the retail sales companies providing the most successful estimation on demand in Turkey.

Real Estate



Real Estate

**Akkök Holding's companies operating in the real estate industry are
Akiş REIT, Akmerkez REIT and SAF REIT**

AKİŞ REIT

Founded by Akkök Holding in 2005, Akiş REIT offers its experience and expertise in the real estate industry, one of its strategic business activities. Akiş REIT received its Real Estate Investment Trust (partnership) title after filing an application with the Capital Markets Board of Turkey (CMB) on May 18, 2012. Akiş REIT shares then began to be traded on Borsa İstanbul as of January 9, 2013.

The Company undertakes high-end projects that help for setting the company apart in the real estate industry through its core principle which states: "Every square inch of your life deserves more."

Following the great success of its Akbatı Shopping Mall and Living Center in 2011, in 2014 Akiş REIT completed another impressive project, Akasya Acibadem, in which it is also a shareholder.

Marking another first in the real estate investment industry in Turkey, Akiş REIT has branched into high street retailing as a primary alternative to shopping mall investments that boast steady dividend payments to shareholders through rental revenues generated by such investments.

Focusing on high street retailing projects that target Bağdat Caddesi (Bağdat Avenue), a landmark area in Istanbul, in the near future Akiş REIT plans to develop sustainable projects that reflect its vision. Akiş REIT has a project development approach that uses high quality standards, which help users feel special in the living areas created to match the urban fabric, and supports the company's standpoint through world class architectural approaches to high street retailing.

Thanks to the rich composition of its diversified portfolio of shopping malls, factory buildings, land development, and residential projects, Akiş REIT is now able to offer investors an opportunity to invest in different branches of real estate through a single equity instrument. Akiş REIT has become a top industry player by creating trend-setting projects at the right time and location. By closely following the changing industry trends and socioeconomic developments, Akiş REIT will continue focusing on projects that will make a difference in the real estate industry.

Real Estate

AKMERKEZ REIT

Inaugurated in 1993 Akmerkez presents a comprehensive life center combining shopping center, residence and office functions, thereby enriching social life in Istanbul since its inception. Owing to its perfect location at the heart Istanbul, state-of-the-art building technology, high-end retailers and a superior quality and service philosophy, Akmerkez has enjoyed a distinct position in the sector from the day it was inaugurated.

Akmerkez stands out as a remarkable example in the real estate sector due to its authentic design as well as its dedication to animate The urban life through social and cultural activities.

SAF GYO

The Company built the Akasya Acıbadem project on a 121,000 square meter tract in Acıbadem, Istanbul. The project has saleable space of 206,100 square meters divided into the three phases of Akasya Göl (Lake), Akasya Koru (Woodland) and Akasya Kent (City). The Göl phase includes 463 residential units, Koru has 436 and Kent includes 458 units, for a total of 1,357.

Akasya Shopping Mall has 80,000 m² of leasable space comprised of 250 individual stores. One of the major features that will without a doubt differentiate Akasya Acıbadem from other real estate development projects is KidZania. KidZania is an “edutainment” concept that enables children aged 4-14 to perform and experience real life professions such as doctor, police officer, journalist, television presenter, dentist and hair stylist and located in an 8,000 m² area. KidZania is also a playground where youth can become familiar with the economic cycle of the real world by learning how to earn and spend money.

A. 11. VM FOruM Köln

1. Case Study Tata Steel

The Tata group is one of India's oldest, largest and most respected business conglomerates



Tata Group history

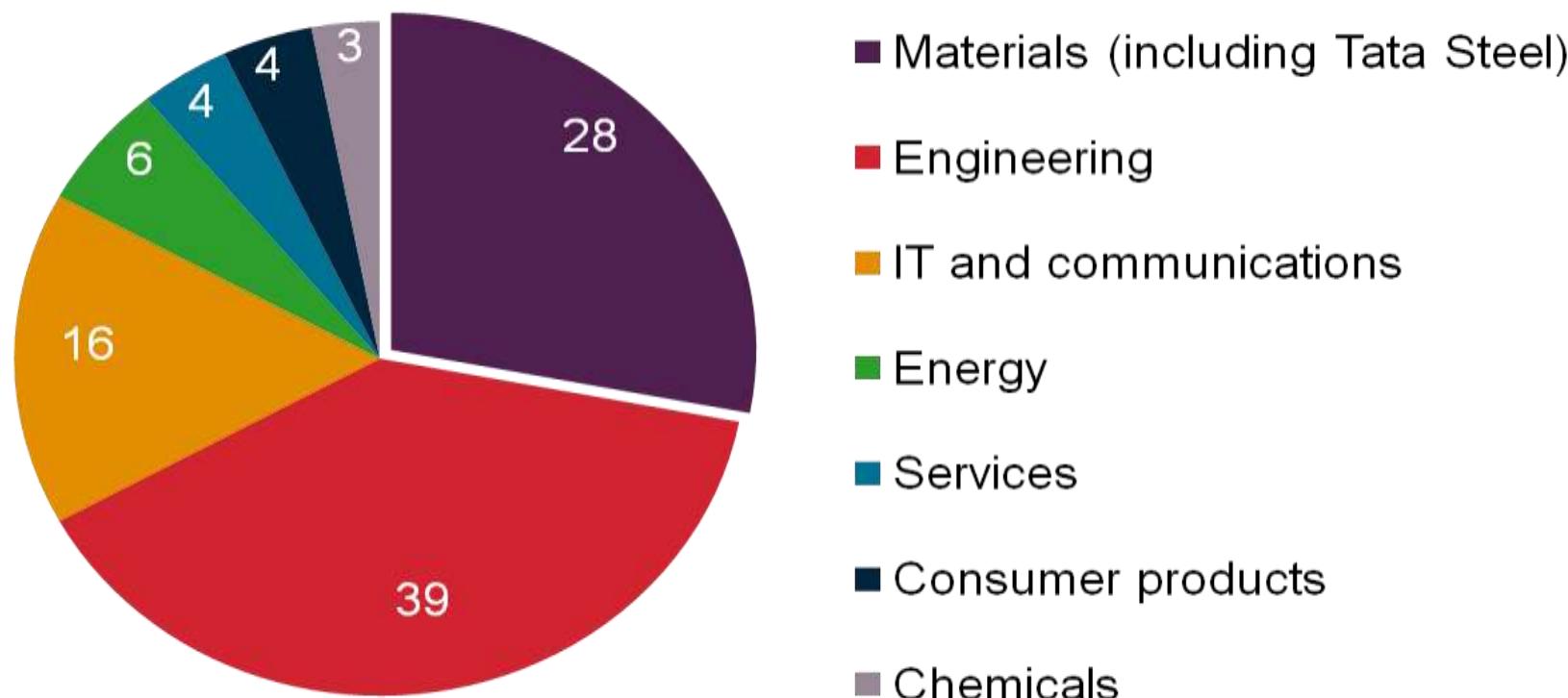
- 1868 - Founded by Jamsetji Tata**
- 1903 - Taj Mahal Hotel Bombay opened**
- 1907 - Tata Steel founded**
- 1912 - Tata Steel introduces eight-hour working days**
- 1945 - Tata Motors established**
- 1968 - Tata Consultancy Services established**
- 2007 - Tata Steel acquires the Anglo-Dutch company Corus**
- 2008 - Tata Motors unveils the Tata Nano**

Today, it is one of the world's fastest-growing and most reputable corporations



The Tata group comprises over 100 operating companies across the world, in seven business sectors

Global sales per sector (%)



Although the Tata group's recent expansion has made the headlines, this important trend began over a century ago



Tata Group in Europe

- Tata's first presence in Europe was established in 1905, when commercial properties in the Hardelot resort (France) were acquired
- In 1907 Tata Limited was established in London as a representative of Tata Sons in Europe
- Today 19 Tata companies are operating across Europe in over 100 locations
- The Tata group employs over 60,000 people in Europe

Our values help to guide and shape the relationships that we build with our stakeholders



Our Vision and our values

Our vision is to be the global steel industry benchmark for value creation and corporate citizenship.

We will make a difference through:

- **Our people**
By fostering teamwork, nurturing talent, enhancing leadership capability and acting with pace, pride and passion.
- **Our offer**
By becoming the supplier of choice, delivering premium products and services and creating value for our customers.
- **Our innovative approach**
By developing leading edge solutions in technology, processes and products.
- **Our conduct**
By providing a safe workplace, respecting the environment, caring for our communities and demonstrating high ethical standards.

Tata Steel Group vision

- Our vision is to be the **global steel industry benchmark for value creation and corporate citizenship**
- We aim to create value **for our customers by delivering premium products and services and leading edge solutions**
- We respect our **environment, and care for our community by demonstrating high ethical standards**

Across the globe, Tata companies continue to embrace the notion of giving back to the community



Jamsetji Tata – Founder (1839 -1904)

“In a free enterprise, the community is not just another stakeholder in the business but in fact the very purpose of its existence”

Tata Steel strives to have a positive impact on the communities in which it operates



Working with our customers enables faster integration

Coordinating supply of steel for Terex



- Quality, service and competitiveness needs met
- Local relationship approach
- Supply chain efficiencies

Making a real difference

Helping our automotive customers to lower total cost of ownership



- **14% weight reduction**
- **Neutral component costs**
- **22.9kg improved overall carbon footprint**

Agenda



A

11. VM Forum Köln „Nachhaltige Chancen“

B

VM Value Management GmbH



Wir implementieren operative und strategische Wertsteigerungsprogramme in vielen Branchen und beraten bei M&A Aktivitäten

Überblick – VM Wertsteigerungsberatung

Beratung und Implementierung

Wir sind ein spezialisiertes Beratungsunternehmen mit Fokus auf **Wertsteigerung durch Strategie / Fusion & Unternehmenskauf /-verkauf** (Marktstudien, Käufer-Seite, Verkäufer-Seite, Integration) und **Prozess-Optimierung** (Umsatzsteigerung, Fixkostenreduzierung, nachhaltige Verbesserung der Produktivität, z.B. Six Sigma, Lean und kontinuierlicher Verbesserungsprozess)

Unsere Leistungen

- **TOP Management Beratung und Implementierung**
- Performance Manag.: Prozess- / Führungsoptimierung
- **M&A Beratung**
- **Internationales Expertennetzwerk**
- Managementschulungen und universitäre Aktivitäten
- Management-Events - **Value Management FOruM**
- Soziales Engagement – Beirat einer intern. Schule

Unsere Kunden

Zu unseren nationalen und internationalen Mandaten zählen **mittelständische Unternehmen** und Töchter **großer Industrieunternehmen**, sowie **Private-Equity Firmen** vor allem in folgenden Branchen: Industriedienstleistungen, Handel, Stahl, Maschinen- und Anlagenbau, Automobilzulieferer und Chemie

Ausgewählte Referenzen

- Chemie (Lanxess, BASF, Degussa, CABB, Akkoek, etc.)
- Industriedienstleistungen (ThyssenKrupp Services, Infraserve, etc.)
- Stahl/Metall (ThyssenKrupp, Posco, Tata, Erdemir, Hisar,)
- Maschinen-/Anlagenbau (Siemens, SGB-SMIT, ZTR, ISMET, Hyundai, ThyssenKrupp Plant Engineering)
- Automobilzulieferer (Mahle, Nemak, etc.)
- Private Equity (Quadriga, BC Partners, Permira.)

Wertsteigerung wird erzielt durch Performance Management zur Umsatz- und Kostenverbesserung und M&A zur Portfoliooptimierung

Value Management - Wertsteigerung durch 10 Kernkompetenzen

Performance Management (operational / commercial Excellence)

Produkt- und
Marktstrategie



Umsatz-
steigerung



Effektive
Organisation



Prozess-
verbesserung



Supply Chain
Management



Mergers & Acquisitions

Pre-Deal
Beratung



Commercial
Due Diligence



Operational Due
Diligence



Financial
Due Diligence



Post-Merger
Integration



Unser Erfolgsrezept konnten wir bereits bei vielen Unternehmen umsetzen

Ausgewählte Referenzen

Industrial Services



ThyssenKrupp
Materials & Services
einschl. ThyssenKrupp
Industrieservice



Oil/ Chemicals



The Chemical Company



Private Equity



Steel / Metals



multi metal distribution



DEUTSCHE EDELSTAHLWERKE

Providing special steel solutions



ThyssenKrupp
Technologies



TRANSFORMATOREN

P. LANGE & SÖHNE
GLASSTETTE GMBH



Partners in Power



Engineering



Automotive



ThyssenKrupp
Automotive



Driven by performance

VM FOruM-Referenten sind TOP Manager von Großunternehmen und Mittelstand, aber auch mal ein Wissenschaftler, Musiker oder Pastor

Organisationen und Unternehmen der Value Management FOruM Referenten



Typischerweise liegt das größte Optimierungspotential in Prozessen und der Führungsqualität in fünf wesentlichen Arbeitsbereichen

Wertsteigerung durch Performance Management (Prozess- und Führungsoptimierung)



1. Produkt- / Marktstrategie

- Marktanalysen, Identifizierung der innovativsten Produkte
- Optimierungs- und Entwicklungszyklen
- Darstellung des Produkt-Lebenszyklus



2. Umsatzsteigerung

- Konzentration auf Wachstum und Wachstumsstrategie
- Effizienzsteigerung der Vertriebsorganisation und CRM
- Multi-Projekt-Management, Netzwerk-Kompetenzen



3. Effektive Organisation

- Restrukturierung der Organisation
- Operative und organisatorische Optimierung
- Management-Betriebssysteme, Performance Management



4. Prozessverbesserung

- Kostenreduzierung für Produktion / Garantien, Gratifikationen
- Transparenz der Gesamtkosten (Qualität, Six Sigma)
- Optimierung der Wertschöpfungsketten

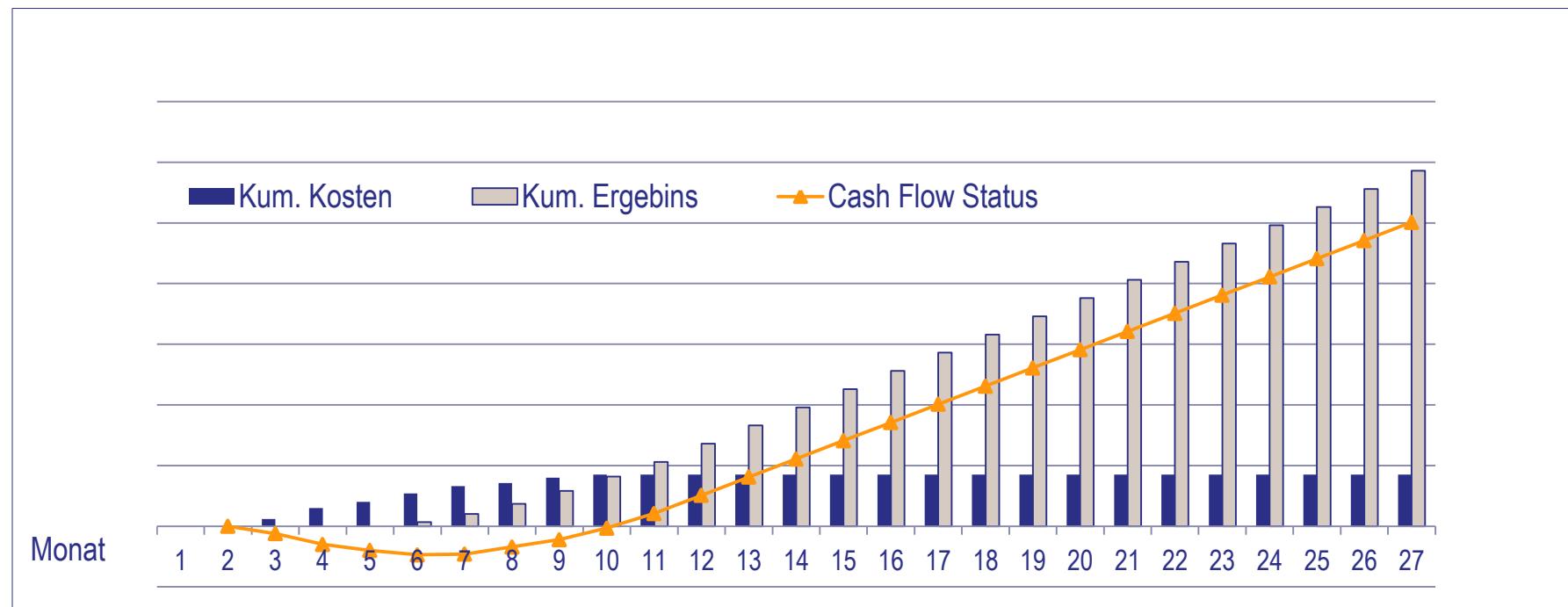


5. Supply Chain Management

- Lieferanten: Auswahl, Bewertung, Entwicklung, Controlling
- Transparenz der Gesamtkosten, Supply Chain Management
- Kosten und Steuerung der Logistik, Bestandsführung

Ergebnisse im Performance Management werden operativ und finanziell gemessen, d.h. Beratung kostet zum Projektende „nichts“!

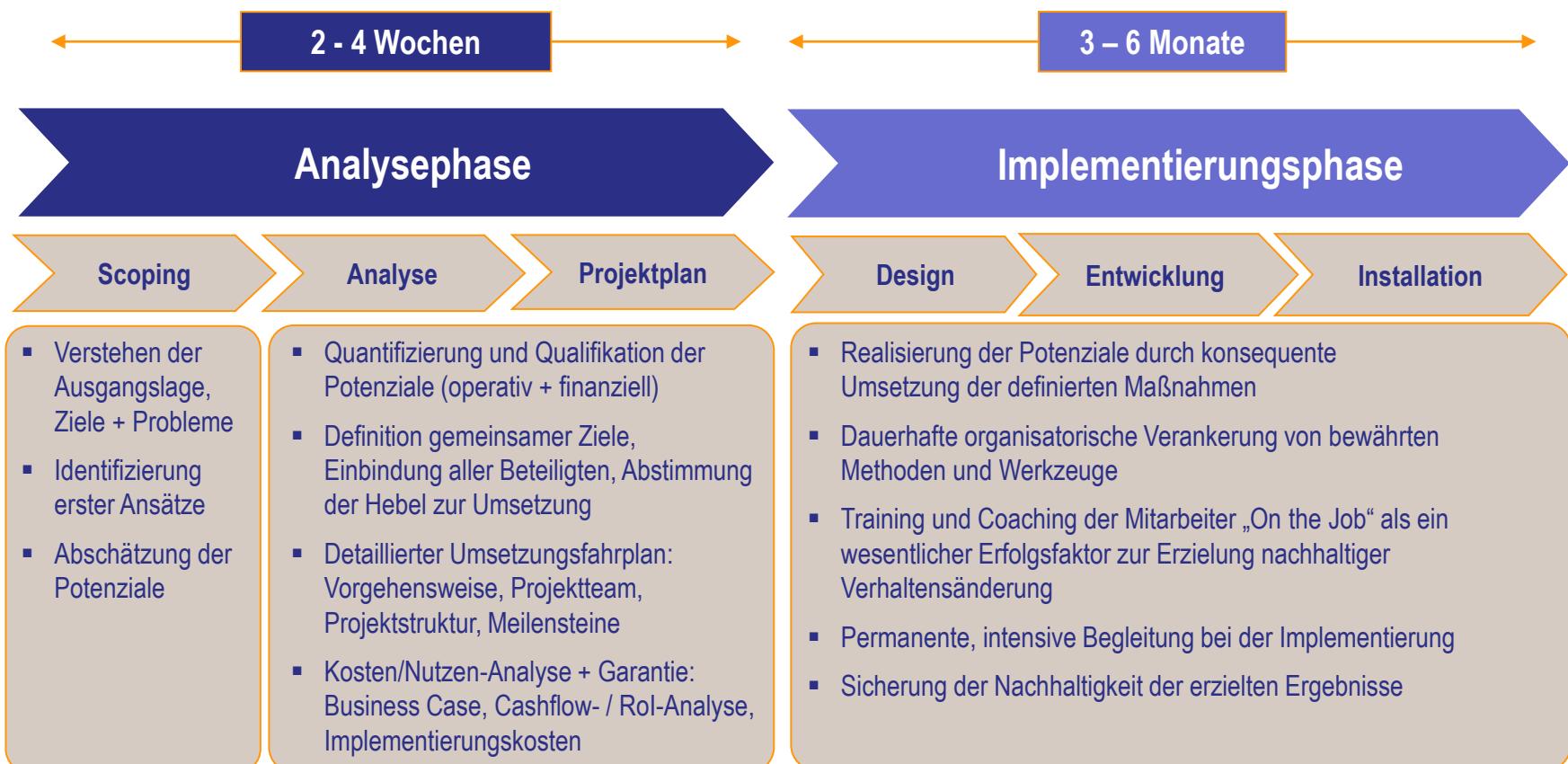
Beispiel - Benefits Case (Projektergebnis/Cash flow)



Die kumulierten Beratungskosten werden durch Unternehmensgewinnsteigerungen bis zum Projektende bereits übertroffen.
Im Jahr 1 nach Projektende ist der Effekt typischerweise dreimal so hoch, d.h. ROI 3 zu 1 im ersten Jahr.

Typischerweise liefert bereits eine 2 – 4 wöchige Analysephase operative und finanzielle Vorteile und Verbesserungspotentiale

Performance Management - Typische Projektphasen



Erfolgreiche M&A-Unterstützung bieten wir für Strategiepläne, operative Prozesse und Finanzierung – vor und auch nach der Transaktion

Wertsteigerung durch Mergers & Acquisitions (Begleitung von Übernahmen & Fusionen)



Commercial due diligence von VM Value – Eine strukturierte Beurteilung der Möglichkeiten und Risiken in einem “red flag report”

M&A Pre-deal Beratung – Typische Projektphasen



Quelle: VM

Das erstes internationale VM FOruM in Istanbul 2015 war ein Erfolg – internationales Networking in gemütlicher Atmosphäre

Value Management FOruM – 2014/15

Internationalisierung nach Istanbul

Zusammenarbeit mit der Deutsch – Türkischen Industrie- und Handelskammer in Istanbul

Internationales Networking

Einladung zum »8. Value Management FOruM«

»Emotionale Werte – Langfristiger Erfolg«

Freitag | 20. Februar 2015 | 09:00 – 15:00 Uhr
Villa Bonn | Frankfurter Gesellschaft | Frankfurt a. M.



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FOM
Hochschule

Invitation to »9th Value Management FOruM«

“Europe and Turkey – Best Practices for CEOs”

Wednesday | 3rd June 2015 | 5.00 pm | Alman-Türk Ticaret ve Sanayi Odası | Deutsch-Türkische Industrie- und Handelskammer | Istanbul | Turkey



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FOM
Hochschule

Mehrwehrt für VM-Geschäftspartner - das VM FOruM ist DIE Plattform für den Austausch zwischen Wirtschaft, Politik und Gesellschaft

Value Management FOruM – 2013/14

Renommierte Referenten, u.a.

- Dr. Judith Hartmann, CFO, Bertelsmann
- Torsten Hannusch, CEO, GIG Facility Services
- Dr. Henrik Adam, CCO, Tata Steel
- Dirk Wallesch, CFO, Deutsche Edelstahlwerke
- Jochen Fischer, CFO, SGB-SMIT Transformers
- Olaf Cunitz, Bürgermeister Frankfurt
- Florian Rentsch, Wirtschaftsminister Hessen
- Rudolf Scharping, eh. Bundesminister
- Ernst Welteke, eh. Bundesbankpräsident

Hot Topics

Networking

Inspiration

Einladung zum »Value Management FOruM«

»Wertschaffung in Kirche, Konzern und Private Equity«

Freitag | 7. Februar 2014 | 09:00 – 15:00 Uhr
Villa Bonn | Frankfurter Gesellschaft | Frankfurt a. M.



VM
VALUE MANAGEMENT



Einladung zum »Value Management FOruM«

»Chief Financial Officer – Retter in der Not?«

Freitag | 27. September 2013 | 09:00 Uhr
Villa Bonn | Frankfurter Gesellschaft | Frankfurt a. M.



VM
VALUE MANAGEMENT



Vorträge zu aktuellen Wirtschaftsthemen dienen als Diskussionsgrundlage für Experten und Studenten

Value Management FORuM – 2011/12/13

Einladung zum »Value Management FORuM«

»Unternehmertum und Bildungsstandort Deutschland«

Freitag | 25. Januar 2013 | 09:30 Uhr



VM
VALUE MANAGEMENT

FOM
Hochschule

Value Management FORuM 2012
»Schatten über dem Euro«

Freitag | 1. Juni 2012 | 08:30 Uhr
Frankfurter Gesellschaft | Villa Bonn



VM
VALUE MANAGEMENT

FOM
Hochschule

Value Management FORuM 2011
»Wertsteigerung nach der Krise?«

Freitag, 23. September 2011
Frankfurter Gesellschaft | Villa Bonn



VM
VALUE MANAGEMENT

FOM Hochschule
für Ökonomie & Management
University of Applied Sciences

Renommierte Referenten, u.a.

- Professor Dr. Dres. h.c. Bertram Schefold, Goethe-Universität Frankfurt
- Hans Strothoff, Gründer, CEO MHK Group und Strothoff International School
- Prof. Dr. Burkhard Schliessmann, internationaler Konzertpianist
- Graf Dr. Johannes von und zu Eltz, Stadtdekan Frankfurt

Erfolgreiches Dialogformat

Unterstützt durch die FOM

Zweimal im Jahr

Klassisches Ambiente

VM organisiert und moderiert Top Management Events und Konferenzen – z.B. während der größten Finanzkonferenz Frankfurts

VM Panels – Private Equity & „Mittelstand“, 17. Euro Finance Week 2014



21. November 2014, Congress Center Messe Frankfurt

“ Im Rahmen des Frankfurt International Investors Day (FIID) am 21. November 2014 im Congress Center der Messe Frankfurt hat VM zwei der zahlreichen Foren entwickelt. Sie werden von Prof Dr. Jochen Vogel moderiert. Nutzen Sie die Gelegenheit, in Diskussionen zu Themen wie »Private Equity« und »Operational Excellence« mehr über Chancen, Risiken und Trends für das kommende Investmentjahr 2015 zu erfahren. Wir werden u.a. mit BC Partners, Bridgepoint, Quadriga, Standard & Poors, Deutsche Bank und Mittelständlern diskutieren. “

Renommierte Redner, z.B.

- Hans Haderer, **BC Partners**
- Uwe Kolb, **Bridgepoint**
- Dr. Andreas Fendel, **Quadriga**
- Mr. Klös-Hein, **EEW Group**
- Dr. Mark Währisch, **Standard & Poors**
- Mr. Wittershagen, **Deutsche Bank**

Erfolgreiches Dialogformat

TOP Management vertreten

Einmal im Jahr

800 Teilnehmer

VM Moderation bei Frankfurt Global Business Week : Fokus China – Möglichkeiten und Risiken für deutsche Unternehmen

VM Panels – Internationales M&A mit China, 6. Global Business Week 2014



Märkte im Umbruch - Chancen und Herausforderungen für die deutsche Wirtschaft: Fokus China

„Die FRANKFURT GLOBAL BUSINESS WEEK bündelt bereits zum 6. Mal als jährlich stattfindende Veranstaltungswoche Fachkonferenzen zu Themenfeldern, die die Zukunftsfähigkeit von Wirtschaftsstandorten und Unternehmen maßgeblich prägen.“

Die FRANKFURT GLOBAL BUSINESS WEEK ist eine Initiative zur Vernetzung regionaler, nationaler und internationaler Wirtschaftsbranchen, die den Austausch und den Dialog aktueller Fragen bündelt und Entscheidungsträger aus Wirtschaft, Politik und Verwaltung zusammenbringt.“

Internationale Experten, z.B.

- Bernd Meist, Bank of China
- Dr. Reinhard Grndl, Advent International
- Dr. Martin Wienkenhöver, CABB
- Yaojun Xu, China International Investment Promotion Agency
- Norbert Noisser, Hesse Ministry for Economics, Transportation, Urban and Regional Development.

Internationaler Fokus: China

TOP Management Beteiligung

VM Moderation:
Prof. Dr. Jochen Vogel

Unser Kernteam besteht aus erfahrenen Managern und Beratern mit Erfahrung in Industrie, M&A und dem Dienstleistungssektor

VM Kernteam

CEO



J. Vogel

Projekt Support



M. Dakdaki



E. Akay

Kern Team



O. Staudacher



P. Schulz



G. Flierl



B. Puche



S. Sagnak



M. Bisschop



S. Kangas-Ikkala



J. Nikkola



F. Balreau



A. Hund



I. Galjucenko



S. Akkaya

Industrie-Beiräte



F. Krone



N. Ölcer



H. Smetan

Prof. Dr. Jochen Vogel

Geschäftsführer

Kurzprofil

- Unternehmensberater, Industriemanager, Hochschuldozent mit umfangreicher Berufserfahrung in verschiedenen Branchen
- Gründer und Geschäftsführer des Beratungsunternehmens VM Value Management GmbH
- Analyse und Implementierung von Programmen zur nachhaltigen Ergebnisverbesserung / Operational Excellence
- Konzept und Umsetzung von Unternehmensübernahmen/-fusionen einschl. Kapitalbeschaffung
- Senior Advisor / Beirat , z. B. Frankfurter Gesellschaft für Handel, Industrie und Wissenschaft, Strothoff International School



Beruflicher Werdegang und Ausbildung

2009	VM Value Management GmbH
2004	Proudfoot / Celerant Consulting, Geschäftsführer/Head of D/A/CH, Performance Management
2000	Lehman Brothers, Director Investmentbanking, M&A, Corporate Finance
1997	ThyssenKrupp Materials & Services, Leiter Controlling, Strategie, M&A
1993	PWC (Coopers & Lybrand), Auditing/Corporate Finance
2011	Professur FOM – Hochschule für Management, Frankfurt/M.
1997	Dr. rer. soc. oec, Wirtschaftsuniversität, Wien
1993	Diplom-Kaufmann, Gerhard-Mercator Universität Duisburg

Ausgewählte Erfahrungen

- Verschiedene Wertsteigerungsprojekte im Bereich M&A, Strategie und Produktivitätssteigerung in Industrieunternehmen (ThyssenKrupp, Posco, Tata,, Erdemir, Hisar Celik), engineering (ThyssenKrupp, Siemens, ZTR-Zaporozhtransformator, Hyundai, SGB-SMIT, Ismet, Berco, Titan, RWE, INA)
- Restrukturierung und nachhaltige Ergebnisverbesserung durch Kosten- und Umsatzeffekte bei mittelständischen und Private Equity geführten Industrieunternehmen und Konzernen, z. B. Viterra, Klöckner Pentaplast, Europipe, SGB-SMIT, ThyssenKrupp Facility, Siemens, Lanxess.
- Akquisitions- und Targetsuche durch Markt-pre-merger-Analyse, Ansprache und Durchführung von M&A Transaktionen in verschiedenen Industrien, z. B. RWE, Posco, Tata, JP Morgan/One Equity Partners
- Konzeption, Aufbau einschl. Umsetzung von Rechnungswesen, Controlling, operativ und strategisch auf der Basis von Value Based Management

All speakers at VM FOruM conferences are TOP Managers from politics, industrial companies and financial institutions

VM FOruM Speakers 2011-2014: Politicians (Public Management)

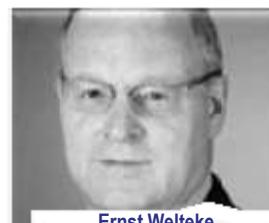
Politics and Associations



Nicola Beer
Minister of Cultural Affairs
Hesse



Florian Rentsch
Minister of Economic Affairs Hesse



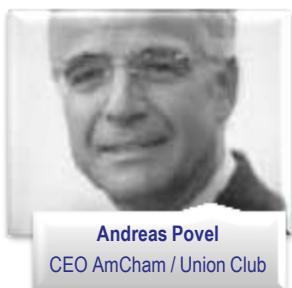
Ernst Welteke
Former President German
Central Bank



Rudolf Scharping
Former Federal Minister



Olaf Cunitz
Mayor Frankfurt am Main



Andreas Povel
CEO AmCham / Union Club



Jürgen Jeske
President Frankfurter
Gesellschaft



Prof. Dr. Rüdiger von Rosen
President Frankfurter Gesellschaft



Lencke Wischhusen
Chairwoman, DIE JUNGEN
UNTERNEHMER

The Top-Management level of conglomerates, steel, mechanical engineering, chemical and industrial services speaks at the VM FOruM

VM FOruM Speakers 2011-2014: Leaders in Business

Steel



Dr. Henrik Adam
CCO Tata Steel Europe



Dirk Wallesch
Deputy CEO Deutsche Edelstahlwerke

Conglomerates / Mechanical Engineering



Nani Beccalli-Falco
CEO GE Europe



Jochen Fischer
CEO/CFO SGB-SMIT

Chemicals



Dr. Martin Wienkenhöver
CEO CABB Holding



Dr. Reinhard Gradl
Chairman Oxea

Media / Commerce / Industrial Services



Dr. Judith Hartmann
CFO Bertelsmann



Hans Strothoff
CEO MHK Group AG



Torsten Hannusch
CEO GIG Gruppe

TOP Managers in Private Equity and Banks talk about the challenges in their sector

VM FOruM Speakers 2011-2014: Financial Investors

Private Equity



Stefan Zuschke
Managing Partner BC
Partners



Dr. Thomas Ludwig
Managing Partner Lindsay
Goldberg



David Knower
COO Cerberus Germany



Thomas Wiegand
Managing Director Cerberus



Axel Hefer
Partner OEP/JP Morgan

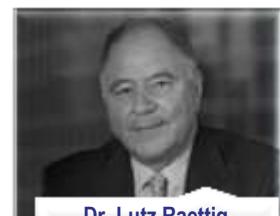
Bank



Joachim Müller
CFO EMEA Deutsche
Bank



Friedrich von Metzler
Partner Bankhaus B.
Metzler seel Sohn & Co



Dr. Lutz Raettig
Supervisory Board
Morgan Stanley



Martin Scholich
Executive Board PWC



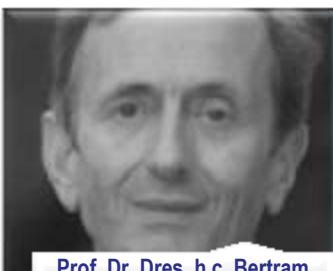
Friedrich Graf von Pfeil
Senior Partner Korn/Ferry

Bank Consulting

Sustainable growth in businesses needs strong, ethical, academic and cultural values

VM FOruM Speakers 2011-2014: Public Figures

Academics and Culture



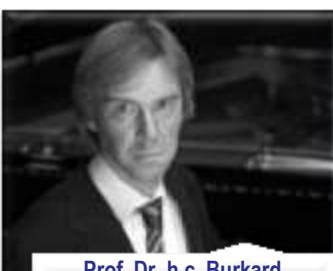
Prof. Dr. Dres. h.c. Bertram
Schefold
Professor Goethe University



Sylvia von Metzler
CEO Metzler Stiftung



Jane Uhlig
CEO Frankfurter Zukunftsrat/PR



Prof. Dr. h.c. Burkard
Schliessmann
International concert pianist



Michael Herrmann
Founder Rheingau Music
Festival



Dr. jur. Johannes Graf von
und zu Eltz
Reverend Frankfurt am Main



CREATIVITY

DOING

RESULTS

