

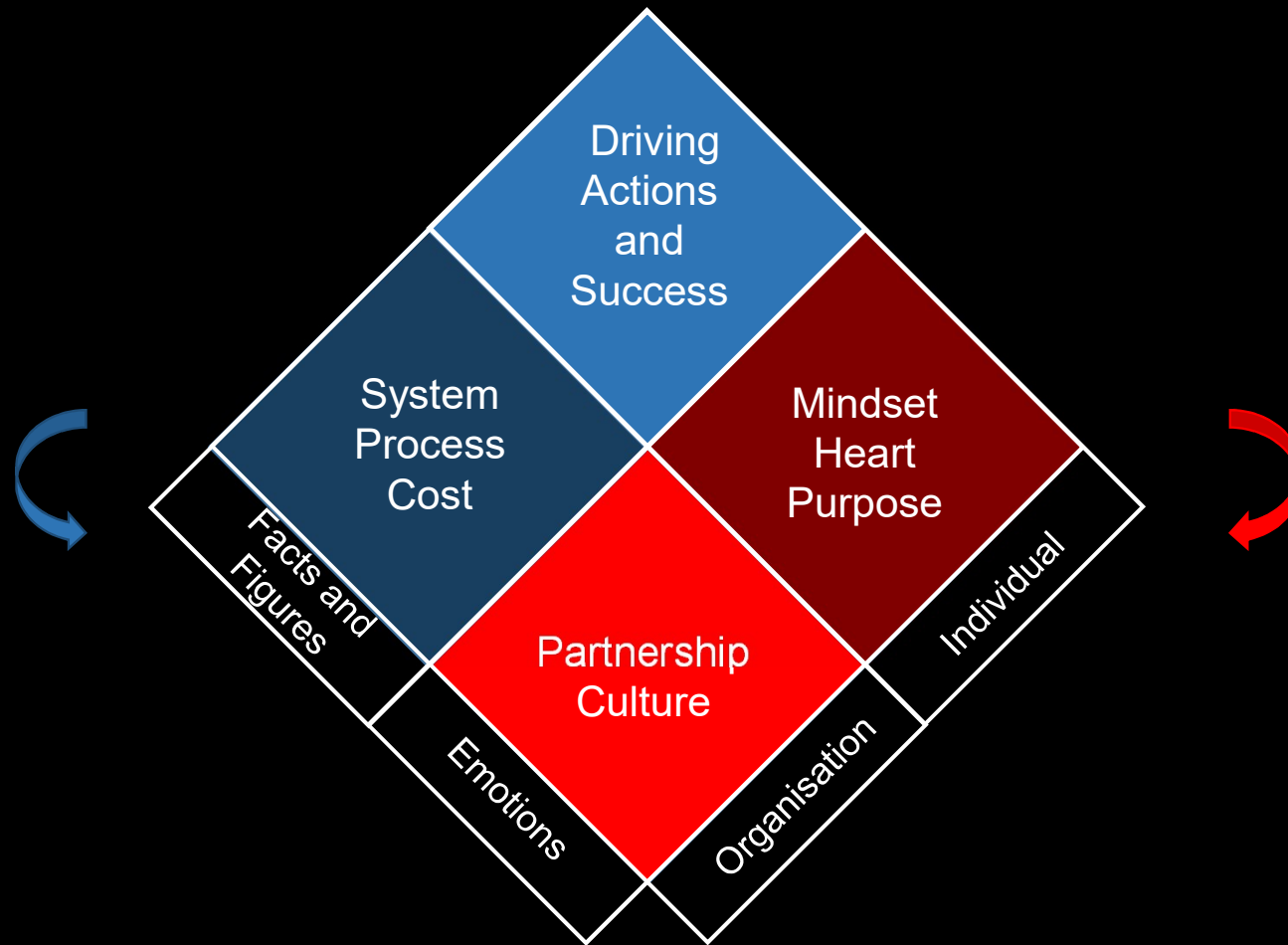
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ADAPT in a VUCA world

The current COVID-19 situation shows that the traditional **SUPPLY / DEMAND Power** relation between companies ...



„Somebody with your negotiation style would perfectly fit into our department “

... will change towards a partnership building on mutual understanding and **emotional intelligent leadership**.



Be mindful on the current situation of your value chain partners – check out **Agility** vs. **Financial Resilience**

Transformation to value partnership

- Purpose is the new strategy
- Drive partnership on the basis of trust and seize market opportunities jointly
- Focus on execution
- Reduce time to market

Secure supply and support

- Balance cost / liquidity / solvency of partners
- Be mindful that cost cutting exercises might impact value chain performance
- Build up a robust „tripod“ supply base
- Increase organisational agility by building on emotional leadership practices

Organisational
Agility

High

Explore

drive efficiency and performance

Disrupt

create new market norms and business approach

Survive

hard restructuring and divestment

Preserve

cost optimization and cash generation

Low

Low

High

Financial Resilience

ADAPT to be successful in a VUCA world.

- **A**nticipate

Sense the market development and make **quick and educated judgments** in teams, create opportunities and provide clear direction.

- **D**rive

Energize people throughout the organization and **give purpose**, keep people hopeful, optimistic and intrinsically motivated.

- **A**ccelerate

Implement ideas and empower innovation, use agile ways and **quick prototyping** (do not wait until 100% is clear and “mind the gap”). **Focus on execution**.

- **P**artner

Connect across functional and organizational boundaries, enable exchange of ideas, **align on purpose** to create high performance. Chose the right partner based on the matrix “Organizational Agility vs. Financial Performance.

- **T**rust

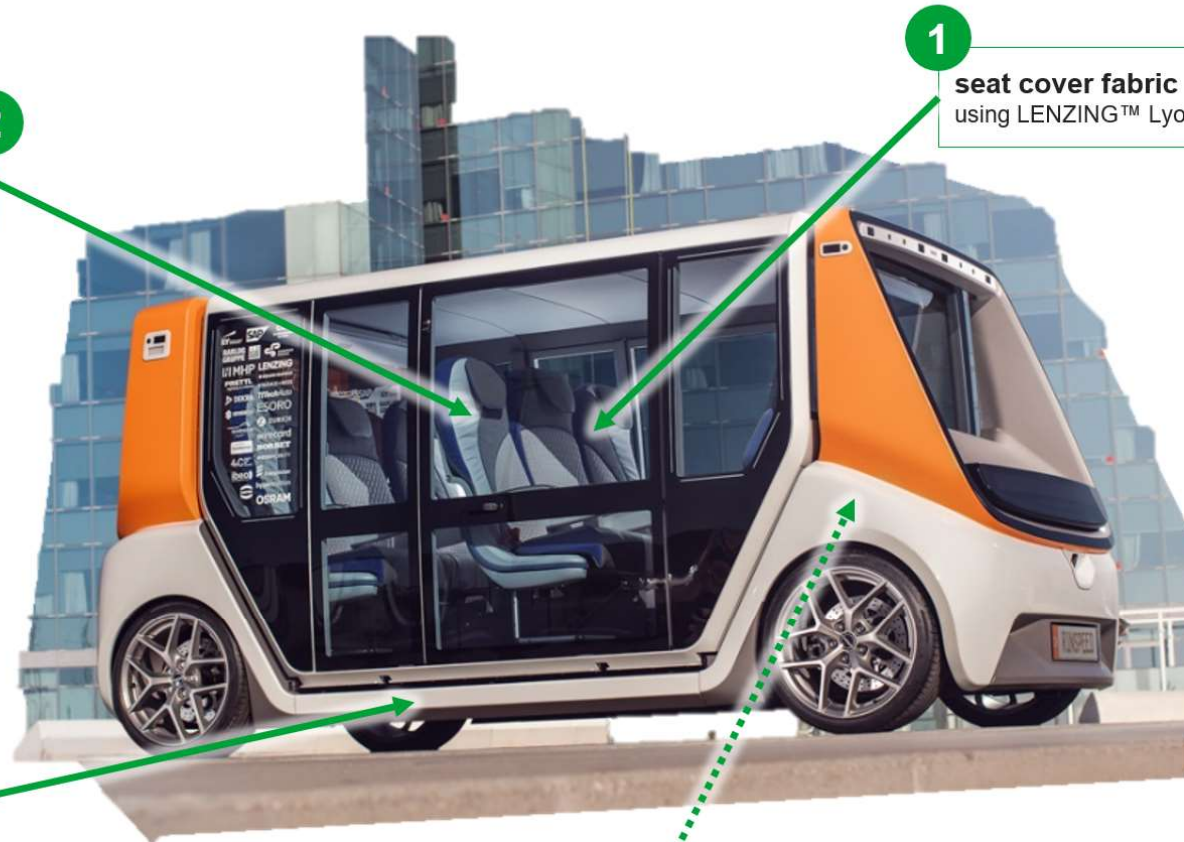
Integrate and embrace diverging perspectives and values, create a “safe” environment to learn from mistakes, act as **role model** within your organization and along your value chain.

RINSPEED MetroSnap

Lenzing's participation to the mobility of tomorrow



LENZING™ components in 2020s RINSPEED MetroSnap



1

seat cover fabric
using LENZING™ Lyocell with REFIBRA™ technology

2

coated fabric (artificial leather)
using LENZING™ Lyocell with REFIBRA™ technology

3

electrical separators
using LENZING™ Lyocell Shortcut

4

fiber reinforced plastic parts*
using LENZING™ Lyocell Powder

*in cockpit parts not in outer parts

Thank you -

I am happy to have a great discussion
with you!