



## MUSANGALA.

### **Growth starts with needs, ideas and energy.**

A company is more than its balance sheet and income statement, its products and markets, its machines and factories. A company's success stems largely from the spirit which drives it, from the shared values and the goals which guide its people in their daily work.

In the long term the worth of a company depends on the value it creates for its customers, its employees and its shareholders. A company wishing to grow must create new value and only through growth can it break out of the endless spiral of competition, improvements in efficiency and value lost in costs or in lost people. "We must seek success (value) in the heads of our customers"<sup>1</sup> – that is, the success of products or services depends largely on making customer attitudes and values the basis of business decisions. Growth will be achieved only by those who understand their customers' view of the world better and can quickly provide solutions for their needs. The difficulty is that customer needs are as individual and varied as the customers themselves. Nowadays we have to adapt to each individual customer. The hard factors such as value for money, technology and product quality must all be in order; this is basic and the market demands it. Increasingly, it is the soft factors which are decisive, such as mutual trust, working well together, customer relations in general. Whether hard factors or soft: "The soul of our firm must be obsessed with our customers."

To grow, the company must be in good health. Our good health comes from the TEMPUS program. To this underlying rhythm of efficient business processes and a customer and team oriented company culture has been added a second beat, since mid-2004, which will give us a new overall rhythm. MUSANGALA should give Saurer profitable growth of EUR 600m, without neglecting the virtues of TEMPUS. However, that tangible sense of relief from our colleagues over this change of direction is premature. It is a lot harder to generate profitable growth than it is to optimize business processes and reduce costs. New ideas cannot simply be ordered up. They need a background of creativity and openness, a readiness to take risks, and the courage to turn back when we go wrong.

Recognizing the need and having the right idea is hard enough. To succeed, we need energy to achieve results quickly and to overcome setbacks; we must persevere and always keep our eye on the ultimate goal. Does Saurer have the right people in all the right places, people whose energy and competence will assure us of success? To have better people than the competition will be a vital success factor in MUSANGALA and an important challenge for our leaders.

However, not all forms of growth are healthy and wanted, not every idea is a good idea and worthy of realization. But without ideas, many ideas, to choose from, nothing new can be created. Just as in our garden we distinguish between flowers and weeds, we must often cut back to give promising young branches the light and space they need for growth.

I think that TEMPUS has prepared and qualified us for this new challenge. If we can attack the next phase with humility and respect for the scale of the task, mixed with unquestioning faith in our own ability and strength, then I see no reason why our MUSANGALA program should not be crowned with success.