



Clariant Masterbatches (Germany) - A global player focuses his organisation consequently on market success

Marion Quaas
Beraterin und Trainerin
MACHWÜRTH TEAM
INTERNATIONAL



We are there where you need us – world-wide presence, regional strengthThe Clariant Masterbatches (Germany) GmbH is part of the Clariant Masterbatches Division, a global network with more than over 50 Masterbatch production locations.

Thus we are capable of offering our customers both regional and international service. Each of the three German locations of the Clariant Masterbatches (Germany) GmbH is characterised by its own strengths and focal points.

- Colour and additive concentrates, compounds and expanding systems from Ahrensburg
- Plastic concentrates for dyeing polymers and spin dyeing from Lahnstein
- Masterbatches for thermo-plastic plastics from Döbeln

Due to our world-wide presence we are able to supply most of our products in any demanded colour, in any quantity with the appropriate quality in the shortest amount of time.

Clariant...

...is a globally active, world-wide leading manufacturer of specialised chemicals with high customer orientation. Place of

business and management board are located in Muttenz near Basel in Switzerland. 5,000 of the over 20,000 employees at Clariant work in Germany. The group maintains by far the most important production platform in this country.

Clariant is structured in 4 divisions: Textiles, Leather & Paper Chemicals, Pigments & Additives, Functional Chemicals and Masterbatches. The innovative products of Clariant play a decisive role in the manufacturing processes of the customers or give the end products value-increasing characteristics.

Plastics...

A life without plastics is unimaginable. Whether at breakfast, in the kitchen or anywhere else in the household: the world is a lot more colourful than it used to be. The secret behind the colourful variety lies in the specialised production of the Clariant Masterbatches Division. The plastics must be colourful, flame resistant, robust and resistant against sun. Various demands are placed on household appliances, office material, sport equipment and toys made from plastic.

Compositions bound in plastic materials of colour or additive concentrates (in trade language "Masterbatches") do not only provide for a colourful variety,

but also give the products important characteristics.

During production, the so-called Masterbatches are added to the plastic mass in form of granulates, powder or paste, giving almost any plastic material the desired effects.

Apart from colour, Masterbatches may contain further additives. Additive Masterbatches are used if beside colour other technical features such as UV stabilisation, flame retardants and antistatic of the end product is to be optimised or influenced.

The Management Team...

...has been working with M T I since 2001. All mutual projects serve the performance improvement in sales as well as the development of a mutual and on the market unitary acting company culture. The sales teams are primarily divided according to market segments and then according to regions

The **Projects 2001 – 2006** were concentrated on the field of personnel development.

- ✓ Cultural development with the Fish(!) philosophy*
- ✓ Potential – AC's for the German sales teams
- ✓ Further education measures for the German and English sales teams (Team Selling, Active Selling)
- ✓ Management Development



1. Process guidance of the management team
2. Further education for managers
3. Introduction of the M T I – Appraisals** as IT Tool for competence management / potential recognition / feedback through self assessment and assessment from others
4. in combination with discussions with executives and qualified employees

with foresighted international market cultivation

1. increasement of customer aquisition
2. intensify customer loyalty
3. economizing of ressources by standardising the processes and interface management
4. Extension of the roles of customer service to a proactive market cultivation -within the team with the marketing and key account managers of the segments

steps in 2006/2007:

Phase 1 – Restructuring of customer services:

The customer service team consists of 21 colleagues who are all very customer oriented and do outstanding work. They belong to the department Supply Chain Management.

To reach the effect of strategy of performance improvement in the sales area, the question arised: how do we integrate the excellent resources of the customer service team more strongly into the market cultivation? A structure needed to be developed that makes the expansion of the roles of customer service to a proactive market cultivation possible.

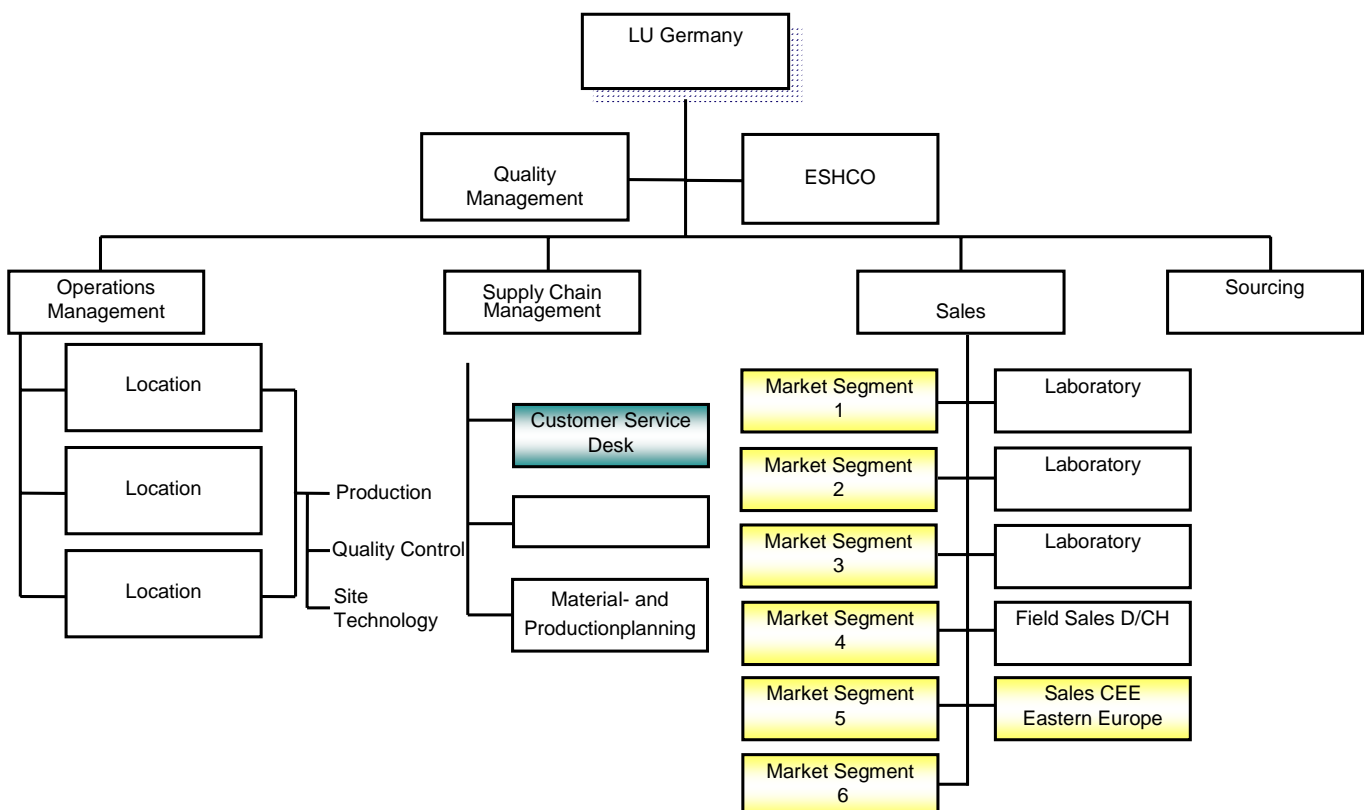
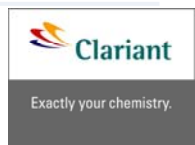
In 2006 the Clariant Management Team initiated an **organisation development project**. The strategy: reach better performance in sales segments and customer service

The Procedure:

The Machwüth Team International was reselected as external support. Together with the management team, we successfully mastered the following

Structure - before the process

Organisation Plan Clariant Masterbatches (Germany) GmbH





The Solution:

The customer service team is integrated. The co-workers are allocated to the 7 sales segments. The sales team leaders are given the specialist and the disciplinary leading role.

The customer service co-workers have been working in the respective sales teams together with the marketing and key account managers since June 2007.

Phase 2 – Discover potentials and systematically promote them for sales and customer service

Even though the co-workers in customer service do an excellent job, their role and area of responsibilities expand with the new structure. Classic customer service tasks such as proactive market cultivation with B and C customers are now added.

Furthermore, as part of the sales team, they have to think about future-oriented market cultivation and comprehensive projects in cooperation with the marketing and key account managers.

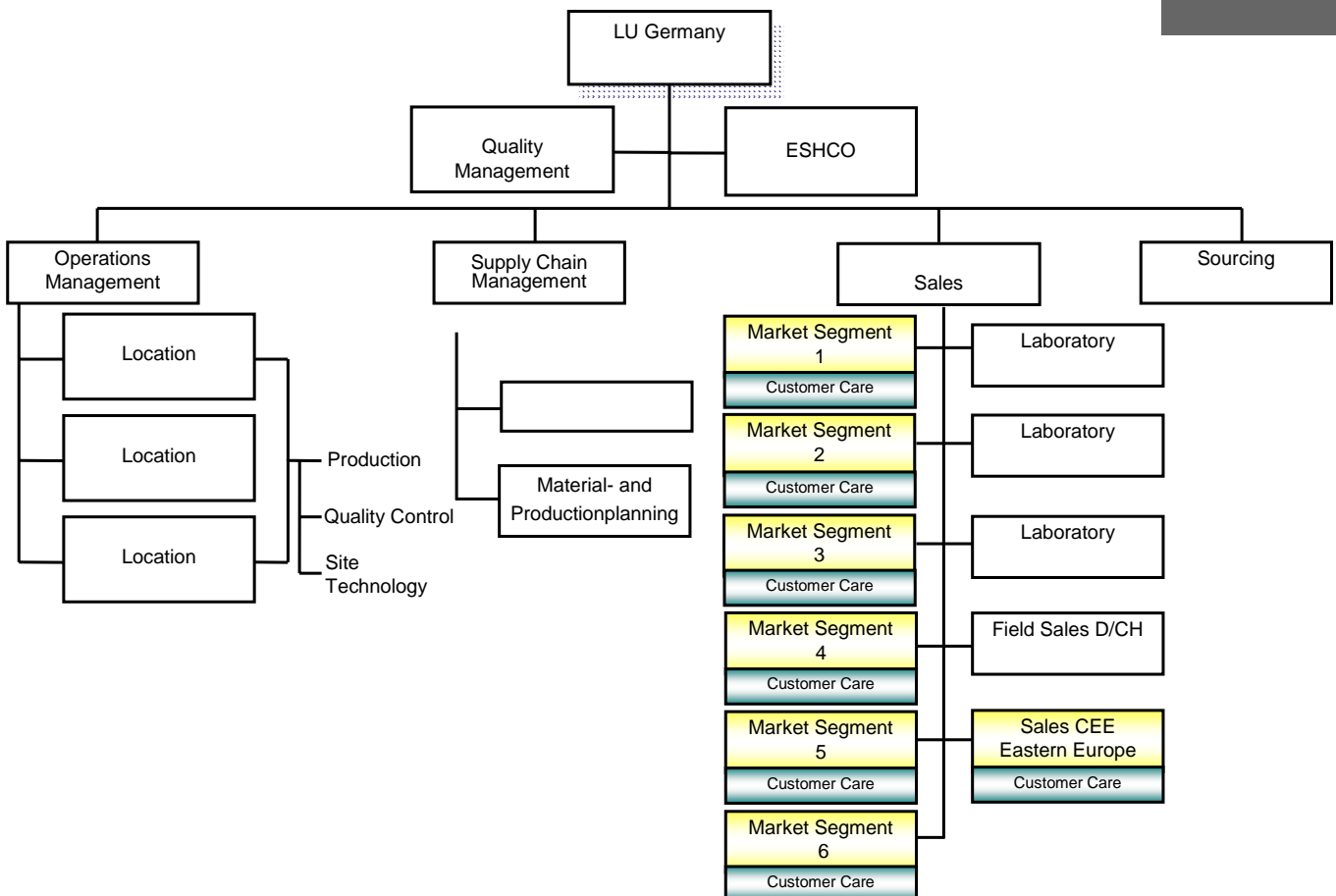
For this reason, it is logical that a systematic and long-term planned development of potential is necessary.

In cooperation with the Machwüth Team International, Clariant carried out four potential assessment centres in 2006. Two AC's for the sales employees from sales, marketing and key account management and two AC's for customer service.

The observation crew consisted in each case of 6 Clariant executives (areas without direct executive functions with regard to the AC participants) and 6 MTI consultants.

Structure - after the process

Organisation Plan Clariant Masterbatches (Germany) GmbH





Results:

Increased appreciation towards the employer Clariant for temporal and financial investment in the measures taken.

Clarity for the executive personnel and co-workers about which developable resources the single co-workers have and which personnel development they require.

Valuable knowledge for executives of how to optimally develop employees.

Data for systematic and customized personnel development is available due to profound and professional observation

Strengthening of the co-worker's confidence by personal feedback with the AC observers and through excellent AC results.

In the next step, MTI developed a refined further education programme 2007 / 08 in coordination with Clariant. It is based on the results of the potential ACs, the requirements of the accommodating executive staff and the employee her/himself. The consultants of MTI will realize the PE programme – always in coordination with up-to-date necessities that result from organisation and team development.

Phase 3 – Team development as a process

Team development is the principal item of the organisation development initiated in Phase 1 and flanked in Phase 2.

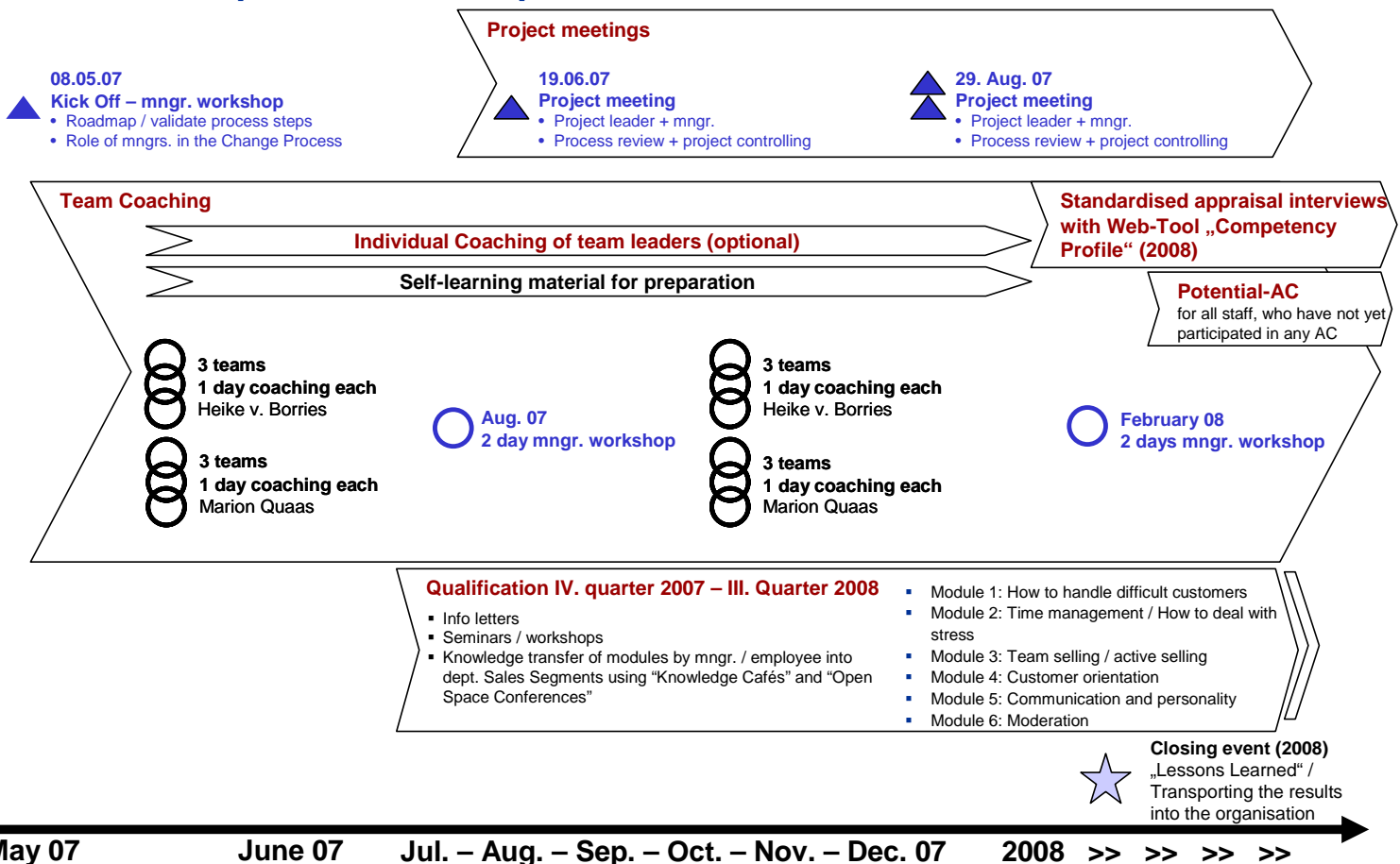
First there was a plan. Now the plan needs to be transferred to reality. A structure does not work without a change to the culture of those involved.

The management team of the market segments (MS) is confronted with a big challenge in 2008.

6 of the 7 team leader MS have grown. 21 customer service co-workers have joined the teams.

The head of department MS, who is at the same time part of management and also thought of the entire process and is responsible for it, experiences an extension in leadership.

Process Graph Team Development





The teams Sales, Technical Service, Market Segments led by him remain.

At the same time, it is objective of the entire MS team to turn historic problem zones into prosperous new areas, e.g., in interface management and in the standardisation of processes.

The special challenge is to coordinate this over three German locations.

The current state:

The integration is coming along nicely. The teams are developing unexpected dynamics in many areas, both interpersonally as well as professionally.

The historic problem zones are integrated in partial projects with a realistic chance for success.

The participant's conclusion of the entire workshop series:

When possible, the participants were always integrated in planning and execution within the process.

Thus, the development at Clariant Masterbatches in the last three years is in terms of the parties involved. They favour and support the steps that lead to results. They recognize and celebrate the progress and communicate this within the company. At the same time, the interpersonal quality and performance improves greatly in distinct numbers. The workload is heavy, the engagement high and the future perspectives motivating. In critical moments that always come up with such complex and wide-reaching projects, the project managers of Clariant and MTI act consequently solution-oriented.

Three views from participants

- We have developed something and are on the right track.
- Our team has improved and a great team must allow different characters.
- We are a good team and solve difficult problems well. We have learnt a great deal, e.g., long sightedness.

Outlook:

- Other departments hear about the processes and react: „We want to share this success and need something like it as well!“
- The management team plans a transfer of the organisation and team development in other countries of the company.

MTI Team for Clariant:

Overall Project Management:

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Key Account:

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