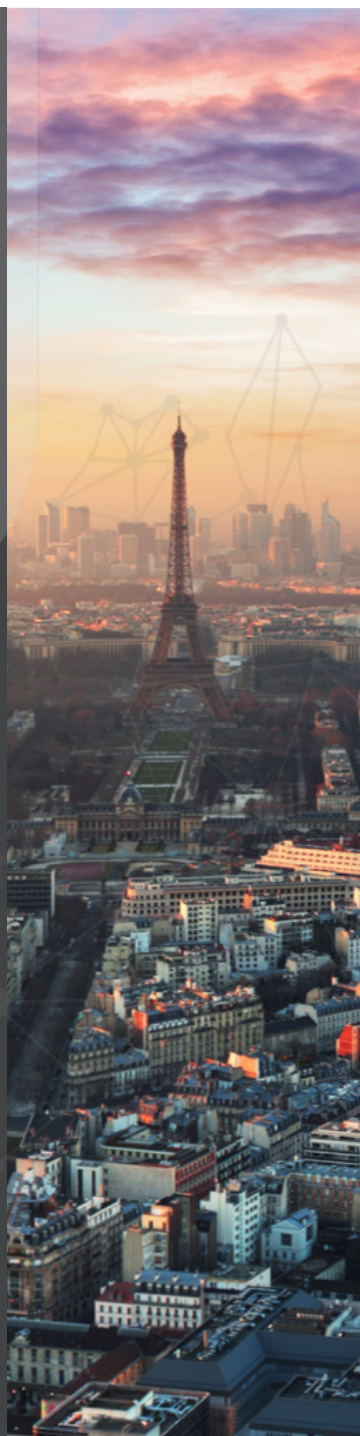


**DAY**

**1**



**Philippe GUENAULT  
& Eric ROOVERS**

**Innovation, Digitalization  
and Quality**



EUROPEAN  
ORGANIZATION  
FOR  
QUALITY

**A PARTNER OF CHOICE**  
**who will simplify and accelerate**  
**your journey to becoming**  
**a digital business**

# SOFTWARE AG – WHO WE ARE

Technology leader for 49 years in data management  
and application development platforms

**€870+**  
**MILLION**  
IN REVENUE

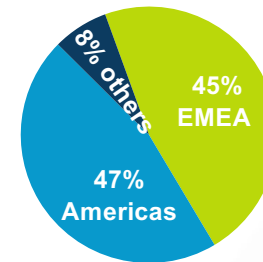


**45%+**  
recurring

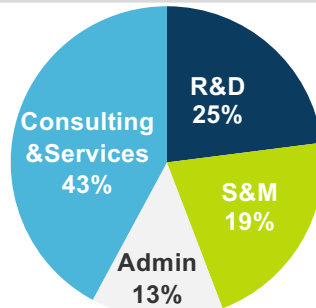


**77%**  
product revenue

**REVENUE**  
BY REGION\*



**4,400+**  
**EMPLOYEES\*\***



**>€3bn**  
**MARKETCAP**



**~65% Free Float**

\* Based on Group product revenue – FY 2017

\*\*P&L as of December 31, 2017

# A BEST-IN-CLASS LEADER DIFFERENTIATED IN THE MARKETPLACE



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## INDEPENDENT

- Our software is open to give you the freedom to choose vendors, partners and deployment options that work best for your business



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## CONNECTED

- The world's first truly integrated **digital business platform**
- Technologies, people, processes and services—connected for your success



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## TRUSTED

- Big enough to be sustainable, small enough to care—and continually named as a best-in-class leader by major industry analysts



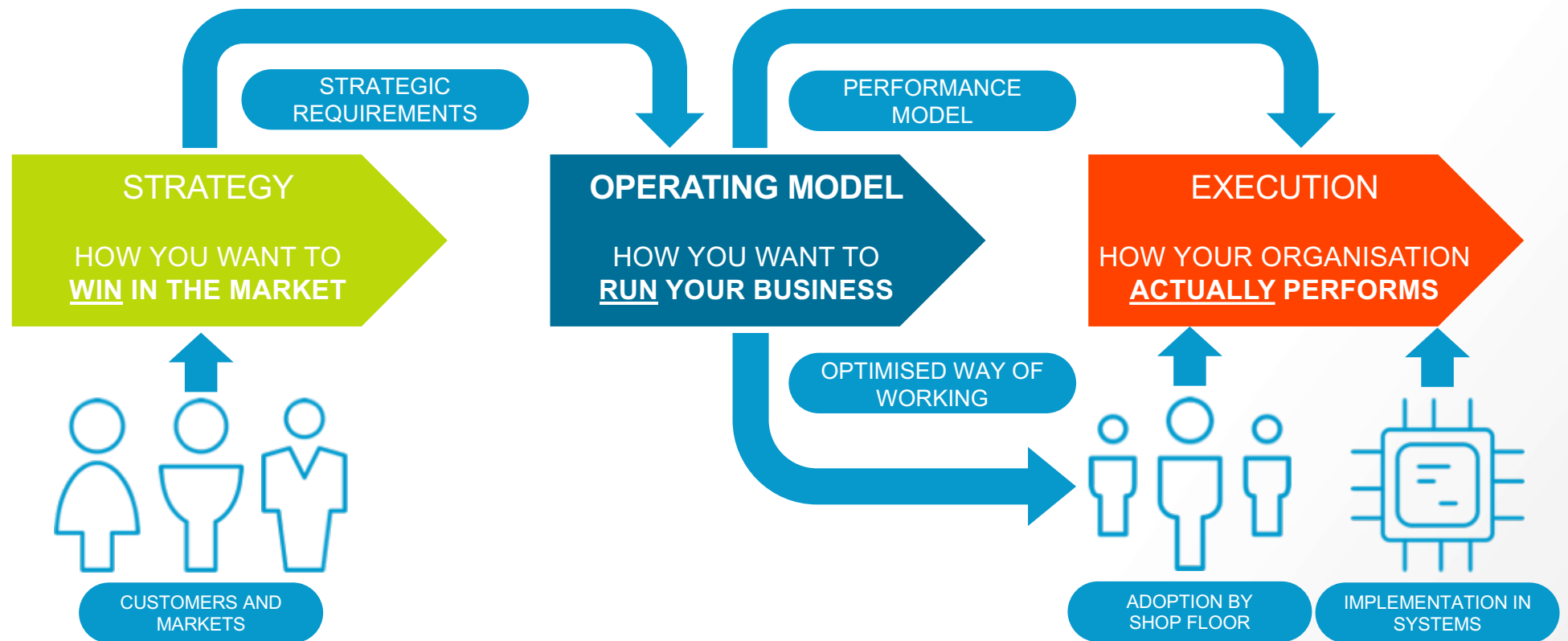
## MORE THAN 10.000 CUSTOMERS IN 70 COUNTRIES IN ALL INDUSTRIES



## TOP DIGITAL EXPERIENCE HURDLES<sup>1</sup>



# BUILDING A WINNING OPERATING MODEL REQUIRES A STRUCTURED, REPEATABLE APPROACH



# BUILDING A WINNING OPERATING MODEL

## REQUIRES CONTINUOUS COLLABORATION AND PLANNING



- 2011** | The company is in trouble. Too complex and too unfocused.  
A new CEO comes in, launches the Accelerate! program.  
Goal: to **transform** Philips into a focused healthcare specialist and to boost its **digital** business.
- 2013** | A groupwide Head of Transformation is established.  
The **Philips Excellence Process Framework** is launched as the foundation for all current and future transformations.
- 2018** | The process framework is extended to become a fully digital, worldwide **Quality Management System**, serving 70,000 employees and replacing 70 local traditional systems, in one of the toughest regulatory regimes.

**DIGITAL TRANSFORMATION** MEANS TO **REDESIGN YOUR WAY OF WORKING**, AND TO FOCUS ON SIMPLICITY, QUALITY AND AGILITY





As a consumer data business, this **company's reputation** and future business critically depends on how well it protects its customer's private data.

GDPR is forcing company's to **rethink what quality** means. Complying with GDPR means making **data protection part of your business DNA**.

This company's **comprehensive data protection system** covers everything from insight, analysis & planning to risk mitigation & governance, and collaboration among stakeholders.

**DIGITALISATION** REQUIRES **CLOSE COLLABORATION** BETWEEN MANY DIFFERENT FUNCTIONS TO BE SUCCESSFUL

Dubai wants to become the **smartest and happiest city** on Earth.

The Dubai government is continuously **improving its public services**, through digitalization.

To drive down cost, Dubai developed a comprehensive **service costing methodology**, allowing service managers to analyze and fine-tune service pricing.

Dubai Municipality now have **full visibility of their service delivery**, not just costs, but also policy conformance and service efficiency.



**EXECUTING YOUR STRATEGY** MEANS TRANSLATING THAT STRATEGY INTO TANGIBLE CHANGES, AND **MEASURING YOUR SUCCESS** RIGOROUSLY

