THE Link the magazine

OF THE INNOVATIVE MATERIALS SECTOR

issue | 8
October 2011

VISION AND STRATEGY | INTERVIEW WITH TOM KINISKY

LENGTHS AHEAD | THE DAWN OF THE ELECTROCHROMIC REVOLUTION

WIDE ANGLE | INDIA: THE DIRECTION OF GROWTH

SAINT-GOBAIN
INNOVATIVE MATERIALS

The **entrepreneurial** spirit

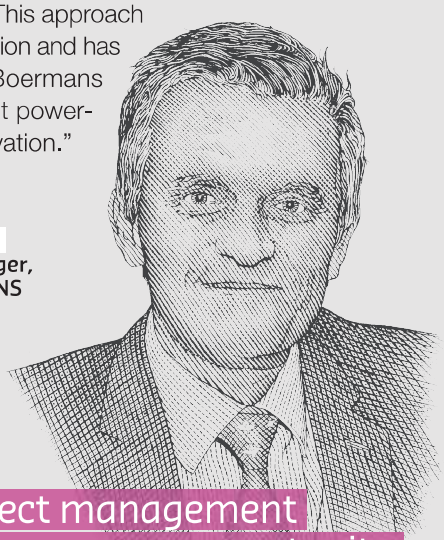
Innovate, devise an efficient strategy, take up challenges, and know how to decide. The Sector is counting on its employees' daring to improve its results even further. Commitment and entrepreneurial abilities to be cultivated together.

DAN WIECHEC
Vice President, Abrasive Materials Department, Ceramic Materials Activity /

"Value-creating ideas and calculated risk-taking must be given recognition."

"Employees can only flourish as entrepreneurs when they know they are encouraged to seek out opportunities that create value for the business. This value can be found in a variety of areas: profit and sales, innovation, cost reductions, operational excellence, and optimizing the working capital requirement. Of course, the Sector and the Activity provide them with tools and systems, such as, granular growth analysis, and the World Class Manufacturing and IMPACT 300 programs. However, this inventiveness can also be expressed through diversification initiatives and co-development management with customers. The entrepreneurial spirit is also applied at the day-to-day level when working with your closest colleagues. Having regular meetings with my entire international team is one of my top priorities."

"You cannot make decisions without understanding. Understanding means actively listening, collating and ranking information. The key is management that is close to the action: disseminate a daily dashboard, answer questions quickly, be present in the workshop, and know your customers personally. We often invite operators and technicians to join us in working groups. In this way, we recognize their expertise while encouraging dialogue and trust. The magic words to stimulate the entrepreneurial reflex are 'What do you think?' For nearly 10 years, we have been holding a monthly, multi-disciplinary 'growth meeting.' More than a meeting, it has become a club of committed entrepreneurs in which each person brings along their product/customer growth statistics to share their market intelligence, talks about the reasons for a particular success, or discusses an area they think can be improved. This approach fosters discussion and has transformed Boermans into an efficient power-house of innovation."



LUC BARBIER
General Manager, GLASSOLUTIONS Boermans /

"All project management experiences are an opportunity for a personal mini-company experience."