

Strategic Alignment at Vestas Builds Industry Leadership



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- Geri Guyon,
Vestas L&D VP

A Force at the Forefront of Modern Energy

Estimates show that by the year 2050, the Earth will be home to a population of nine billion people. Where will the energy come from to feed the expectations of a modern society and power its progress?

Vestas, the world's leading manufacturer of wind turbines, is not waiting to find out.

Real Change, Lasting Results

How does a company equip its managers to lead a dynamic, global economic sector while retaining sound business principles? Vestas management hews to a traditionally rigorous business model that leads to real-world results. Its management is driven by four top-line standards:

1. Maintaining world-class safety standards for both employees and customers
2. Delivering the highest possible performance and lowest cost of energy for customers
3. Providing Business Case Certainty for customers — taking the uncertainty out of modern energy
4. Being an easy-to-work-with provider — an ideal business partner for the modern world

Managers must translate these standards into action on a daily basis. To help them meet the challenge, Vestas Technology R&D — the modern energy sector's largest research and development facility — retained BTS, a leading strategy implementation consulting firm, to develop Business Xpress. Business Xpress is an experiential learning initiative to build critical business acumen, stakeholders' engagement, and decision making skills paramount to executing the company's strategy. "In a tough financial environment, we had to be confident that any

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Technology R&D

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The Xpress Route to Positive Change

BTS partnered with Vestas to develop a customized leadership curriculum that provided participants with a holistic view of their business, an understanding of their impact on the entire Vestas value chain, and the ability to affect bottom-line results.

To ensure the concrete, measurable results that Vestas management required, BTS deployed proprietary Advantage Way™ methodology in a three-phase program lasting approximately eight weeks. Change enablers within the Business Xpress program included:

- An "Impact Booster" to create strategic alignment between participants and their managers around which program objectives require the most focus from the individual
- A personalized Impact Map to create a line of sight from key learning points to required on-the-job actions and expected real business results
- A discovery-based learning experience centered around a highly customized business simulation allowing participants to manage a Vestas-like company over a period of 12 simulated years
- Action planning sessions throughout to ensure that the learning acquired is immediately translated to on-the-job application commitments
- Post-program follow-up and success case evaluation

A Company Energized for the Future

The success of Business Xpress spurred immediate results throughout Vestas. Case results recorded within six months demonstrated a clear, positive impact. Three-fourths of all program participants said it helped them deliver the "measurable and concrete results" that Vestas desired.

"Business Xpress is more than a learning program," says Thomas Havholme, CFO of Vestas Technology R&D. "It is a tool in our arsenal that helps our leaders build the knowledge and skills that enables us to deliver on predictability and time to market, and also to strengthen our position as the technology leader in the wind energy market. Through a hands-on approach, Business Xpress shows what it takes to run a business like Vestas."

About BTS

BTS focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For 30 years, we've been designing fun, powerful experiences™ that have profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

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