



OECD



INTERNATIONAL
CHAMBER
OF COMMERCE

The world business organization

PAGE 4: B.1) YOUR CASE STORY: TITLE AND DESCRIPTION

Q1: TITLE OF YOUR CASE STORY

Our ONE-company concept

Q2: CASE STORY ABSTRACT

1.1. ONE-company concept

Vanderlande offers its customers, worldwide, the best tailor-made solutions to significantly improve their competitive position by designing, implementing and servicing automated material handling systems. The purpose of the ONE-company concept is to ensure that our working procedures and our systems are harmonised, optimised, integrated and further automated to match and support our value chain.

ONE-company is a strategic decision and an enabler for continuous growth and improvement. The above aspects form the backbone of our company to perform our business.

1.2. Resulting in

By having the ONE-bottom-line principle implemented we are now better to execute our strategy and invest in our people and to set our standards throughout the whole value chain.

We are sure it will result in an effective and efficient organization. The total cost will be set to a minimum while maintaining our ambitions regarding people, education standards, human-well-being, safety, environment and product quality.

Q3: LONG DESCRIPTION OF THE CASE STORY

1.1. ONE-company concept

Vanderlande offers its customers, worldwide, the best tailor-made solutions to significantly improve their competitive position by designing, implementing and servicing automated material handling systems. The purpose of the ONE-company concept is to ensure that our working procedures from call handling right through to purchasing and our systems are harmonised, optimised, integrated and further automated to match and support our value chain from our suppliers to our customers.

ONE-company is a strategic decision and an enabler for continuous growth and improvement. The above aspects form the „solid“ backbone of our company to perform our business. The backbone is implemented throughout all Vanderlande organizational units.

ONE-bottom line

By implementing the ONE-company concept Vanderlande created a ONE-bottom-line through the whole company. The ONE-bottom-line fundament encompasses:

- ONE-company
- ONE-culture
- ONE-language
- ONE-set of tools

By having the ONE-bottom-line fundament implemented we are better able to:

- Better execute our strategy
- Fulfil its supply chain ambitions on three continents
- Learn and improve continuously
- Adapt to business change (grow, re-align, expand...)
- Operate at lower cost levels (both direct and indirect)
- Allowing people to function optimally

1.2. Towards the Triple Bottom Line

By placing the Triple Bottom Line commitment to 'People, Planet and Profit' at the core of our strategy, we are making sustainability a core principle of what we do. 'Innovation and sustainability' is one of our top priorities. To put this into practice we share understanding and knowledge with our partners right through the value chain. As an integrator we work closely together with our customers, key suppliers and other stakeholders. And we aim to share our commitment to sustainability with them.

1.3. Our vision on sustainability achieving sustainable operations

Sustainability is essential for our community and for our business. It ensures that we can meet the needs of today while at the same time protecting the world of future generations. Sustainability means taking responsibility in thought and deed. Not because we are required to do so by rules, regulations and legislation, but because we want to be a leader that can set the example.

1.4. Our employees

We are part of the communities in which we work

We believe that a diverse, international workforce is a key success factor. We strive to create a culture in which all employees have opportunities to develop regardless of gender, ethnicity or background. Such a workforce has the capability to be more creative and innovative, and by its nature leads to better business performance.

As an international company, we adapt to local practices and cultures. Our culture is embedded in our worldwide leadership model, and is implemented in our Human Resources Systems. Diversity is an important element of our workforce because of the global footprint of our subsidiaries.

Strong focus on talent development

As well as recruiting the right people, constant development of skills is also part of our investment in people, and is an essential condition for our success. The Vanderlande Academy is one of the platforms available to employees to increase their skills and support their personal and professional development.

1.5. Our supply chain

Working together: from awareness to action

Vanderlande's global supply chain is managed by dedicated centres located in Europe, the USA and Asia working with local manufacturing and installation companies and parts suppliers (local-to-local principle). Based on one-design, one-quality principles, it means we can deliver products from all over the world to the whole world, with a consistently high quality and fitness for purpose in both form and function.

We are driven by creating a global flexible supply network focused on specific drivers that we consider imperative for the success of our company:

- Flexibility – flexibility as a risk mitigation measure to enable our company to deliver projects and services worldwide and within the planned timeframes
- Quality – our quality standards serve as the guide for local supply development; high quality worldwide
- Logistics – on-time and complete delivery to customers ensures fast, high-quality installation at the lowest cost
- Total cost – while balancing flexibility, planning and logistics, our global supply network continuously succeeds in reducing cost
- Innovation – any innovation or functionality, whether cost- or sustainability-driven, must be adopted – or even driven – by our supply base. We therefore encourage our suppliers to proactively work with our R&D to accelerate innovation

PRIVATE SECTOR CASE STORY TEMPLATE

Compliance with the common criteria

To enable the discussion on how to implement sustainable actions in our day-to-day business, we have released a Code of Conduct that primarily serves as a guideline. Through this document, we enable and measure the communication between Vanderlande and our suppliers at operational level. Suppliers are requested to sign our Code of Conduct if they believe in it and actively support it.

Safety is the first priority

Safety is the first priority at our construction sites, with the motto of 'If it can't be done safely, don't do it!'. To ensure that this is put into practice, we have implemented a tight process of pre-work health and risk assessments and approval of the safety measures by our project managers and Health & Safety officers before any on site work is started.

Employee well-being / Subcontractor Health & Safety

Labour legislation has a substantial impact on our corporate behaviour, focusing on ergonomics, employee well-being and safe working conditions, which we also expect our business partners to observe. In addition we have installed a compliance group to provide guidance in Doing Good Business.

1.6. Resulting in

By having the ONE-bottom-line principle implemented throughout the whole company we have invested into the future of the company. We are now better to execute our strategy and invest in our people and to set our standards throughout the whole value chain.

By having ONE standard valid for the whole value chain we have set a standard which is basis for our continuous improvement processes, internally as externally.

Finally we are sure it will result is an effective and efficient organization. The total cost will be set to a minimum while maintain our ambitions regarding people, education standards, human-well-being, safety, environment and product quality.

Q4: Please add here web links to project/programme materials.

<https://flipflashpages.uniflip.com/3/16610/333620/pub/>

PAGE 5: C.1) ABOUT THE CASE STORY

Q5: YOUR CONTACT DETAILS

Name:	Remko de Lange
Company or association	Vanderlande
Country:	Netherlands
Email Address:	remko.de.lange@vanderlande.com

Q6: FUNCTION

Private sector

PAGE 6: C.2) ABOUT THE CASE STORY

PRIVATE SECTOR CASE STORY TEMPLATE

Q7: FUNDING SOURCES FOR PROJECT/PROGRAMME Tick the appropriate box(es)	Company financing
Q8: Additional information	<i>Respondent skipped this question</i>
Q9: START DATE OF PROJECT/PROGRAMME	januari 2009
Q10: STATUS OF PROJECT/PROGRAMME	Fully implemented
Q11: DURATION OR, IF ON-GOING, EXPECTED DURATION OF PROJECT/PROGRAMME	<i>Respondent skipped this question</i>
Q12: COST OF PROJECT/PROGRAMME	Between US\$5 million and US\$10 million
Q13: Additional information Costs affects IT-implementation, training and roll-out program	
Q14: TYPE OF FUNDING FOR PROJECT/PROGRAMME	<i>Respondent skipped this question</i>

PAGE 7: C.3) ABOUT THE CASE STORY

Q15: PROJECT/PROGRAMME TYPE	Global
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PAGE 8: C.3) ABOUT THE CASE STORY

Q16: SINGLE COUNTRY/CUSTOMS TERRITORY	<i>Respondent skipped this question</i>
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PAGE 9: C.3) ABOUT THE CASE STORY

Q17: REGION (If the region does not appear in the drop down menu, please enter manually)	<i>Respondent skipped this question</i>
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PAGE 10: C.3) ABOUT THE CASE STORY

PRIVATE SECTOR CASE STORY TEMPLATE

Q18: MULTI-COUNTRY(Enter all countries or customs territories)	<i>Respondent skipped this question</i>
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PAGE 11: C.4) ABOUT THE CASE STORY

Q19: CASE STORY FOCUS Tick the appropriate box(es)	Tariff reform, Upgrading transport infrastructure, Upgrading network infrastructure (ICT, power, telecoms), , Improving access to trade finance, Working with trade partners to remove restrictions on movement of natural persons , Improving skills levels in service sectors
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PAGE 12: C.5) ABOUT THE CASE STORY

Q20: HOW SUCCESSFUL WAS THE PROJECT/PROGRAMME Tick the appropriate box	Very successful
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PAGE 13: C.6) ABOUT THE CASE STORY

Q21: WHAT WERE THE OUTPUTS OF THE PROJECT/PROGRAMME Tick the appropriate box(es)	Customs laws amended or updated, New customs procedures, New quality assurance procedures or processes, New network infrastructure (e.g. broadband), Tariff reform
Q22: Additional information(maximum 300 words)	<i>Respondent skipped this question</i>

PAGE 14: C.7) ABOUT THE CASE STORY

PRIVATE SECTOR CASE STORY TEMPLATE

Q23: WHAT WERE THE OUTCOMES OF YOUR PROJECT/PROGRAMME Tick the appropriate box(es)	Reduction in ship dwell time, Reduction in customs rejections, Increase in shipping volumes, Reduction in cost of financing of trade finance , Increase in broadband coverage , Increase in data traffic, Reduction in data transfer cost, New company registrations, Increase in service exports
Q24: Additional information (maximum 300 words)	<i>Respondent skipped this question</i>

PAGE 15: C.8) ABOUT THE CASE STORY

Q25: WHAT WERE THE IMPACTS OF THE PROJECT/PROGRAMME Tick the appropriate box(es)	Increase in foreign investment, Increase in employment, Export market diversification
Q26: Additional information (maximum 300 words)	<i>Respondent skipped this question</i>

PAGE 16: C.9) ABOUT THE CASE STORY

Q27: LESSONS LEARNT Tick the appropriate box(es)	Importance of good project design, Importance of alignment between different development partners in programming , Importance of agreeing clear project implementation responsibilities , Importance of agreed accountability frameworks
Q28: Additional information (maximum 300 words)	<i>Respondent skipped this question</i>

PRIVATE SECTOR CASE STORY TEMPLATE

Q29: PROJECT OR PROGRAMME MONITORING AND EVALUATION FRAMEWORK Tick the appropriate box(es)

M&E framework used, Project baselines set,
Simple before and after comparison

PAGE 17: C.9) ABOUT THE CASE STORY

Q30: How did you receive this case story exercise and the electronic link? Please indicate the organization that sent to you the information:

Business and Industry Advisory Committee to the OECD (BIAC)