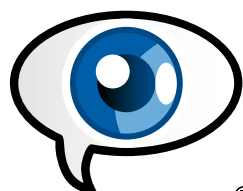


Years



DIALOGBILD®

"EVERY STRONG IMAGE BECOMES *Reality*."

Antoine de Saint-Exupéry



For 20 Years

WE SHOW WHAT YOU WANT TO SAY



Dear customer,

For 20 years we have been visualizing your processes, strategies and visions.

It all began two decades ago with four Dialog Pictures for Lufthansa Technik Hamburg. Four pictures, which put together create the "More Leadership"-world. One of the many created scenes is the ski-jumper depicted here, who is being cheered on loudly by the crane.

The style of illustration has greatly evolved over the years. The idea has remained:

Show what you want to say.

We will work out together what the optimal medium for this is.

From Dialog Picture High-End and Basic, to Flat 2.0 and the representation in 3D, all the way to the Dialog Movie, Dialog Room and E-Learning.

This led to the creation of Dialog Pictures for the training of Lufthansa flight attendants, honorary pictures against child abuse and cyber bullying for Deutscher Kinderverein e.V., 3D-worlds for Schaeffler's vision, pictures and movies for children's plaster from Leukoplast, Dialog Pictures for e-mobility and transformation for BMW and VW.

We supervised projects in regards to the low interest rate phase and digita-

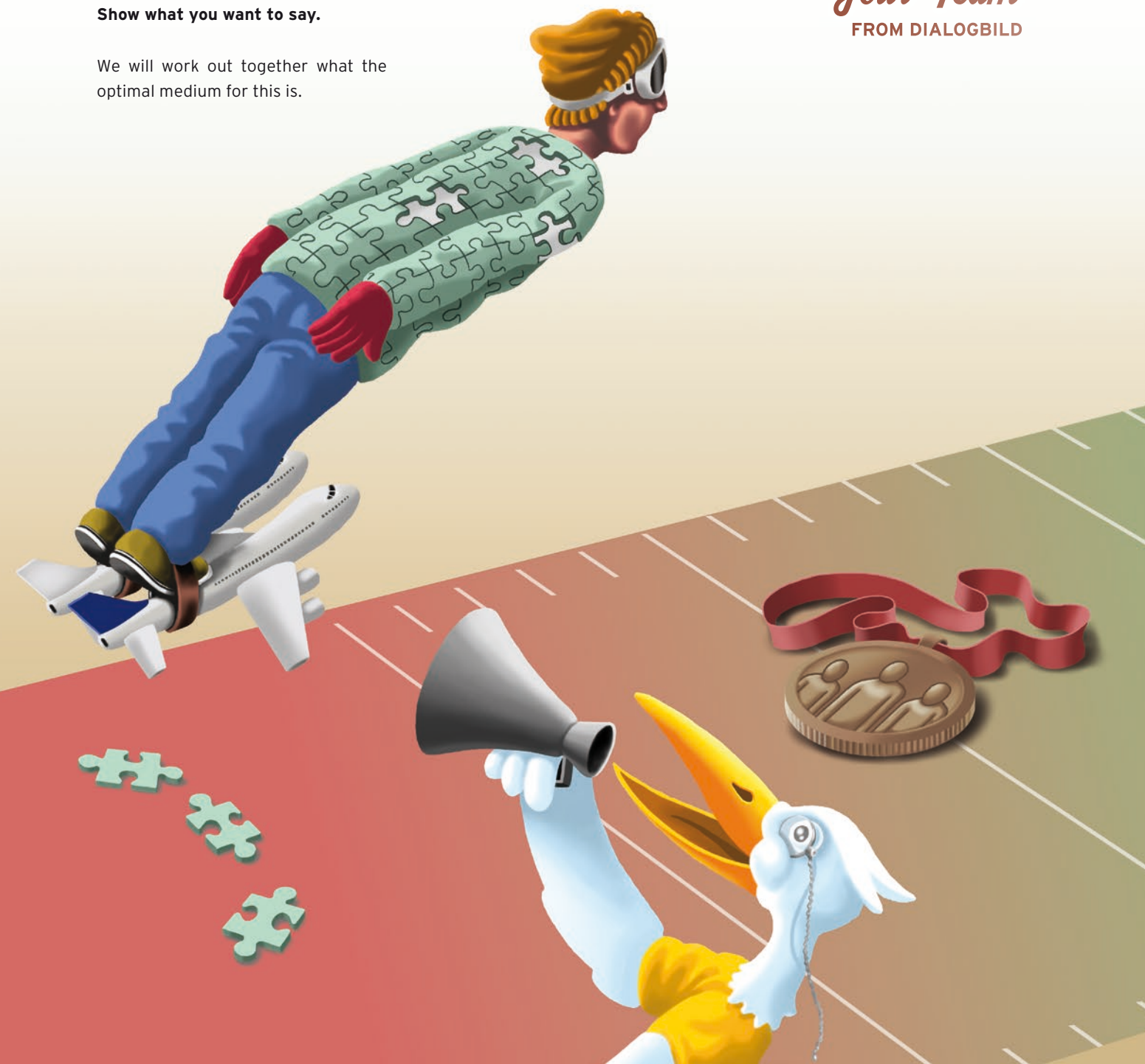
lization for banks. We visualized treatment pathways and service portfolios for insurance companies.

The Dialog Pictures came to be during workshops and live-illustrations in our office and on the stage around the world.

Come with us on a journey through time and discover a selection of exciting projects on the following pages.

We're saying "Thank You!" and are excited for a great and continuous collaboration for the next 20 years.

Your Team
FROM DIALOGBILD





SALES CONFERENCE

NEW PRODUCTS, NEW CUSTOMERS, NEW TOYOTA

Toyota's slogan for 2013 is "New Products, New Customers, New Toyota." In order to ensure that all Toyota dealers were on the same page, we developed a communication package consisting of one dialog picture and 2 dialog films. The strategy for 2013 was explained to the dealers through the dialog picture during the sales conference in December 2012. With the help of the dialog

film, a visualization of the inspection of the Toyota Hybrid was provided. Toyota now begins the new year with a common understanding of its new products, its new customer target groups as well as its new goals.

Central to the picture's world is the Toyota salesperson. Here, one may find any service: from the car service

station, direct acceptance and customer service. The new products are located on the yard and are presented to their respective target groups. An integral element to the picture is the street, which leads from the past, passing by the sales conference 2012 and the dealership towards the overarching goal in 2020.

INDIVIDUAL SCENES AND THEIR MEANING



The new Auris

Product presentations at the salesperson are meant to be an experience for the customer. Middle-aged persons, that are still feeling adventurous, are the target group of the Auris. It will be also possible to get with hybrid features.



Service-Coaching

Salespersons can get a TOYOTA Service-Coaching, in order to be able to give better advice to the customer. TOYOTA has build up a coaching center only for that reason in Cologne.



Target group

The commitment to one target group for a special car helps the car vendor later in consulting the customer. At TOYOTA every target group gets a matching car, regardless of whether it is a young married couple of a key service.



Marcus van Marwick
Head of Trade Marketing
& BTL Communications
TOYOTA DEUTSCHLAND GMBH

"We approached Dialogbild proactively with a clear conception in mind. Our aim was to obtain a useful and relevant look at the entire year. The implementation of playful visuals helped simplify and illustrate complex themes for a range of target groups at the automobile manufacturer (from managing directors and departmental leaders to trainees) in order to reach a common understanding. Despite our initially quite critical view

in regards to the coordination effort, we were very positively surprised and the internal time spent was far below our expectations, due to a professional and swift comprehension by DIALOGBILD. Impressive, too, is the eye for detail with which our topics were translated into images. The final result was appropriately well received."



NICHTS IST
UNMÖGLICH

Markenvisio

VOLUMENZIEL 2013
ERREICHT

Prämie
Werbung
WKZ
Bank

Prämie
Werbung
WKZ

Prämie
Werbung
WKZ
Bank

Prämie
Werbung
WKZ
Bank

NEUE PRODUKTE. NEUE KUNDEN. NEUES TOYOTA.

WERKSTATT DIREKTANNAHME

HYBRID

PROBEFAHRT

DER NEUE
AURIS

AUCH ALS
HYBRID

TOYOTA

Willkommen
bei
TOYOTA

MIT EINEM LÄCHELN WELTWEIT
WIE SIE SICH ZUMAHLEN
GEBÜHRT

NICHTS IST UNMÖGLICH

2013

2012

100% TÜV
ANTIKORROSION

Neukunden
Neuwagen-Tours

8 STUFEN
ZUM ERGOLG

VOLUMENZIEL 2013
ERREICHT

Prämie
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Leadership Competencies



DRIVE YOUR CAREER

INTERNAL TRADE FAIR "WARM WELCOME PROGRAM"

The dialog picture "Drive Your Career" is used during welcoming-events for new employees. With the help of the dialog picture their path through the company is explained. Different career options and further education possibilities are available.

THE BASICS

Since 1989 the BASICS have conveyed the vision, values and image of the enterprise as its guidelines. At the same time, BASICS serve as the embodiment of the organization's future. It was already integral to the guidelines in 1989 to respect the nationality of every employee, to be aware of national individualities, rules and legal regulations and to be mindful of environmental protection in all business processes. Four years later, BASICS

were extended with the express obligation for every employee to „protect the environment“. The Basics are not to be understood as the company's immutable canon. Instead they are to be continuously evolved, established and lived company-wide. The original eight so-called „Commitments“ have since become 17 guidelines, which all employees look to for behavior and orientation.

New divisions and branches are made familiar with the BASICS during the integration phase. A company-wide tool is available through „Basics live“ which assesses and guides the corporate culture in regular intervals. The goal is it to be able to evaluate the implementation of the BASICS throughout the or-

ganization and encourage all employees to continuously strive to achieve the aims of the guiding principles. Since 2003 the company applies the „Basics-Award“ to especially remarkable examples of the company-guidelines. The Basics further mark the basis for the sustainability philosophy and create the foundation for the numerous and multi-layered activities of the enterprise, individual locations or employees world-wide.



LEADERSHIP SKILLS

BRING EVERYONE INTO THE FAST LANE

Kia Motors is a car manufacturer from South Korea. Since 1998, it belongs to the Hyundai Motor Group, the fifth biggest automotive manufacturer in the world. The Hyundai Motor Group employees are a key factor of this success. To build on its success even further, a globally unified leadership competency model was developed. The success for an internal project often depends on its internal „promotion“ among the involved employees. Hence, Kia Motors Europe, the Euro-

pean headquarters in Frankfurt, opted for a dialog picture method to explain the concept. Over a period of three months, a small task force team created the new dialog picture "Leadership Competencies". Already at a first glance it is clear what makes this dialog picture unique: The picture world is located in the interior of a Kia Sportage, which our illustrator replicated true to life. The message behind this landscape is as simple as it is effective. We know that our employees

are capable of great things. And they need strong leadership to reach maximum speed. Only then will we zoom ahead in the right direction. The dialog picture was divided into five areas, each of them represents one of the five leadership competencies in the model. They are easily recognizable thanks to the different colors of the ties and scarfs worn by the managers. For each competency, four specific behavior attributes are illustrated as scenes.

Laura Wilcke

HR Development Specialist
Kia Motors Europe

"We, at Kia Motors, have a clearly defined vision and strategy for the coming years. That bears exciting challenges for us which we are going to tackle in collaboration with all of our employees. We know that our employees are capable of achieving great heights. In order for our colleagues to reach their goals and potential, we need to support them and offer guidance along the way. Therefore, as a first step, our HR team wanted to

create a leadership culture in which our managers are empowered to manage their teams best. To reach this goal, a competency model was developed on a global level and communicated to the different regions. We, in the European Headquarters in Frankfurt, were looking for an additional tool, that enables us to even better communicate this competency model. It had to be something easily understandable, that connects with our managers on an emotional basis and creates motivation. Since we already have a dialog picture for our onboarding process, we knew

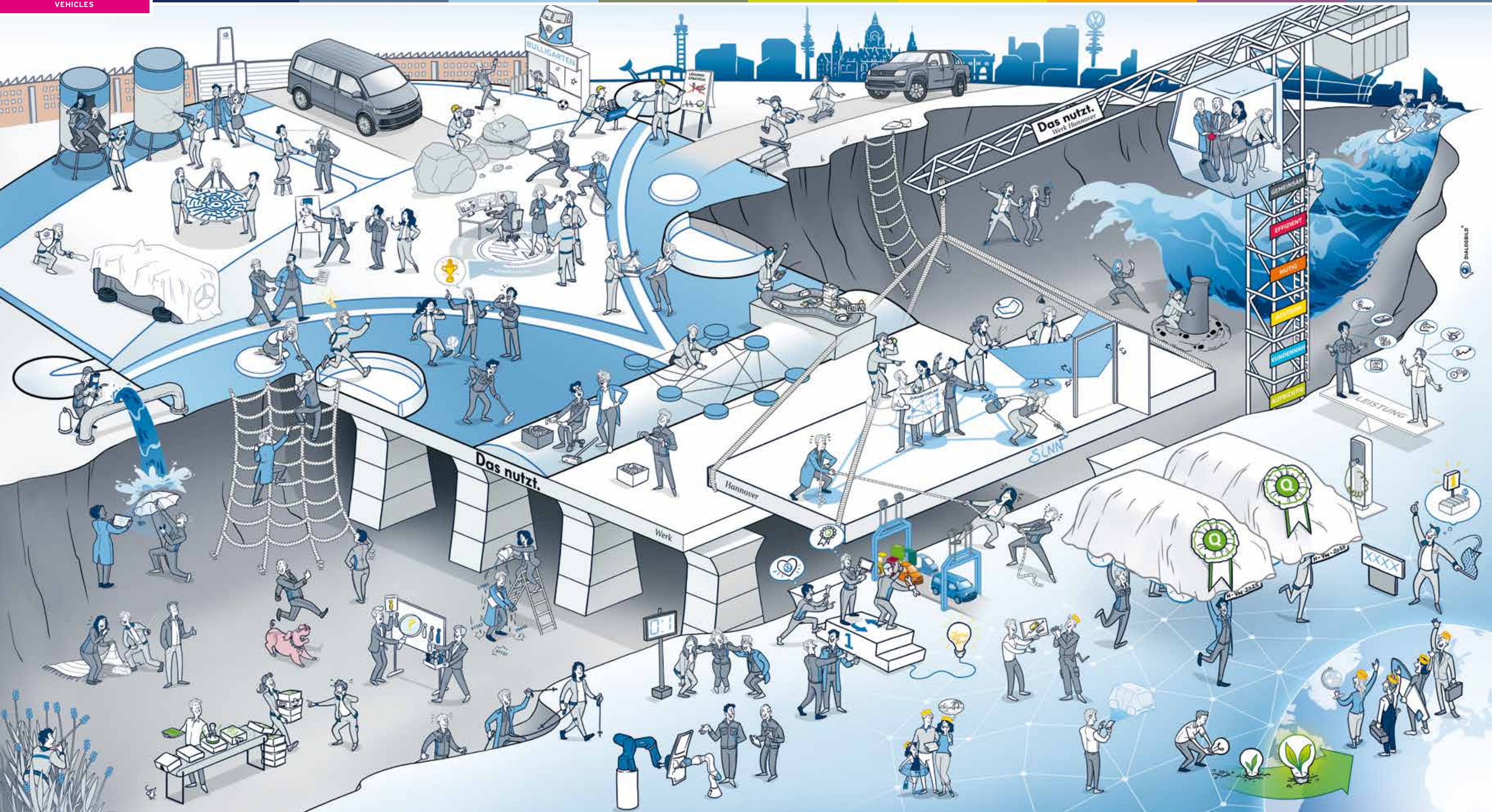
that this method is appropriate and appreciated by our colleagues. The professional advice and creative implementation from DIALOGBILD during the conception phase proved that we were on the right track. During the workshop in Hamburg we designed a scene for each behavior attribute of our leadership competencies and brought the scenes together to form our dialog picture. The further development was done in the same constructive and professional way and within a short timeframe we received our final lively workshop sketch."



Matthias Metzger
HR Manager R&D/
Tire Supply
Continental AG

"We successfully use the Continental Dialog picture in induction events for new employees, which take place 10 times per year (approximately 70 participants in each case). The dialog picture offers a creative and unique opportunity at presenting difficult to

grasp personnel topics in a simple and easily understood manner. The Dialog Picture is also well received on the international stage. Colleagues from Costa Rica have likewise already implemented this method and have had good experiences with it.



TRANSFORMATION PLANT HANOVER



Nutzfahrzeuge

Process optimization, strategy, cultural work and good communication are key to the VW Nutzfahrzeuge plant management Hanover in leading the way to a successful future. In the past, strategy and transformation pro-

cesses were often accompanied by powerpoint "battles". There were numerous charts which were used in an attempt to make it as comprehensible as possible, what goals the company was hoping to achieve and how it planned to get there.

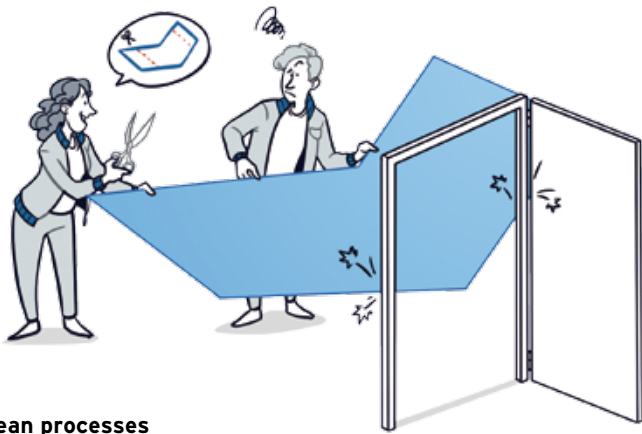
Now, there is a desire to walk new paths and vision for the future was created together with Goldpark and DIALOGBILD. This led to an intense creation process from which the picture emerged, further, the discussion about matters which are important to the board led to common understanding and made it possible for

different perspectives to be discussed and brought together.

This helps the Hanover plant to communicate its way into the future with a common voice.

Thanks to the close cooperation between Goldpark and DIALOGBILD, the dialog picture was used for all events, informations and formats that relate to the transformation as well as to reflect the developments in the transformation process.

INDIVIDUAL SCENES AND THEIR MEANING



Lean processes

Only lean processes lead to success.



Hiding behind paragraphs

An employee hides behind regulations, company agreements and process descriptions rather than looking for solutions.



Overcoming one's weaker self

The employee learns to overcome his weaker self (which is visualized here as a "pig-dog", a german idiom for "one's weaker self").



Opening up silos

Employees free themselves from
old patterns of action and thinking.



Udo Hitzmann
Plant manager

"For us and our colleagues, the picture enables a common understanding of goals and desired changes across all levels - this is the basis for a transformation that really takes place together."



LIVE-ILLUSTRATION & GRAPHIC RECORDING IN WORKSHOPS

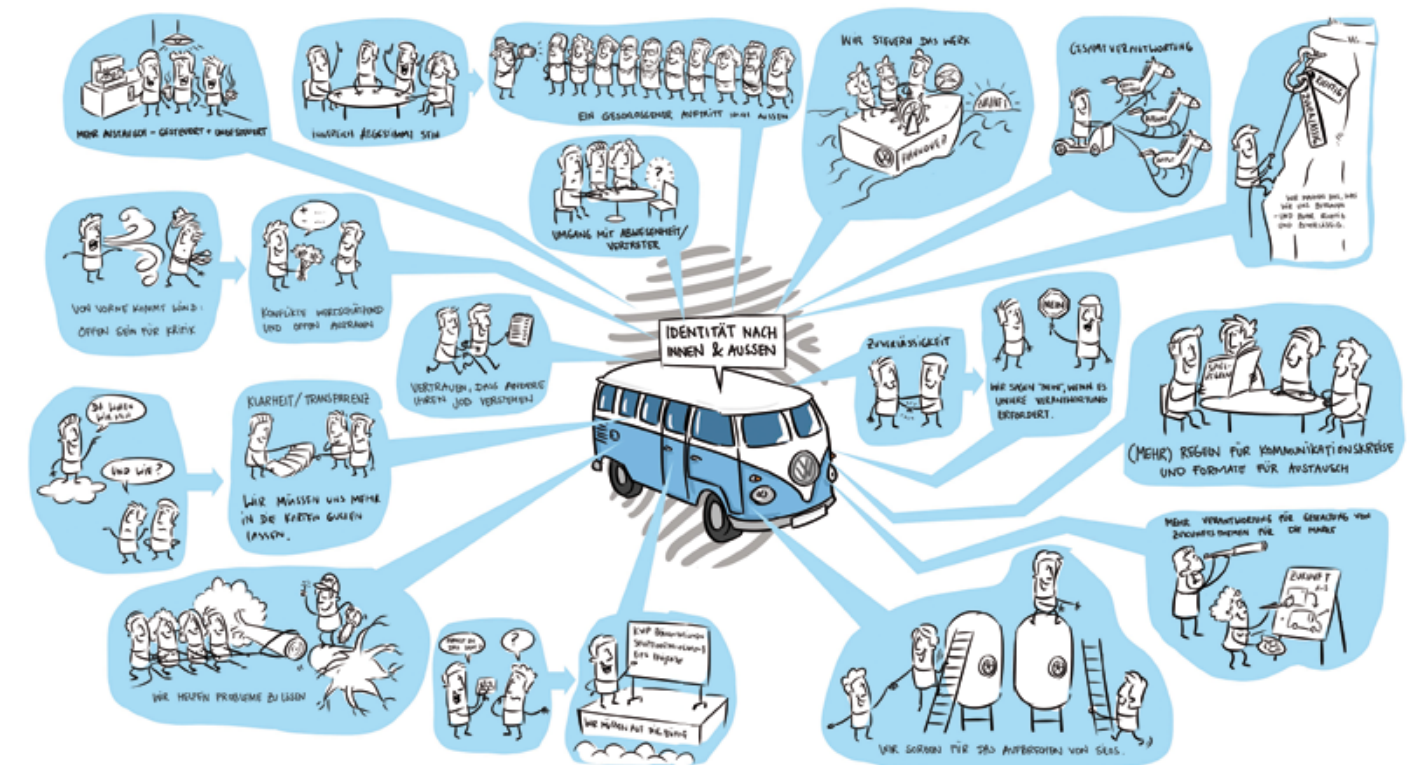
OUR TOOLS FOR STRATEGY DEVELOPMENT

The factory management defined its self-conception through a workshop based on the results from the organizational analysis. DIALOGBILD accompanied this workshop with live-illustrations.

An illustrator drew and documented the contents contemporaneously with the workshop on the computer. The attendees were transported into the world of pictures through the live-illustration, even complex topics were

thus clearly visualized.

The digital visualization allowed for individual topics to be zoomed in on and for the final protocol to be sent to every attendee through e-mail.



WIE KOMMUNIZIEREN WIR UNSERE INHALTE? WIE VOLLZIEHEN WIR EINEN KULTURWANDEL?



Future of Work

JUNGHEINRICH

JUNGHEINRICH

FUTURE OF WORK

VISUALIZATION OF THE FIVE WORKSTREAMS

Jungheinrich, founded in 1953, is one of the world's leading intralogistics solution providers with 3.8 bn EUR in sales and more than 18,000 employees. With a comprehensive portfolio of material handling equipment, auto-

matized systems and services, the company offers its customers tailor-made solutions for the challenges of Industry 4.0 from a single source. Jungheinrich has energy expertise that is unparalleled in the industry and is a

pioneer in lithium-ion technology. Jungheinrich's goal is to be the world's first choice in intralogistics. With its Group Strategy 2025+, the company is committed to creating sustainable value for its customers, employees,

shareholders and business partners as well as for society as a whole.

With its international, cross-functional and cross-hierarchical, 'Future of Work' program, Jungheinrich has embarked on a long-term transformation and cultural development process that is actively shaping the working world of the future within the compa-

ny. Jungheinrich is focusing on successful collaboration at all levels and making the best possible use of opportunities presented by digitalization and new forms of work to further develop the organization worldwide. The Future of Work dialog picture shows how this affects different aspects of work. Jungheinrich has opted for a modern and purist illustration

style: Flat 2.0. The flat design focuses on simple, clear structures. In this way, the chosen design style underscores the clear visual language with which Jungheinrich conveys its vision of the future world of work at a glance.



THE AUDI PRODUCTION SYSTEM

THE BASIC PRINCIPLES: BEAT, FLOW, PULL AND PERFECTION

AUDI AG stands for sporty vehicles, high-quality workmanship and progressive design. The Audi Group is one of the most successful manufacturers

of cars in the premium segment. At its production sites worldwide, Audi stands for "Advancement through technology". Highly qualified employ-

yees use innovative logistics processes, modern manufacturing technologies and efficient production systems to set uniform standards

within the Audi production system. Each production site meets the highest standards of quality, efficiency and environmental compatibility.

Audi opened the 12th plant in the Audi production network in San José Chiapa, Mexico, on September 30th, 2016. After

only a short time, the fledgling Mexican Audi plant was already one of the country's most attractive employers. 5,200 people work together here, producing the Audi Q5 premium SUV on an area of 430 hectares. 156,650 locally produced Audi Q5s rolled off the production line here in 2019.

At 2,400 meters above sea level, the most modern production facility in the Audi world is also the company's highest-altitude site. The plant has an annual production capacity of 150,000 Audi Q5 models.



THE PROJECT AND ITS DEVELOPMENT

AUDI AG has one of the most flexible and efficient production systems in the automotive industry: The Audi Production System (APS) is based on the fundamental principles of tact, flow, pull and perfection. Audi consistently implements these principles in production and also throughout the entire company. The APS can only work successfully if all business areas along the process chain cooperate well. As a result, Audi achieves short throughput times, low inventories and high productivity in production with an increase rate of up to ten percent annually. This Audi production system must now be implemented at the plant in Mexico in the coming years.

The aim of the dialog picture is to demonstrate the strategy of the Audi production system in a way that all employees can understand. In doing so, the current situation as well as the challenges and risks are to be presented.

The dialog picture not only shows the entire production process and its interfaces, but also reflects the development and soft goals of the plant:

Where do we come from?
What have we achieved?
What distinguishes us?
And how do we want to work together?

The topics and contexts can be grasped at first glance and are presented in an easily understandable way from a bird's eye view. Employees find themselves in the individual scenes, which causes a sense of belonging. In this way, it is possible to actively involve employees.

The content of the dialog picture was developed in several web conferences. Together with an illustrator and consultant from DIALOGBILD and a core team from Audi Mexico, the topics were devised and sketched live. In this way, all participants

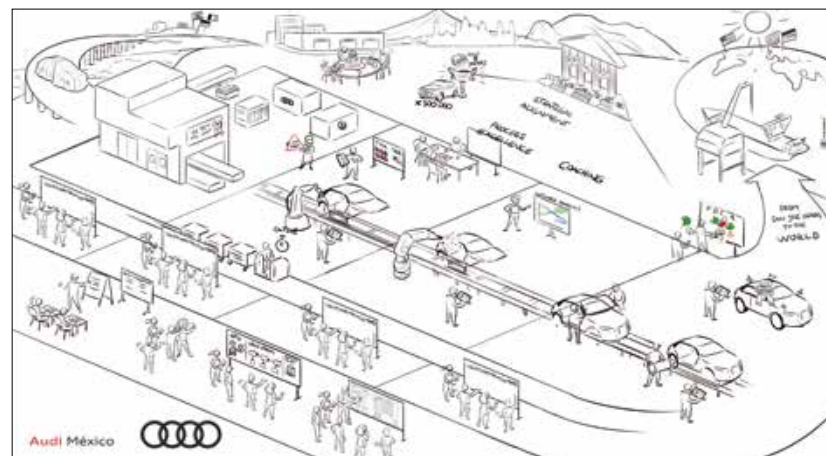
were actively involved in the development process and had the opportunity to shape the dialog picture live. The dialog picture was then finalized.

For this purpose, the team from Audi Mexico provided extensive photographic material, which allowed important details to be taken into account in the development. Particular attention was paid to the vehicle and machine details in production, the heart of the plant. And this is exactly where the dialog picture should be present for everyone - among other variants, the dialog picture is printed out in an XXL format and displayed in the production hall. In this way, employees are constantly reminded of their vision and come one step closer to their image of the future every day.

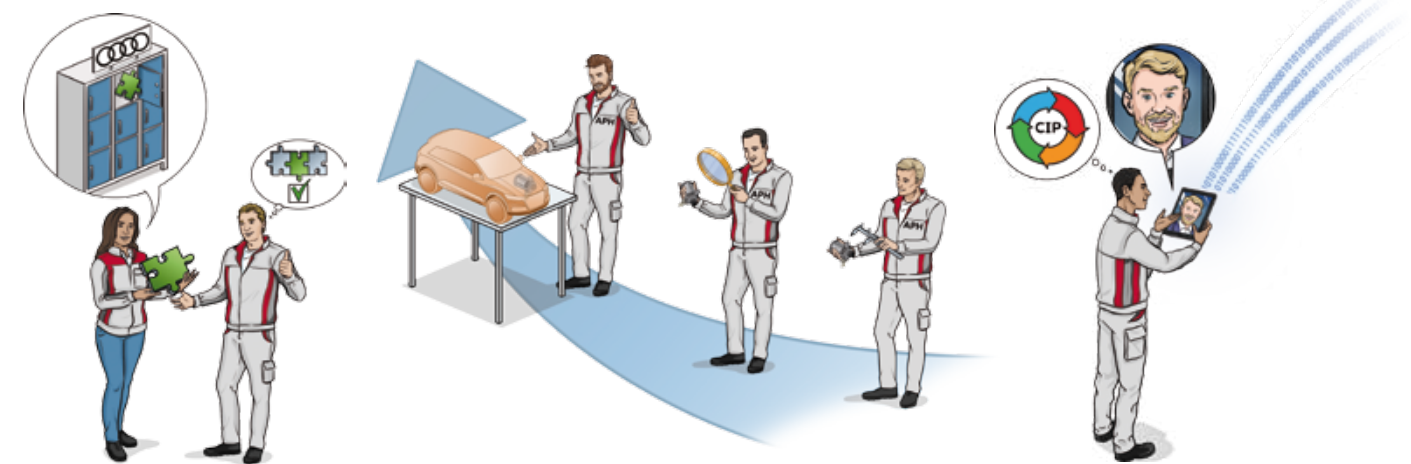


Web conference instead of Attendance appointment

The entire project was developed over several web conferences and sketched live while our illustrator shared his screen with the customer.



INDIVIDUAL SCENES AND THEIR MEANING



Standardization

Plug & Play solutions thanks to the use of standardized processes and solutions from the Audi construction kit.

Product development

Product development is located close to production and supplies new materials and insert parts that are directly introduced into production by development.

Continuous improvement

Customer feedback is incorporated directly into the Continuous Improvement Process.



Ergonomics

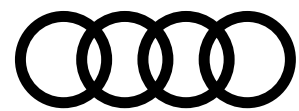
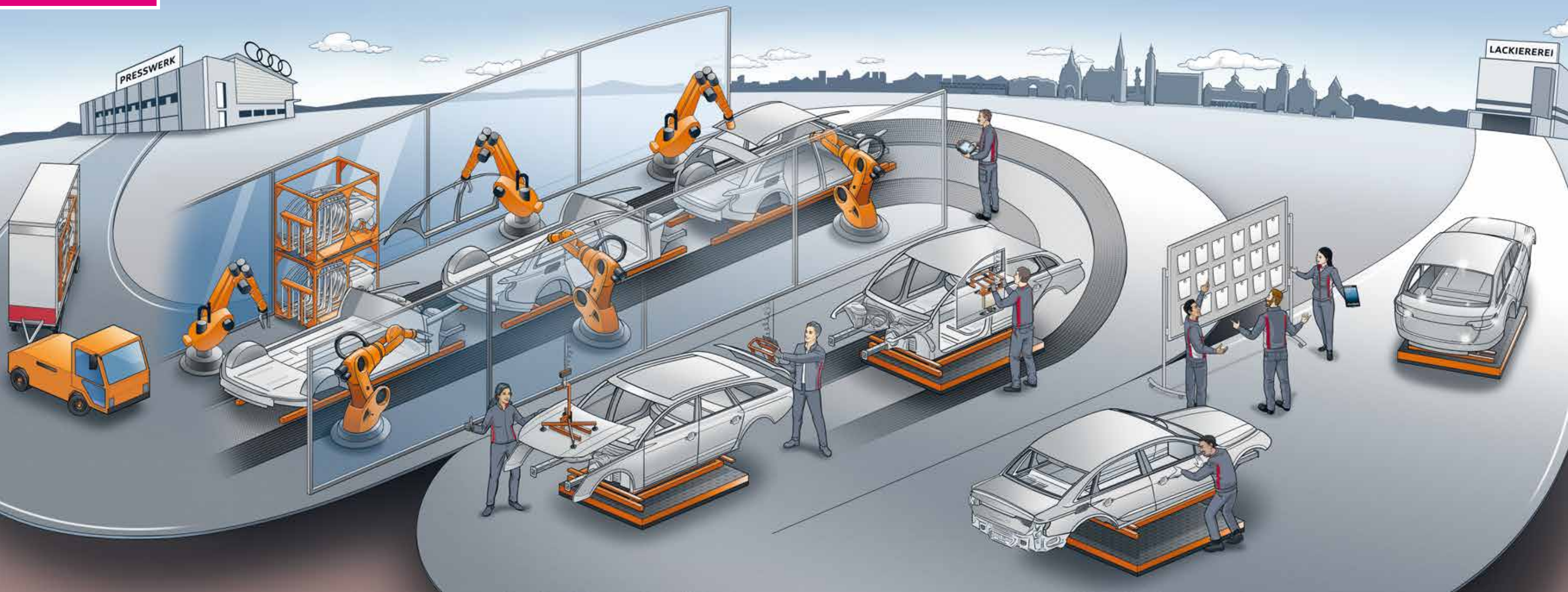
The use of robotics allows workers to maintain an ergonomic posture that facilitates physical labor.

Watchers campaign

In a campaign with a Safety Pilot, who made his rounds in the Audi plant, attention was drawn to the topic of occupational safety.

Successes Audi Mexico

Within a very short time, the Audi plant in San José Chiapa was built and now provides work for more than 5,200 Mexicans. In just 6 years, the plant has produced more than 500,000 Q5 vehicles. The Audi team is proud of what has been achieved.



AUDI INGOLSTADT

CAR BODY CONSTRUCTION AT A GLANCE

Future is an attitude ...

... a vision that more than 43,000 employees in Ingolstadt alone, work on effectively and with passion. For more than 70 years, well-known models have rolled out of production all over the world. Enthusiastic customers can follow the basic principles of production on a guided tour of the plant. When designing the visitor route, the company once again

opted for a dialog picture to visualize the individual processes of production in the body shop. The processes and interrelationships can be grasped at first glance and are presented in an easily understandable way from a bird's eye view.

During the process, the content of the dialog picture was developed in several web conferences. Together with an illustrator and consultant from DIALOGBILD

and a team from AUDI AG under Christopher Nussbaum's leadership, the topics were developed and partially sketched live. In this way, all participants could be actively involved in the development process and had the opportunity to help shape the dialog picture. After the final fine-tuning of the content, the dialog image was finally visualized in color and in a high level of detail.



For the detailed illustration and the associated recognition value, we provided DIALOGBILD GmbH with various views from daily operations. This way, even complex processes could be depicted realistically and comprehensibly, in order to give visitors to the plant a vivid impression of the work steps.



Christopher Nussbaum
I/PI AUDI AG

"It was important to us to present our production processes in an easily understandable way in order to give employees and visitors a general overview. DIALOGBILD's illustrations are particularly suitable for this purpose. Visualizing complicated processes as

simply as possible is DIALOGBILD's strength, which is why we decided to work with them. The result reinforces our decision to illustrate the other areas in the Ingolstadt plant with the "dialog picture" tool."

BMW
GROUPROLLS-ROYCE
MOTOR CARS LTD

HVS-NAVIGATOR

BMW
GROUPROLLS-ROYCE
MOTOR CARS LTD**HVS NAVIGATOR****E-DRIVE DEVELOPMENT**

With 31 production and assembly plants in 15 countries, the BMW Group is one of the world's leading premium car manufacturers today. The BMW Group is responding to the current age of electric mobility with clear and forward-looking visions of electric cars, while already

thinking about the possibilities of tomorrow. The processes along the way are complex and require coordinated and targeted development steps.

The battery as a parameter for technical performance and e-mobile

potential is constantly in focus. With DIALOGBILD, the BMW Group is designing a new navigator image to depict the "e-drive development" process chain, which is intended to accompany new employees during the onboarding phase.

INDIVIDUAL SCENES AND THEIR MEANING

**Quality management**

The quality manager keeps track of all phases and ensures smart task management.

**Allocation and planning of electric storage**

The allocation and planning of the electric accumulators in the functions: Cold resistance, robustness and charging capacity.

**Supplier selection**

We look for the most effective delivery routes and most suitable suppliers together and keep an eye on the entire purchasing process.

**Memory setup**

Particular caution is exercised in the storage structure, as contact with sources of hazard occurs here. Anyone working here is equipped with a safety hook and, in extreme cases, pulled back by a colleague.

**Cold and heat storage**

The resistance of the electric motors is tested in the cold and heat storages.

**Controlling and KPIs**

Comparing the key indicators "weight, quality, time, costs" and the defined company goals helps to weigh current steps and plan future ones.

**Hahn Gruppe**

The Hahn Group is one of the largest automobile trading companies in Germany. With around 2,000 employees and 35 plants of the Volkswagen, Volkswagen Commercial Vehicles, Audi, Porsche, Škoda and Seat brands in the Stuttgart metropolitan region, Hahn has enjoyed a strong market position for 100 years and is a reliable partner for customers, employees and business partners.

The automotive industry is undergoing the greatest upheaval in its history. The Hahn family of entrepreneurs has always implemented innovative ideas and broken new ground, making

STRATEGY 2028**THE HAHN GROUP - TRADITIONALLY INNOVATIVE!**

king the company an extremely successful enterprise. In 2018, the management developed a long-term strategy that, in addition to economic factors, also includes topics such as digitization and new business models. The great challenge that drew our attention to DIALOGBILD was to make this 150-page paper understandable to all employees in a simple way. We were immediately convinced by the idea of using a picture to display content with stored click points for explanations. The result is an exciting work that encourages employees to take a closer look at the individual

strategy points. The picture is particularly suitable for use in lectures and presentations, since individual topics can be selected without losing sight of the overall strategy.

The employees reacted enthusiastically to the presentation of the strategy during our series of lectures in all plants on the occasion of the start of the year 2019. The constantly changing scenes have made it possible to maintain the attention and interest of the employees over a long period of time.



Markus Zymmara
Systems
Engineering
Development
High-Voltage
Storage

"The processes in our e-drive development are complex and strongly intertwined, which is why we were looking for a suitable way to immerse our new employees in the topic. The past Navigator projects with DIALOGBILD have proven to be so successful that we wanted to continue the collaboration. Now we have a final product that

not only clearly depicts the development phases, but also conveys our basic message at the same time: Collective-focused work that produces complex, high-quality products."



Steffen Hahn
Managing Partner
Hahn Group

"The cooperation with DIALOGBILD was very pleasant and based on partnership. In a full-day workshop, the strategy was perfectly implemented in individual scenes together with the team from DIALOGBILD. It was fascinating to see how a whole picture was created from individual themes that combined our strategy like a puzzle

into a unit. It would be hard for me to name a favorite scene. The strategic picture of the Hahn Group convinces me in its entirety. At any time we would again have our strategy presented with the support of DIALOGBILD."



BOMBARDIER

IMPROVEMENT VISION

DIALOGBILD developed a dialog picture for two Bombardier factories for the purpose of process optimization. Martin Redhardt, Director Continuous Improvement, oversaw both projects. To keep the creation of further

pictures relatively streamlined, DIALOGBILD employed a grid in an isometric perspective. Thereby individual scenes can be integrated into future picturescapes.

At the same time, the numbered grid

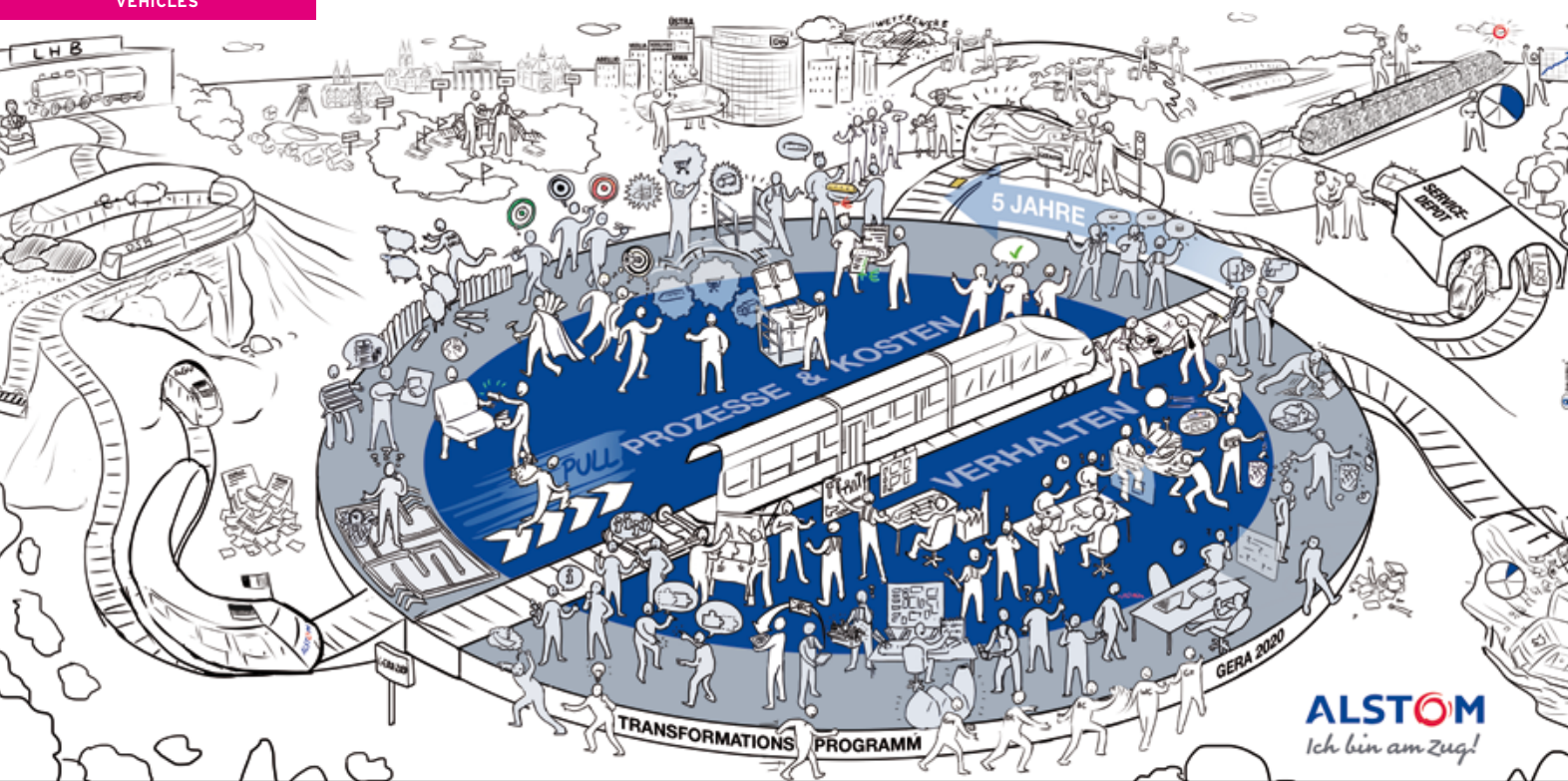
helped the orientation during feedback through phone and e-mail. This way the scenes developed by Bombardier employees were illustrated „overnight“ in Germany and handed over for review the following morning.



Martin Redhardt
Director Continuous Improvement Group
Organisations & Quality

“The individual departments developed their missions on their own. It was clear to them, how to understand their role. The development of the dialog picture was not only effective because we could quickly establish a common understanding for one ano-

ther, but also because the respective self-image was questioned once again. The result is now used at various events in order to communicate the mission to the staff. For further support, the picture was also placed at a central position in the company.”



TRANSFORMATION PROGRAM

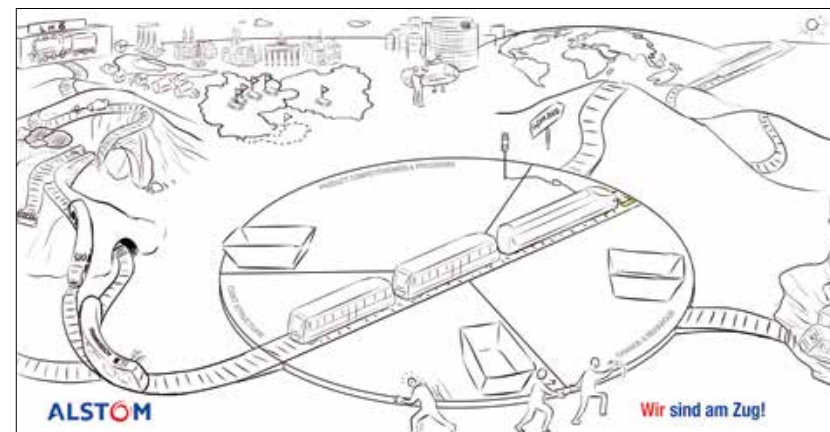
"GERA 2020"

ALSTOM Transport Deutschland GmbH is faced with major challenges, the change strategy has to not just be communicated, but above all else be lived. Jens Bunte (Personnel Manager for Germany & Austria) turned to DIALOGBILD with this goal. The situation of the company became clear relatively quickly and so we developed a communication strategy, which is not only visually appealing, but also captivating. Since the success of a strategy depends decisively on the acceptance and participation of the employees, we agreed on two creative workshops in order to elaborate the concept. The

first workshop took place with around 15 executives and resulted in a landscape where a hub was chosen as the central point of the dialog picture.

It was important to highlight the past of the company, to specify the path of the "GerA 2020" transformation program and to use a part of the picture to show the future. These preliminary considerations were unanimously accepted by the second workshop group and further elaborated upon. With 20 change agents from different fields, the picture was then discussed and implemented together with all

participants and scenes were placed in the landscape. At the end of the second workshop, the dialog picture was filled to the brim and the story was largely written. Decisions were made for positive and negative depictions, which should appeal to all employees and encourage them to think. With only one goal: to lead the transformation program to success together.



In the first management workshop the visual framework was laid out for the later dialog picture. Together with the change agents of the transformation program, the basic framework of the management group was further developed and filled with scenes. Relatively quickly, the workshop group agreed that we should develop matching positive / negative scenes for this dialog picture. The participants subsequently communicated the dialog picture to their area as change multipliers.



Jens Bunte
Director of Human Resources Germany
ALSTOM Transport Deutschland GmbH

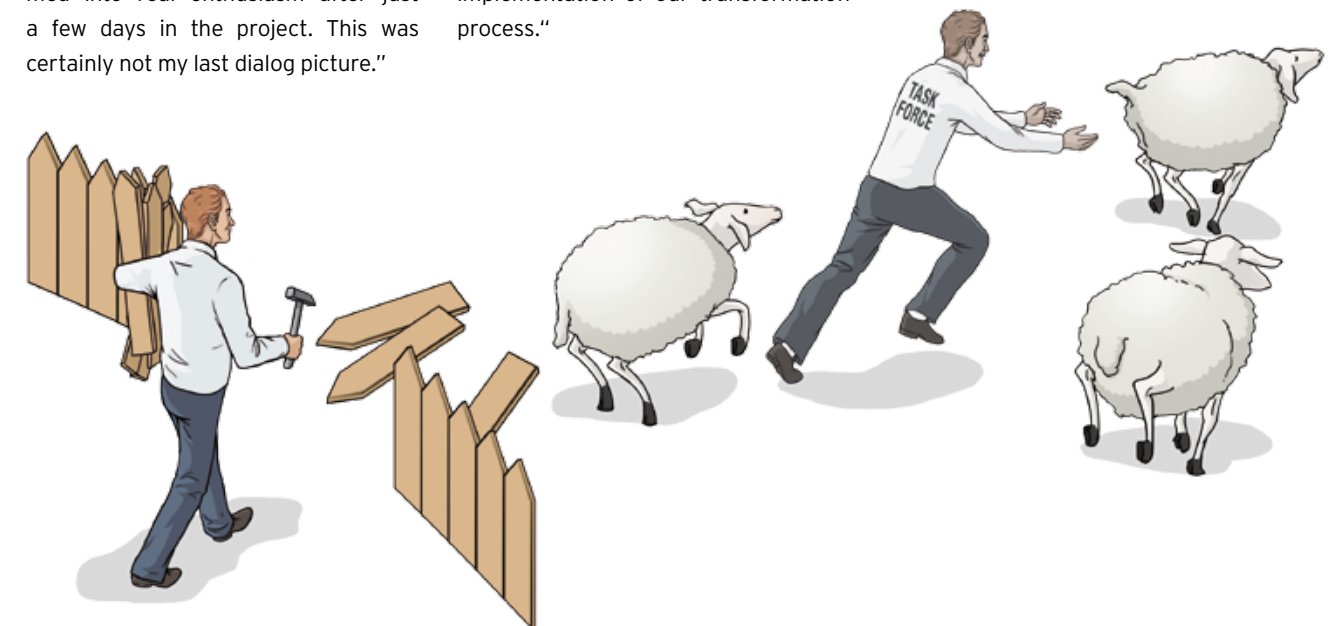


Ralf Dingerdissen
Bogie Operations Director Germany
ALSTOM Transport Deutschland GmbH

"Experiences from previous transformation programs have shown how important it is to involve the entire organization in the process of change. DIALOGBILD offers a perfect opportunity to take into account the worries, ideas and expectations of as many people as possible and to make them understandable for everyone. The initial skepticism of one or two is transformed into real enthusiasm after just a few days in the project. This was certainly not my last dialog picture."

"When we were in Hamburg at DIALOGBILD for the first time, and we saw the many different and great examples of other companies, we were totally amazed and convinced from the first moment that this was the tool for us. Our enthusiasm was infectious and the whole management team was on board very quickly. We are very proud of our dialog picture and it helps us daily in the implementation of our transformation process."

Example scene "Troubleshooting"
In the negative image, a task force is working on damage limitation, while in the positive image the root of the problem is easily solved.





Lufthansa Technik

Airplane maintenance at Lufthansa Technik always continues strive to reach its goal of ensuring the highest possible safety for the aircraft and to offer maintenance that is both of high quality and cost-effective. "LOS makes a fundamental contribution to achieving these goals!" The dialog picture takes employees from various departments

OUR WAY TO A SUCCESSFUL FUTURE

on a journey through this process. The overarching concept of the picture was that of a large ship that slowly but powerfully navigates its way through the market (represented by the open sea) while exposed to various factors shown as different weather conditions. The maintenance work in Frankfurt is carried out to a large extent directly at the

Fraport, the workers performing their duties the same way in all weather conditions. "We all sit in the same boat." - a symbol which shows how closely connected all departments are and how dependent a smooth operational process is on sufficient communication and agreement among all involved staff.



Mount Industry Leadership

We are on "Mountain 2010." We live the values of LHT. LHT values continue to exist into the future. The dialog picture method was already in use in 2006 - in the form of an enormous boat. Also at that time the "LOS! Beaver" was on board - "LOS!" was above all the main theme regarding production. What does the future hold? Which lean principles and methods will lead up to the summit of Mount Industry Leadership in 2014?



SERVICE EXCELLENCE

This dialog picture was developed in 2011 and, under the theme of "Service Excellence", employed in the training of cabin crews. By now, at least 17,000 flight attendants have been trained using this picture. They particularly focused on services on board air-

planes during their training. Through the perspective shift towards customers, flight attendants may consider the challenges that come with short distance travel. Two exaggerations display extreme-case-scenarios, which challenges the employees to be espe-

cially sensitive in regards for these customer experiences. The picture does not just reflect individual scenarios, but further it showcases the implementation in the broader flight process.



Ursula Schulze
Group Leader Training
and Development
Cabin Frankfurt,
Deutsche Lufthansa AG

"The dialog picture allows us to initiate a conversation about their duties on board with the crews. The crews can recognize themselves in the scenes, which makes it easier to engage with

self-reflection. The viewing and identification of scenes is the basis for a common understanding. Moreover, it creates stories and examples from one's own daily experiences."



Check-in as a mechanical process

Through the use of a robot, it becomes clear that the individual customer and their needs are not focused on, instead, the check-in process is rigorously adhered to. Individual customer care is a foundation for exemplary service.



Employees with blinkers

The employee is clearly so distracted by his hunger, than he fails to notice the passengers' questions. Even though the employee might be on break in this situation, the passenger still perceives him as a Lufthansa employee.



Lost & Found

The mother is missing the stroller she handed off. As a passenger, one values end-to-end service, be it before, during or after the flight. It is part of Lufthansa's general service attitude to provide solution-oriented assistance even in such situations.



MAKE IT MAGIC

THE SERVICE AT LUFTHANSA GROUP

The Lufthansa Group initiated an interactive dialog picture in order to respond more intensively to the different customer groups in training courses. This dialog picture is used internationally, for example at airports, to strengthen service orientation. One advantage of the

dialog picture media is the internationally understandable picture language. In the digital version, videos, text and graphics can also be embedded so that further information can be conveyed in addition to the image. These functions are perfect for putting service employees in the guests' perspective and thus reflecting and anchoring specific topics.

The interactive dialog picture in this case was based on the development of a classic dialog picture, which then received click points and transformed into an interactive version through programming.

A detailed briefing on the individual picture contents took place at the start of the project. The Lufthansa Group project team explained the strategy and together we developed initial ideas for implementation.

On the basis of the results from the kick-off meeting and extensive information material, we then created the dialog picture. In order to anchor the content even more deeply, we programmed an interactive version in which the Lufthansa Group provided live-action films as well as animated videos and graphics in the form of individual click points.

This interactive medium is used internationally by the Network Airlines of the Lufthansa Group (Austrian Airlines, Lufthansa Airlines and SWISS).

Try it now!
Simply the QR code
to scan.



THE INTERACTIVE DIALOG PICTURE



"MAKE IT MAGIC" button

The "MAKE IT MAGIC" button serves the trainer to visually "reward" special service ideas of the employees with a simple click within the training courses.



INDIVIDUAL SCENES AND THEIR MEANING



Service- und Teamculture

"There is no Customer Experience without Employee Experience!" - This scene expresses the connection between customer service and teamwork. 5 essential team values form the backbone of a healthy service and team culture.



The 5 pillars of the strategy

In the control tower, the strategy's 5 pillars are visualised in the form of individual monitors and control levers. Lufthansa Group employees are given an overview of the strategy topics and their significance for the individual steps of the entire travel chain.



Shoes of the customers

In this scene, viewers slip into the shoes of Lufthansa Group customers. It becomes clear what they understand by service. Different expectations and demands come to light.

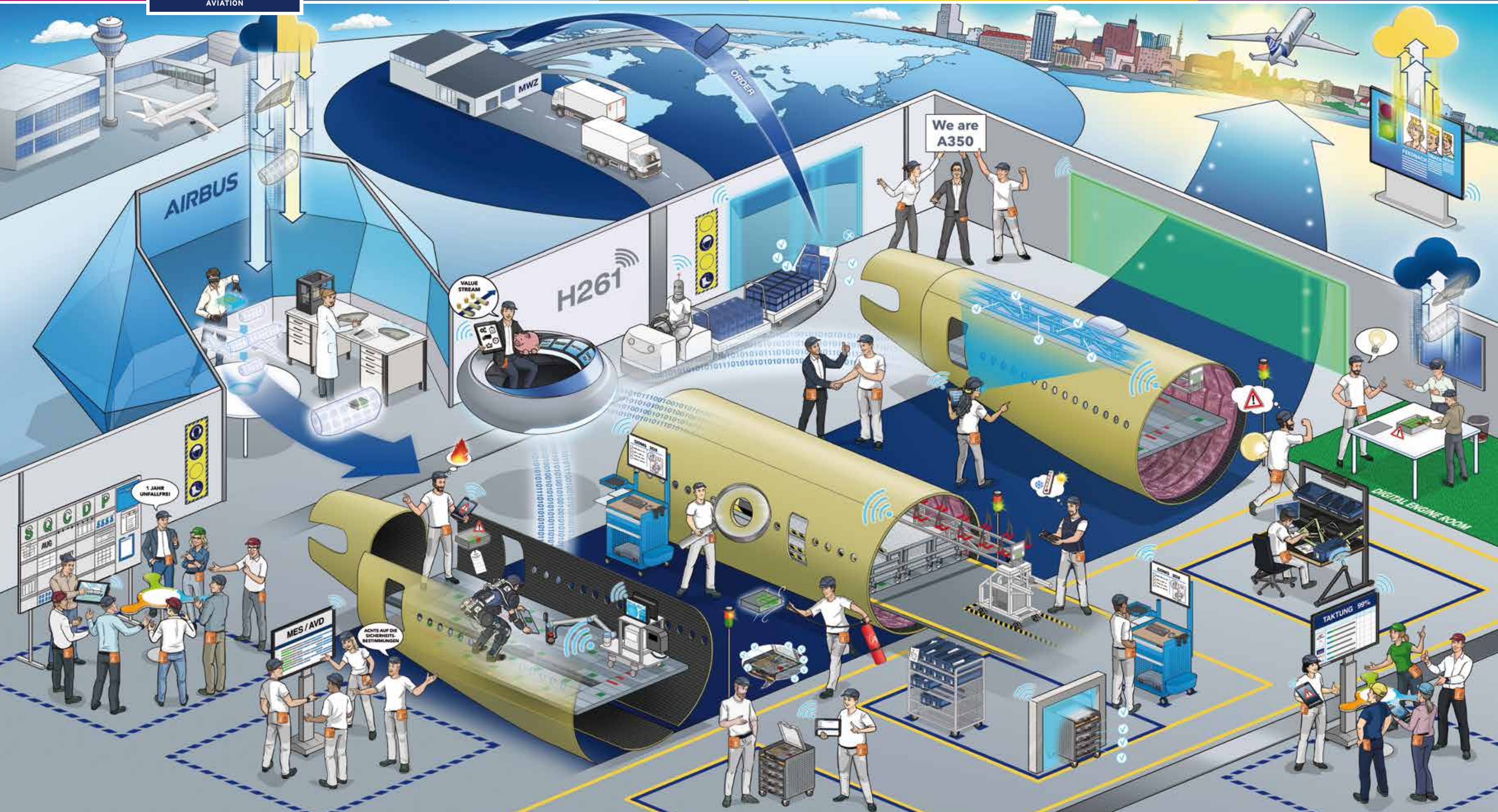


Ursula Schulze
Head of Training
- People, Process & Performance

"The cooperation between DIALOGBILD and Lufthansa was perceived by the project team as very constructive, professional and target-oriented. The creative cooperation was a lot of fun and ideas were implemented in an uncomplicated way.

The picture has already been in use for almost a year and is regarded as particu-

larly helpful by the target group, the employees in customer contact. It is used as a whole picture for training purposes or individual scenes are discussed in briefings. The presentation and the interactive elements attract a lot of attention and encouragement from our service staff."



AIRBUS

NEXT CHAPTER

A350 PLANT HAMBURG

Hamburg is home to one of the largest Airbus plants in Europe. In addition to the production of other aircraft types, the structure and equipment assembly of the A350 passenger aircraft takes

place in Hamburg-Finkenwerder.

In order to develop a common mission statement for the employees in the production of the A350, the department

relied on the creation of a dialog picture. The dialog picture captures both the daily routines and the outstanding processes and technologies of production in the present and future.

The ideas and suggestions of the workers from production and the indirect areas, which were requested in advance in various formats, were incorporated to a large extent into the dialog picture. In preparation for the subsequent half-day dialog picture development workshop at the Airbus plant in Finkenwerder, a picture world sketch

was drawn up in which the workers' ideas were then implemented. During the workshop, the Dialogbild team also had the opportunity to get a direct impression of production. Thanks to the good preparation, the efficient workshop and the excellent input from the colleagues at Airbus, it was possible to ensure a lean dialog

picture implementation.

The dialog picture is now being distributed to employees via various communication channels, both online and offline. As an additional handout, a guide was produced that explains the scenes of the dialog image in more detail.



SCHAEFFLER

CURRENT 3D-PROJECT

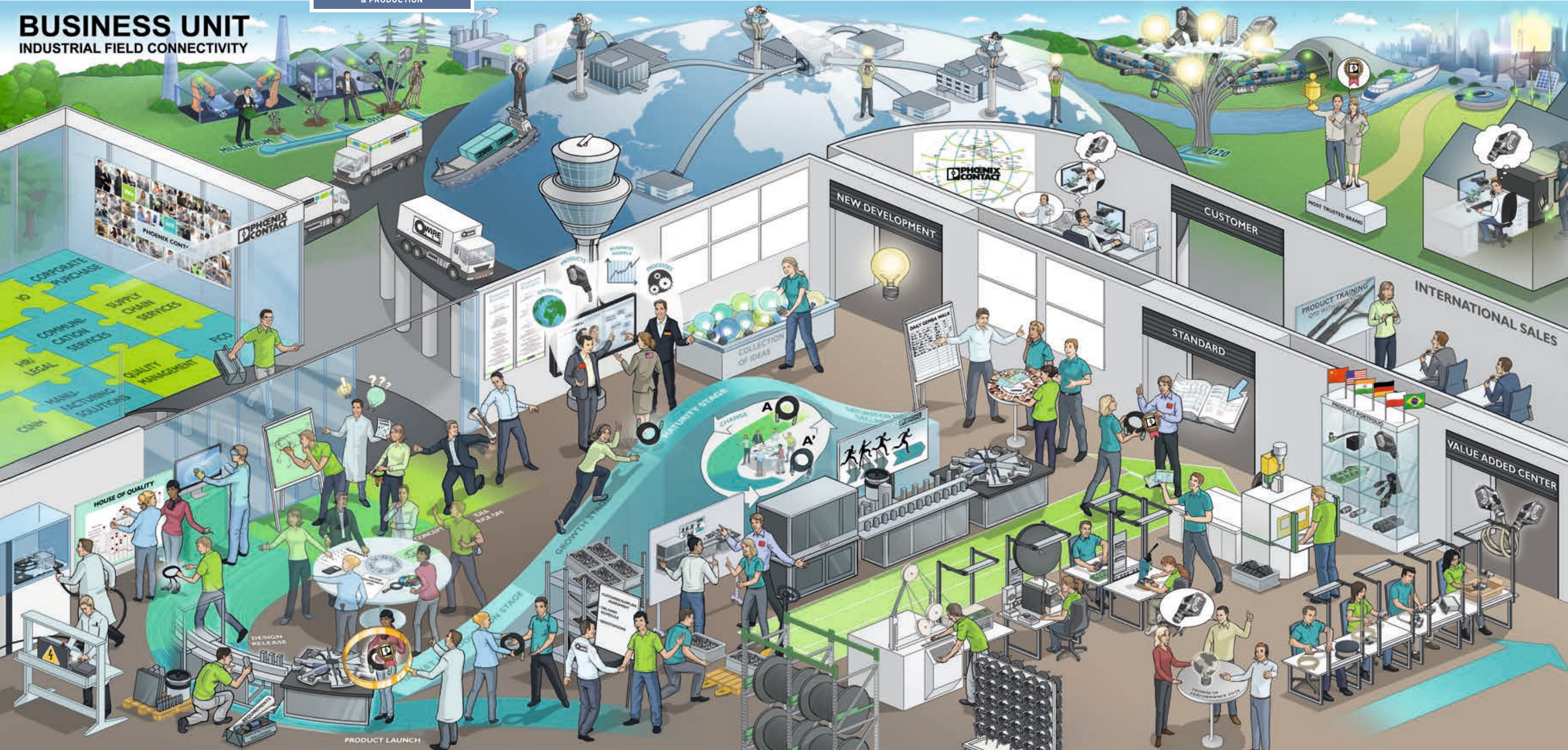
MORE INFORMATION
TO THE PROJECT ON:
WWW.DIALOGBILD.DE



SCHAEFFLER

CURRENT 3D-PROJECT

**MORE INFORMATION
TO THE PROJECT ON:
WWW.DIALOGBILD.DE**



WE GROW TOGETHER

INDUSTRIAL FIELD CONNECTIVITY

Phoenix Contact began as a family-owned business and has grown to become a global market leader in electronics. It seeks to improve itself continuously with the goal being speed and flexibility in reacting to customer needs and market developments. Therefore, Phoenix Contact has changed from a centralized organizational structure to a decentralized product oriented enterprise in order to bring a strong market and customer focus

with regard to market segmentation. For one of the resulting business units, industrial field connectivity, DIALOGBILD created a strategy picture, which shows the interfaces, processes and stakeholders. The aim of this picture is a common understanding for a functioning network across all business units and the goals of this specific business unit IFC. A strategy for growth needs the cooperation and acceptance of all staff.

So, Phoenix Contact decided from the beginning, to allow everyone to participate in the development workshops. In the first workshop the managers created the background and structure. The second workshop was used to define the content by a cross-departmental group.



Frank Mellies
Vice President
Industrial Field
Connectivity,
PHOENIX CONTACT
GmbH & Co. KG

"It can be difficult for employees to understand the connections and see the dialog picture. Furthermore, it is a challenge for managers to bring forward this message clearly and understandably. However, both are necessary for a motivated and successful coop-



Michael Lüdke
Director Product
Marketing & Development
Industrial Field
Connectivity,
PHOENIX CONTACT
GmbH & Co. KG

ration. The dialog picture should make these connections accessible and complex topics comprehensible."

"DIALOGBILD convinced us through a high standard of creativity and expertise, as well as an innovative concept. The collaboration is achieved through an uncomplicated and friendly way. The result is a valuable medium and a development process that is still effective today."



ALUNORF

OUR GUIDING PRINCIPLES

Smelting and casting, rolling and cutting: With its 2,200 employees Aluminium Norf is the biggest aluminium rolling and casting facility in the world. This extraordinary working environment presents the most diverse challenges for employees and managers: The processing of the hot 32-ton aluminium ingots not only demands perfect precision and teamwork, but most of all an exact know-how of all the different machines, processes and of course safety regulations. Furthermore environmental standards, quality and customer requirements and the company's own values play an important role in the daily working routine.

All the topics above are part of the Aluminium Norf Guiding Principles, which were visualized by the Dialog Picture Method. The final visualization provides employees and managers with a bird's eye view on all the issues along the entire value chain: starting with the delivery of raw materials and factory supplies at the bottom left of the picture, followed by the production process in the center, the Dialog Picture tells the entire story up to the satisfied customer in the top right receiving the finished product on time.

A specific highlight of this project are the lovely details displayed in the entire picture. Hidden piggy banks, for example, symbolize opportunities for cost reduction through recycling. Moreover, realistic illustrations of vehicles, workwear and products guarantee a strong identification by the workforce, creating curiosity and motivation to understand the company's Guiding Principles and bring them to life in the daily work.



Udo Böhmer
Head of HR

"Regarding the development of our Guiding Principles, it was important for us to foster a dialog on a level of mutual respect with our employees. Therefore the Dialog Picture Method was the perfect approach for us. Over several workshops we discussed the versatile range of topics with a very diverse project team, while our part-

ners from DIALOGBILD were simultaneously drawing first sketches for the final picture. For us it was fascinating to watch, how abstract ideas became tangible examples within the blink of an eye. We are proudly looking back on a successful, professional conclusion and an especially motivating project for all stakeholders."



sgl carbon

OPERATIONS MANAGEMENT SYSTEM

SGL Carbon is a technology based and world leading company in the development and manufacturing of carbon based solutions. Their high-quality materials and products made from specialty graphite and composite materials are used in future-oriented industrial sectors: automotive, aerospace, semiconductor technology, solar and wind energy, LEDs as well as in the production of lithium-ion batteries and other energy storage systems. In addition, we develop solutions for the chemical

and industrial applications.

Materials, products and solutions from SGL Carbon are integrated into the major topics of the future: sustainable mobility, new energies and cross-industry digitization. Advances in these areas require smarter, interconnected, more efficient and sustainable solutions. This is where the entrepreneurial vision of SGL Carbon comes in: making a contribution to a smarter world.



Thomas Lagler
Head of Operations
Excellence GMS

"With the development and introduction of our own, group-wide uniform production system, the so-called operation management system, we took the next logical step at SGL Carbon, which also networks our two business units. As a global company, we must rely on standards to produce the same quality in each country and make it available to our customers. Our OMS consists of six elements and 26 principles, which we have displayed together with Dialogbild in our logo. This makes

the distribution and explanation of the system easier worldwide. We are in direct dialog with our employees and have received very positive feedback so far."



LIEBHERR

THE E-COMMERCE-PORTAL "MY LIEBHERR"

The international Liebherr group is a family-run company with its headquarters in Switzerland. With its 44,000 employees Liebherr is not only one of the biggest manufactures

of construction machinery worldwide but also well-known as being a provider for technological advanced products and services. On behalf of Liebherr a dialog film was created

which introduces and explains the advantages and functionality of the new eCommerce-Portal "MyLiebherr".



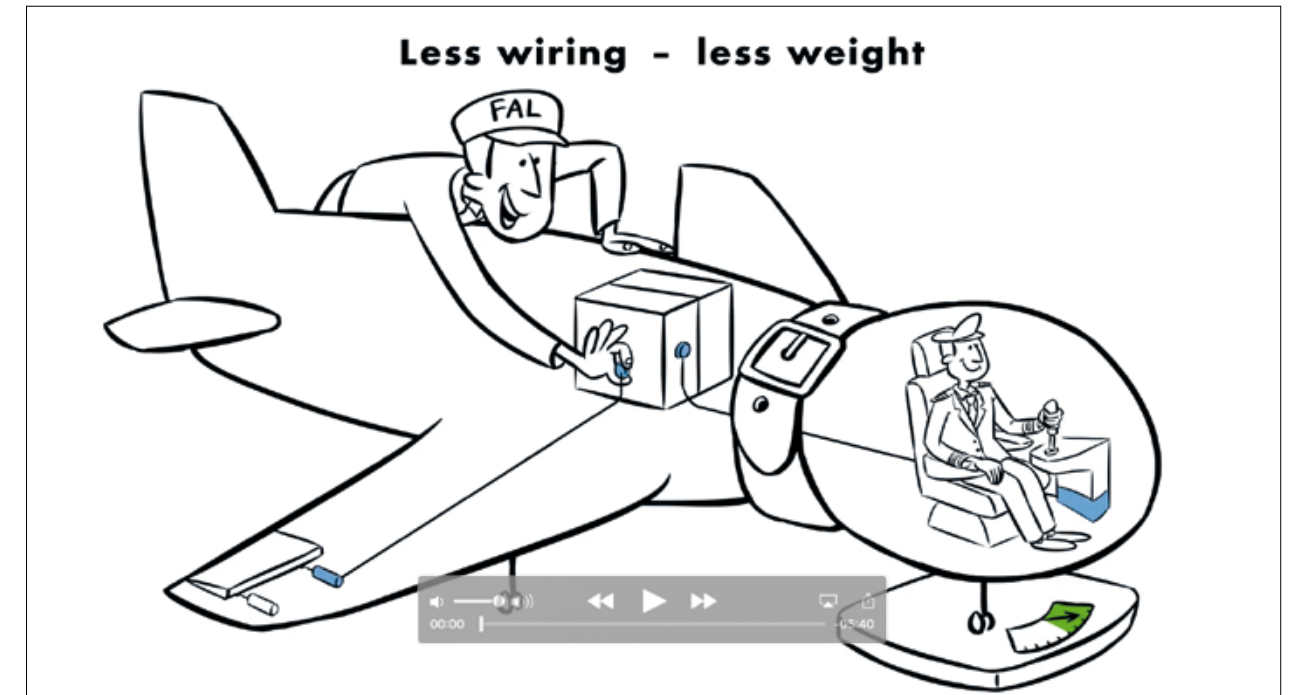
LIEBHERR

THE INTELLIGENT POSITIONAL TRANSDUCER

Companies face challenges when trying to present complex products and their functionality appropriately. Technical animations are meant to

stimulate customers interests and convince them of new products. The marketing team of our customer LIEBHERR wanted to be more crea-

tive when presenting the intelligent cylinder with positional transducer LiView. That is why they contacted DIALOGBILD.



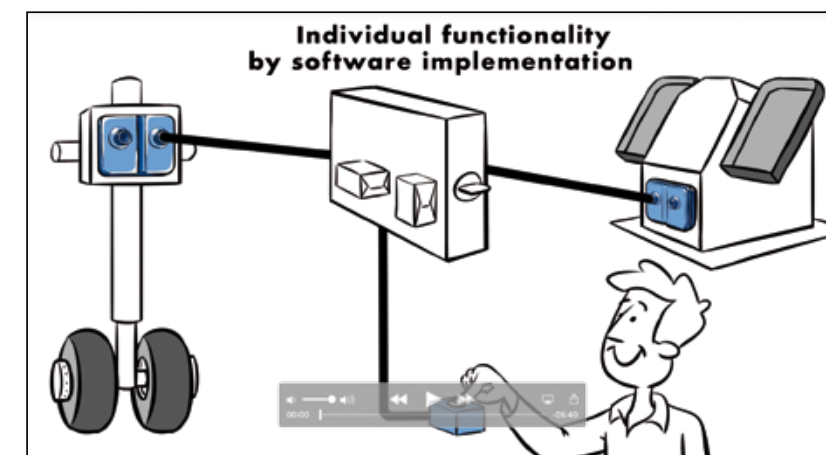
LIEBHERR

REMOTE ELECTRONIC UNIT

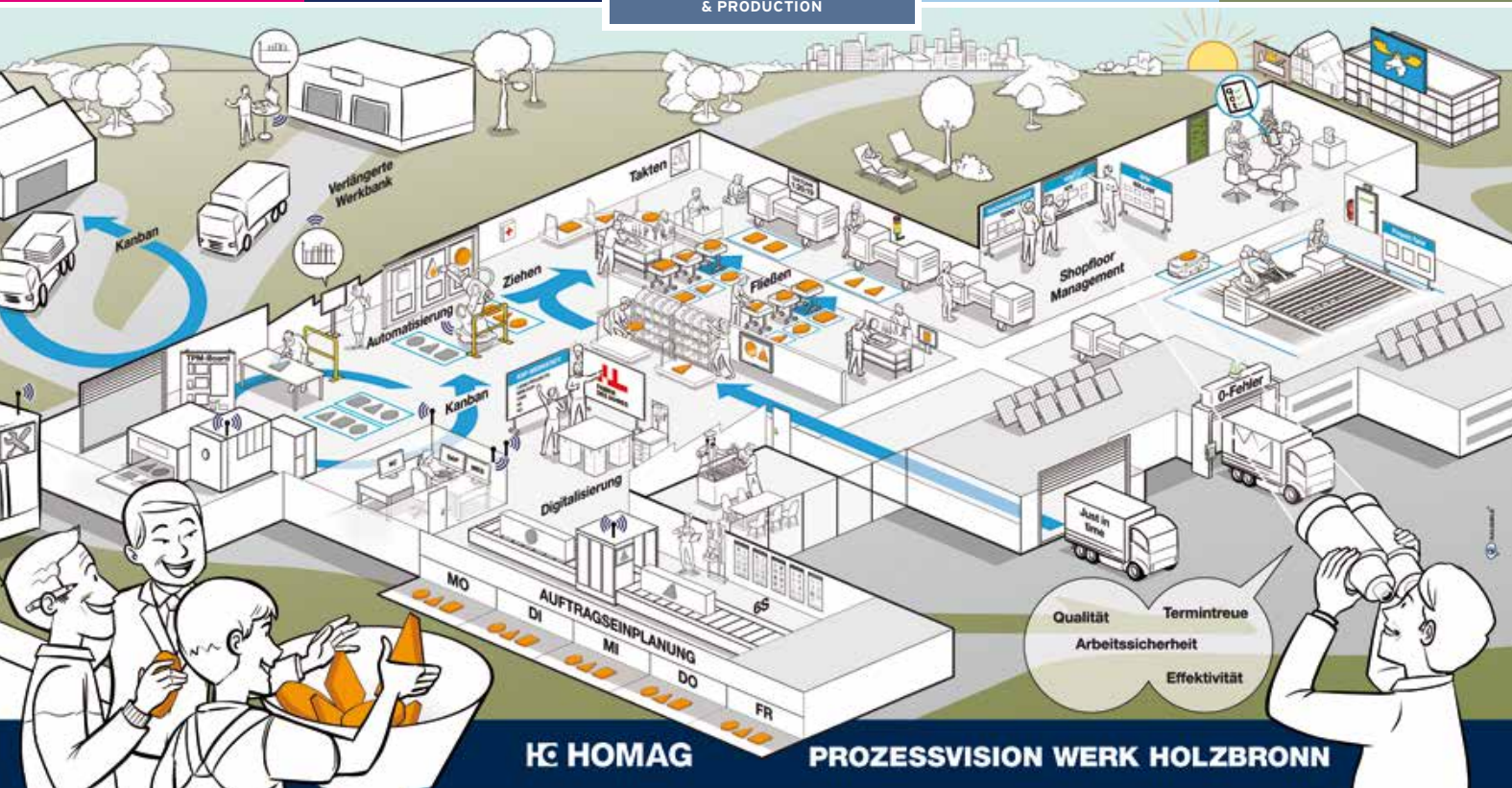
The Liebherr Group is a 100% family-run company. The group includes eleven independent operating divisions, including the aerospace and traffic engineering division. The Liebherr-Aerospace Lindenberg GmbH team

has received professional support and commissioned DIALOGBILD to develop a dialog film. The focus was on the extremely versatile control unit "Remote Electronic Unit" (REU) - from the field of electronics. Thanks to

its modular design, the Remote Electronic Unit can be flexibly used in aerospace applications.



Watch the dialog film now. Try it now! Simply scan the QR code



HOMAG

FACTORY OF THE YEAR

HOMAG Plattenaufteiltechnik GmbH, a part of the HOMAG Group, specializes in precision panel dividing saws and systems for a wide range of panel materials, including wood, plastic and composite materials. Accompanied by software and service solutions, orders are processed flexibly, quickly and economically. Approximately 420 employees at the Holzbronn location produce saws and systems for carpenters, interior designers and contract decorators, kitchen and office furniture manufacturers - in short, for the entire furniture industry from small to large. In its 50-year history HOMAG Plattenaufteiltechnik GmbH has become the world leader in horizontal panel dividing technology.

The plant in Holzbronn was awarded "Factory of the Year 2019" in the category of "Outstanding Small-Batch Producti-

on" for its advanced production system. "Factory of the Year" is one of the most prestigious industrial competitions in Europe. The main award went to Mercedes-AMG, and alongside HOMAG Plattenaufteiltechnik, other winners included companies such as Continental, Brose, Voith, and Kärcher. This accolade is annually presented by the management consulting firm A.T. Kearney in collaboration with the trade magazine Produktion.

In recent years, HOMAG Plattenaufteiltechnik GmbH has implemented a comprehensive production system. All processes were reevaluated, optimized, and streamlined. The central focus was on the principles of pacing, flowing, and pulling in production, designed to accommodate flow assembly for small batches. As a result, a high level of agility and efficient production processes was achieved. To-

day, the production is so adaptable that fluctuations in capacity of up to 30 % can be accommodated at any time.

But what comes next?

In the Dialogbild, HOMAG has visualized its future process vision. The interconnections of production principles, methods and values and their relevance to individual tasks and positions are depicted in the Dialogbild. The aim is to foster a shared understanding of the changes in the upcoming years and engage all employees in the process.

Where do we want to go and what is our path?

With the help of DIALOGBILD, goals can be communicated clearly and interactive exchanges with employees can be promoted.

date into an image. With the completed dialog picture, we can now better involve our employees and easily explain the topics and their backgrounds."



Jens Held
Vice President

"The real value of the dialog picture lays in the development process of the image. With the leaders, we created a shared image that incorporated the ideas of each individual. The exchange with colleagues opened up new perspectives for us, which we could ultimately consoli-

HOMAG

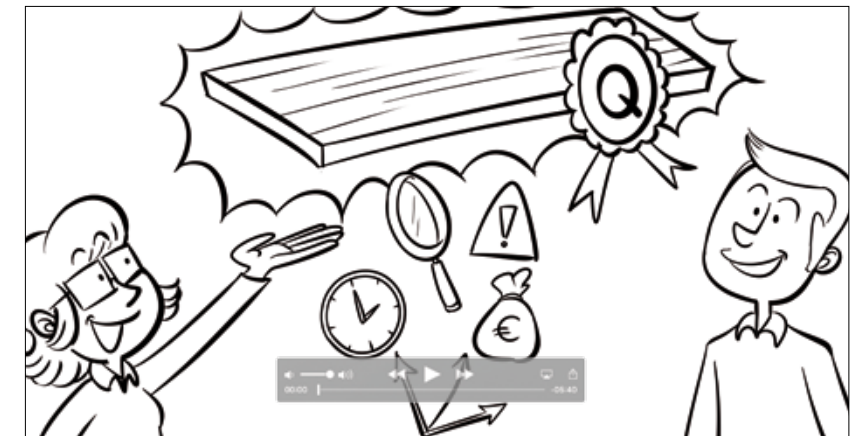
The Holzbronn Panel Dividing Technology is a part of the HOMAG Group and, within just 50 years, has become a global leader in panel dividing technology. With over 420 employees, the focus is on advancing saws and equipment technology to consistently provide diverse offers and individual solutions to the entire furniture industry.

With experience in the industry and ever-changing requirements, HOMAG faced a new, challenging task: Are there ways to ensure consistent processing quality in all orders? Even with different materials, various saws and multiple machine operators with varying levels of expertise?

Could workflow be simultaneously simplified and made more efficient?

After intensive testing and development processes, HOMAG introduces a

MATERIALMANAGER ADVANCED



product that has not existed before: The materialManager Advanced software assistance system. A system that adjusts the optimal machine parameters for cutting - depending on the selected material, the used saw blade and the required cut quality. Users benefit from error-free and efficient processes, simplified operations and extended service life of the tools.



Watch the dialog film now. Try it now! Simply scan the QR code

HOMAG

HOMAG, as an expert for stand-alone machines, understands that machines of good quality ensure good results. Because of that, HOMAG strives to offer innovative cutting solutions for their existing machines, aiming to address customers' daily challenges with proper solutions.

HOMAG systematically analyzes the individual production processes of its customers, focussing on single steps to make sustainable improvements - for example, the destacking process.

Destacking, in particular, is diverse in its prerequisites and possibilities, making it challenging to provide a one-size-fits-all solution for an optimal destacking process. Instead, it must be defined through prior analyses. Due to time and effort involved, the project of destacking optimization may seem daunting and HOMAG aims to change this with the flexTec machine.

THE FLEXTEC MACHINE



Watch the dialog film now. Try it now! Simply scan the QR code

DIE GANZE WELT DES LACKIERENS



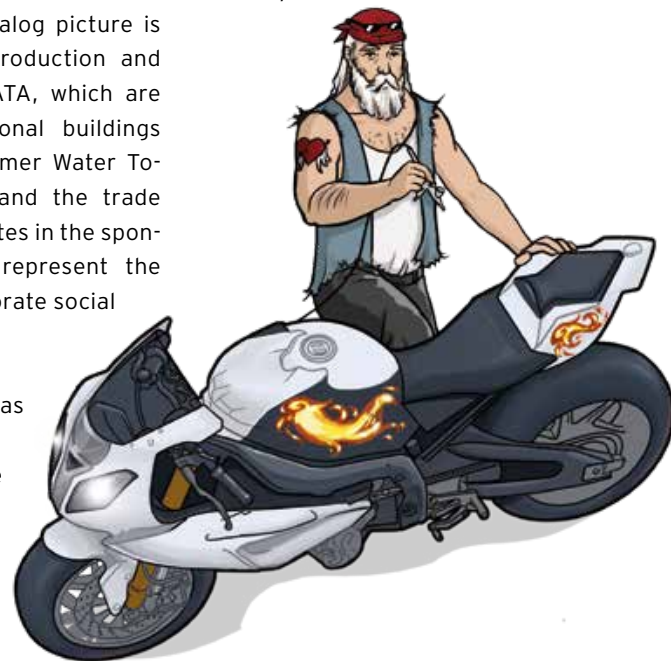
THE WHOLE WORLD OF PAINTING

With 250 employees, SATA sets standards in airbrushes, compressed air filters, respiratory protection systems and accessories. In close co-operation with craftsmen and industry, the mid-size company develops and produces innovative products with the highest practical value, which is marketed by a worldwide network of sales partners in various sectors. The traditional company from Kornwestheim near Stuttgart is firmly rooted in the region, however it also forms and takes on social responsibility on the ground. In order to capture and understand the many facets of SATA, the lacquering experts, together with DIALOGBILD, developed the visualization "The whole world of painting".

The picture provides a comprehensive understanding of the company, the products and their fields of application to customers, new employees and sales partners alike. The main focus of the dialog picture is the headquarters, production and manufacturing of SATA, which are surrounded by regional buildings such as Kornwestheimer Water Tower, the town hall and the trade school. The two athletes in the sponsored SATA jersey represent the commitment to corporate social responsibility.

The other picture areas show the different customer worlds. The fields of application of SATA products

range from the specialist dealer through to the small carpentry business and the garage next door, to the automotive and aerospace industry.



AL-KO

QUALITY FOR LIFE

THE MISSION STATEMENT

AL-KO Therm provides for a perfect climate with individualized, economic and ecological concepts. The enterprise is a specialist in ventilation equipment which is characterized by the latest technology, quality, reliability and consistently meeting customer requirements. It has developed

sophisticated high tech facilities with the best room air quality in office buildings or hospitals and precisely controlled air in production facilities as well as for effective solutions for large commercial or leisure complexes. The most attention is given to the development of energy-econo-

mical technology for environmental discharge and cost reduction. In order to support the strategic transformation and the relationship between a growing self-image and the corporate philosophy, we developed a mission statement together with inGenics AG.



Jakob Hefe
Partner Key
Account Manager
Ingenics AG

The AL-KO Therm dialog picture was completely developed in only three months with an interdisciplinary team. It serves as the basis for communication along the value chain and beyond that to customers and suppliers. It visually supports what was previously

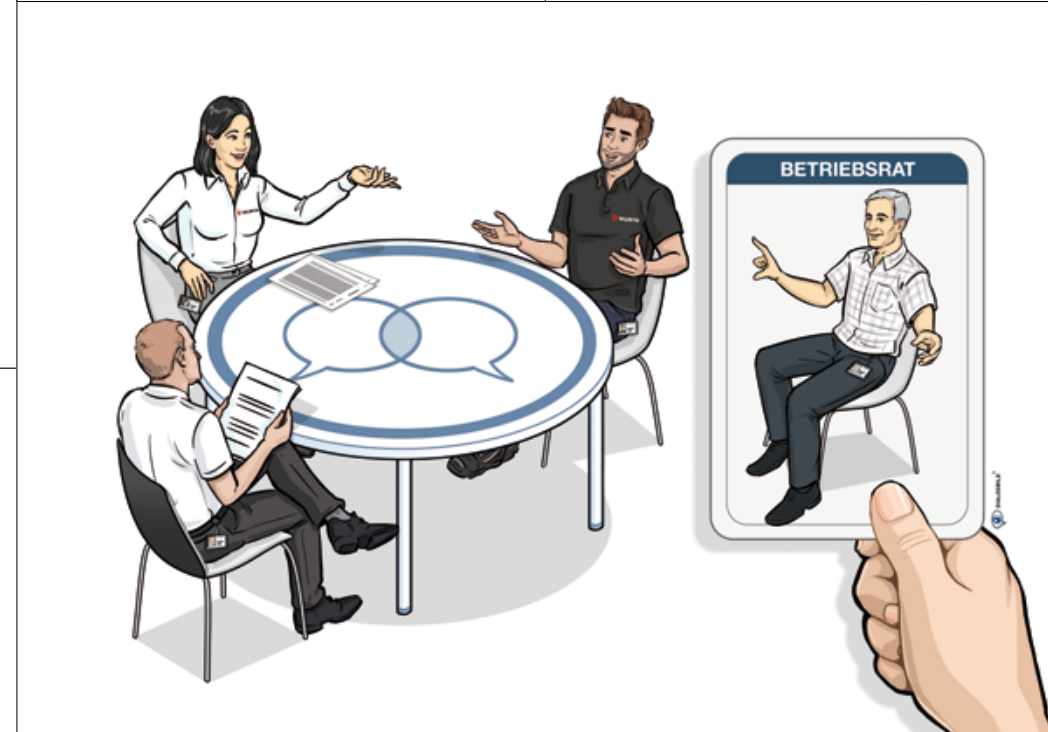
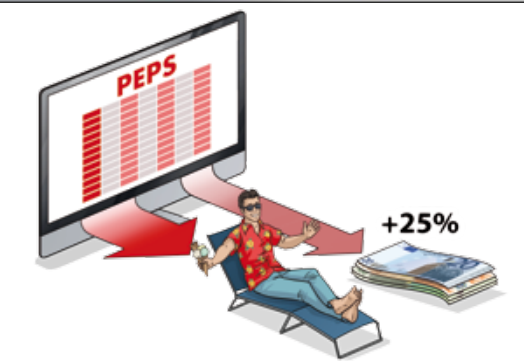
only text-based and thus offers orientation to all members of the organization.



Carsten Stuck
Managing
Director AL-KO
Therm

Working with visions and strategies requires common pictures. We want to reach the point where the entire organization is working towards the same goals. With the dialog picture we can guarantee the fact that all staff and all managers have the same concepts and

are in synch. Our corporate mission statement is perfectly represented and serves as an excellent basis for productive discussions.



NEW FEATURES OF THE COMPANY AGREEMENT

DEVELOPMENT OF INDIVIDUAL SCENES

Adolf Würth GmbH & Co. KG is a market leader in Germany and employs over 7,400 people. Norbert Heckmann, Chairman of the Board of Management, on Würth's strategy: "We network sales channels. We solve technical challenges and meet each customer's individual needs. And we know that only constant further development, makes a company attractive for its customers." The company has evolved from a screw shop into the world's leading specialist for fastening and assembly materials and tools, with more than 125,000 different products. The goal: to make work easier for customers through individual services, practical system solutions and a broad product range. Würth works with more than 650,000 customers from the trades, construction and industry in Germany.

The workers council at Würth is currently renegotiating the company agreements between the employees and the management. The works agreements regulate rights and obligations between the employer and the workers council and formulate binding standards for employees of the company. Particularly in the logistics sector, where a wide variety of nationalities work together, there is a need for clear and transparent communication that can be understood by everyone concerned. Since this is a series of communications and not a one-off piece of information, a good structure with recognition value is necessary.

The communication of the company agreements is translated into an easy-to-grasp visual language with the help of illustrations. The core messages of

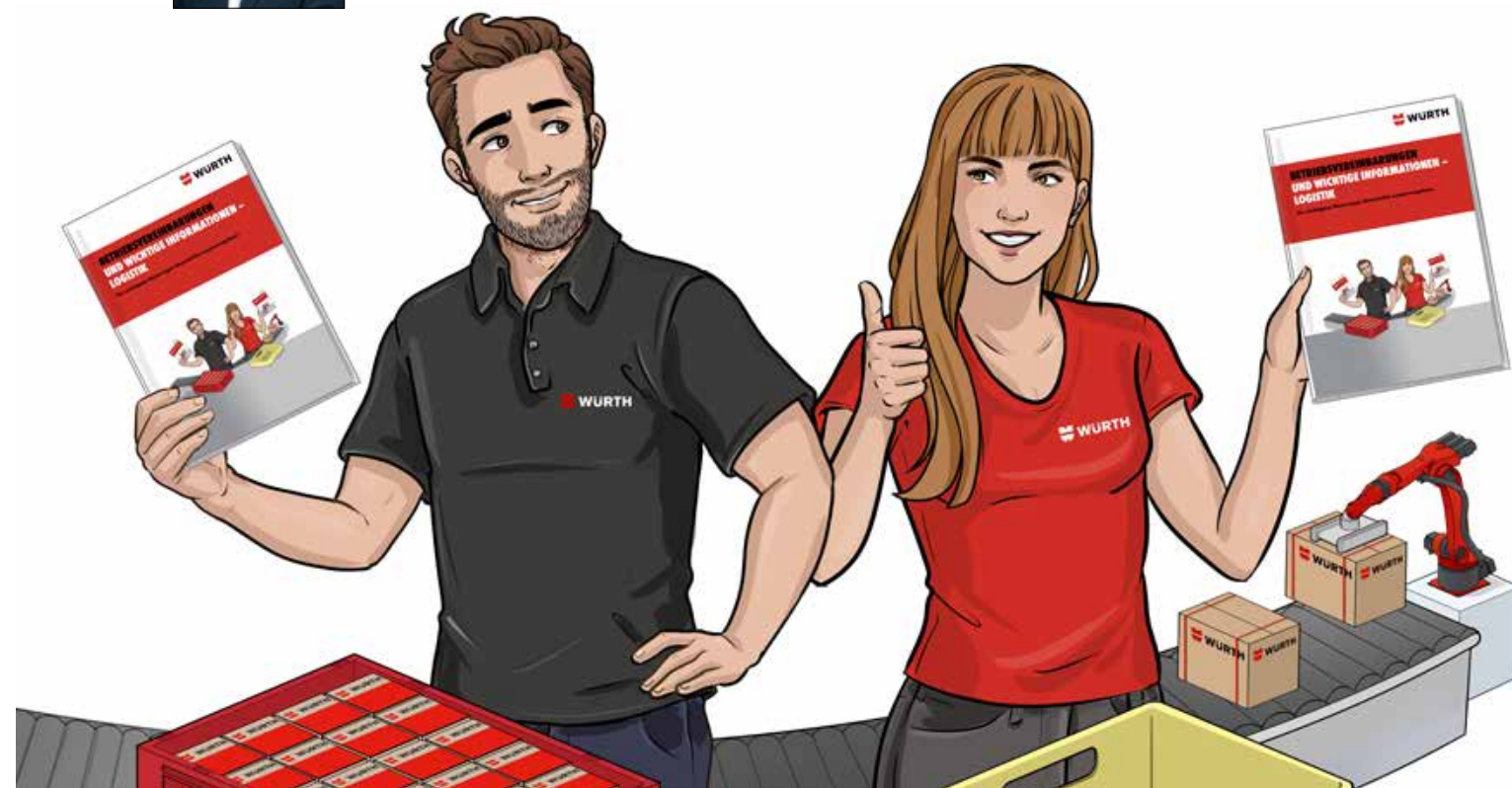
the images include the most important innovations for employees and lighten up the written agreements. The subject of the illustrations includes "overtime" and the resulting "Saturday work". In terms of content, the aim here is to illustrate what needs to be taken into account when scheduling employees and how the regulations are structured on the employer and employee sides in the event of cancellations at short notice. The central element here is two recurring main characters who wear the typical Würth work clothes and thus create a recognition value.



Aleksandra Melke
Picking
department
manager

"DIALOGBILD immediately understood where the focus needed to be for our communication of the company agreement to the workforce and implemented it superbly in the illus-

trations. In the pictures, our employees recognize themselves and their working environment and see at a glance the benefits that the new agreements will bring them."





OUR THING

THE NEW CORPORATE STRATEGY

Sesotec GmbH is one of the leading specialists for foreign object detection and material sorting and operates worldwide with seven subsidiaries and approx. 540 employees. The company is headquartered in Schönbergrin the Bavarian Forest.

In the course of a restructuring in 2018, Sesotec developed a new strategy. Sesotec sought the support of DIALOGBILD in order to carry this and the self-image defined by the employees from the center of the company

to the breadth of the workforce. To ensure that the new strategy is understood and lived by all employees, the picture was rolled out to the workforce in workshops.

To support the workshops, DIALOGBILD produced a guideline which explains the background to the picture and explains the essential contents of the strategy on the basis of the scenes.

The Sesotec strategy is also explained to new employees and trainees using the dialog picture. This ensures that the dialog picture with the corporate strategy remains present in the company at all times, provides orientation and is lived.



Brigitte Rothkopf
Head of Corporate
Marketing/PR

"Sesotec's goal is to become a leading global provider of solutions for foreign object detection and separation. An essential success factor on our way to a successful future is the common life of our corporate strategy, our values, visions and principles as well as working together on our strategic drivers.

In the past, we had experienced that it doesn't work to bring corporate strategy to life with glossy brochures, image films and wall decorations. That's why we brought DIALOGBILD on board as a partner who supported and advised us

in the creation of a globally understandable corporate image. What we particularly appreciated is that there were no ready-made patterns. There was always enough leeway to create our very own Sesotec dialog picture."



DEVELOPMENT WORKSHOP

LEADERSHIP PRINCIPLES

SIC Combibloc is one of the world's leading manufactures of industrial packaging and filling machines for beverages and consumables. One of the biggest reasons for success for this enterprise is a uniform and practised corporate culture. A big part of this culture is based on new leadership principles. The aim is to explain to the SIG management why these principles were developed, how they fit to the overall strategy and how they can be concretely integrated into daily management practices.

Therefore, an international creative workshop was held in which actual scenes were sketched in real time by our illustrator. After that, the result of the workshop was finalized and colored in the highest quality.



NEW PROCESSES, ROLES, RESPONSIBILITIES

sure cleaners. In order to remain the world market leader in the future and to be able to supply customers optimally, Kärcher is constantly working on the optimization of its own supply chain management. The current strategy-relevant "End-to-End Supply Chain

Excellence" project involves changes in processes, roles and responsibilities that will affect around 6,000 employees worldwide. In order to ensure a uniform understanding among all project participants, Kärcher devised the Dialog Picture for the "E2E Supply

Chain Excellence“ change-project based on internal workshops, which was then developed accordingly by DIALOGBILD.

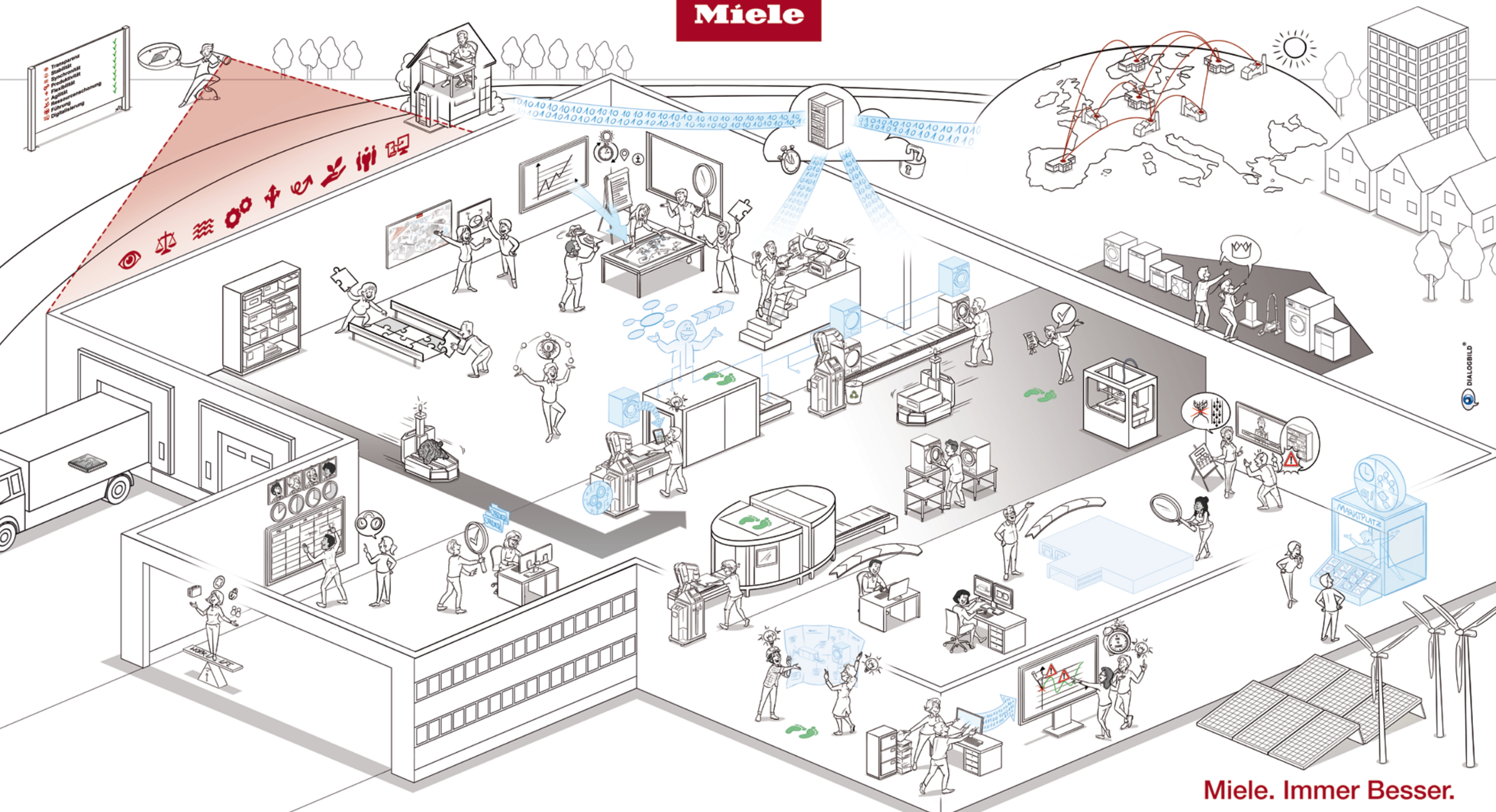
The picture visualizes the project's process flow as a path, starting from the current Kärcher reality. The viewer is informed about the new Supply Chain process that is to be implemented by following a bridge, which leads into Kärcher's future. The organi-

zational changes embedded in it are connected through and brought into relation by a DNA-strand, which symbolizes the flow of all relevant data. The business management parameters: requirements, stocks, production volume and location are effectively aligned with one another in the projected target state and are available to the customer efficiently as a Kärcher product "all time, in full".

The bridge is supported by a stable

Master Data Management foundation and other strategically oriented Kärcher projects. Challenges, fears and concerns are thus successfully overcome.

A particularity in the development of this dialog picture was that the in-house Kärcher illustration style was adopted for it. For this purpose, the illustrations were adapted to Kärcher's corporate identity guidelines, from style to color to line thickness.



Miele. Immer Besser.

TARGET PICTURE OF THE MWS ORGANIZATION

Miele is the world's leading supplier of premium domestic appliances for kitchens, laundry and floorcare. In addition, there are air cleaners, washing machines and dryers for commercial

use as well as cleaning, disinfection and sterilization equipment for medical facilities and laboratories (Professional business division). Founded in 1899, the company operates 15 pro-

duction sites, eight of which are in Germany.

In 2004, the Miele Value Creation System (MWS) was launched, which has been continuously developed over

the years and is now a proven tool for improving processes and cooperation in production and administration, avoiding waste in the company and thus also increasing competitiveness.

Digitalization, sustainability and the Corona pandemic are comparatively

new topics that have a major impact on Miele and require an adjustment of values, priorities and principles. In order to address these issues and challenges, the MWS organization has worked together with DIALOGBILD to develop a new target picture that identifies 14 focal points. It is the task

of the MWS specialists to communicate this target picture to the employees in the plants and to fill it with concrete content. This could be, for example, new ways of working, the optimization of plants or the application of best-practice examples.



THE FUTURE PICTURE 2030

MODERN, DIFFERENT, ECOLOGICAL

Bremer Straßenbahn AG operates a large part of public transport in Bremen. It ensures sustainable mobility and plans for the future. Whether digitization or electric mobility, demographic change or supply development - everywhere in the transport industry, the signs of change. Due to the rapidly evolving mobility market, it is necessary that, in addition to efficiently designing and expanding our existing offer, we

test new forms of mobility and question existing structures. The aim of BSAG is to contribute both to climate-neutral mobility and to improve the quality of life of the city of Bremen.

In 2017, they began to work out the new vision of the future and DIALOGBILD visualized it together with BSAG. Where do we want to be in 2030? How do we see our task? Which services do

we want to offer? The result was presented to all employees in March 2018.

Additional Information: In the **BSAG Sustainability Report 2017**, starting on page 10, the background of the dialog picture and its origin will be explained in more detail (only a German version).

INDIVIDUAL SCENES AND THEIR MEANING



Workplaces you want to have

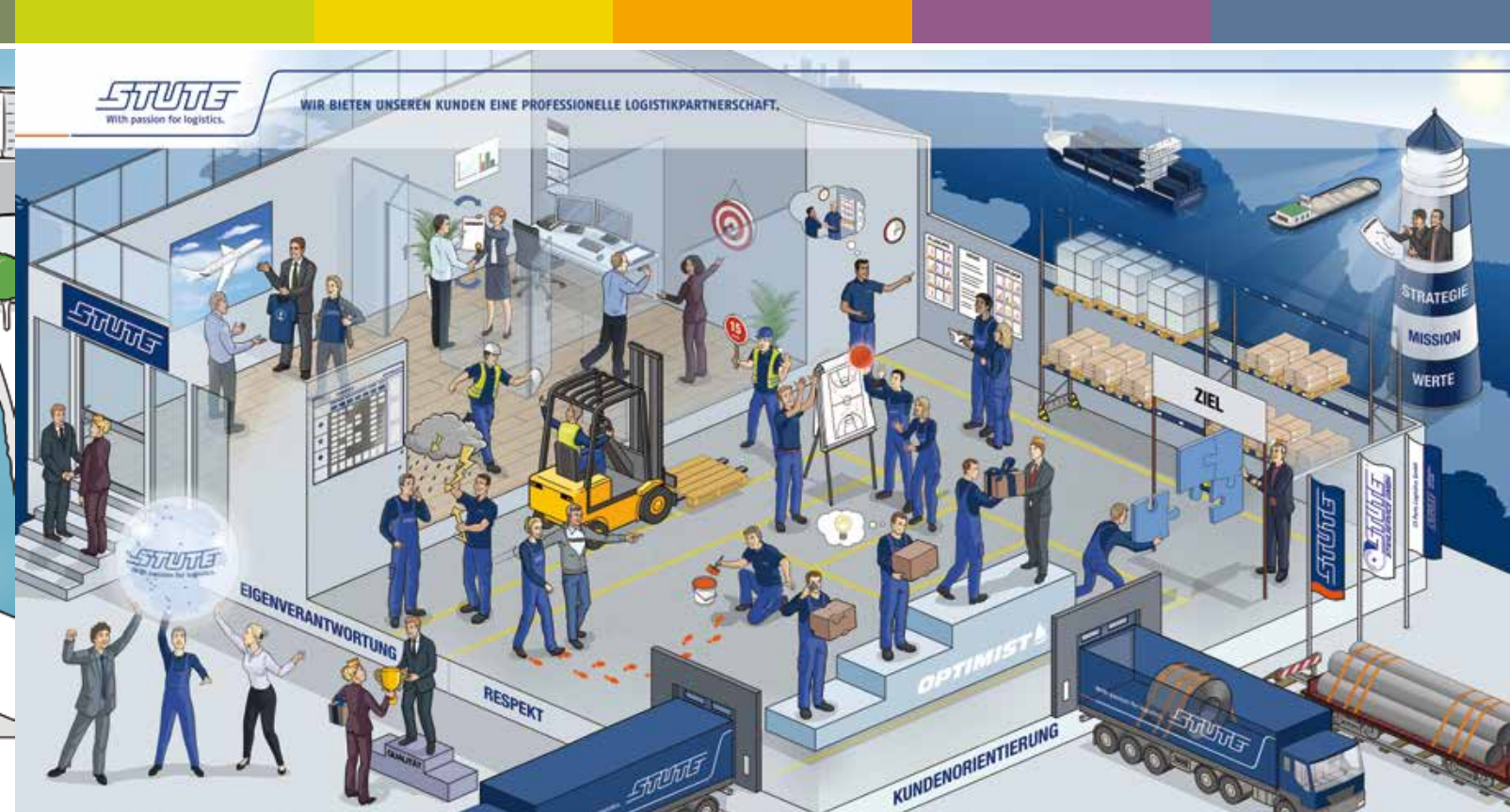
We are the top employer in our city. We attach importance to ecological, healthy and social action.

Technology for people

We use technological progress, insofar as it serves people, to improve the quality of life and mobility.

Technology makes work easier

We use automation and digitization, for example, for healthier workplaces and meaningful networking.



LEADERSHIP PRINCIPLES

VISUALIZATION AND EASY COMMUNICATION

STUTE Logistics (AG & Co.) KG is a modern logistics service provider with a long tradition. The company was founded in Bremen in 1853. Nowadays the company is one of the leading European service providers in the areas of contract logistics, overland transport and ocean freight. Since 1996 STUTE Logistics (AG & Co.) KG has been a wholly-owned subsidiary of Kühne + Nagel-Group. Beside their corporate values of respect, customer orientation and self-responsibility, STUTE puts great emphasis on 10 leadership principles which shape working together on a daily basis. The values should be understood,

accepted and lived by all employees in order to establish them permanently in the company. DIALOGBILD was tasked with visualising these values. After the briefing discussion we started to design a background scenery which was used as a base for the following interdisciplinary live visualisation workshop consisting of one illustrator and one moderator available on site. The workshop was used to fill the background scenery with life and to develop suitable drafts of scenes for the leadership principles. Key message, actors and image metaphors were considered as influencing factors among other things. Afterwards the

dialog picture was finalized and completed after a three-month project phase.

The background scenery reflects the company in all areas and creates connections as a result of it:

Contract logistics: in the building on the left side the business area and on the right side the industrial area

Overland transport: on the bottom with STUTE- modes of transport

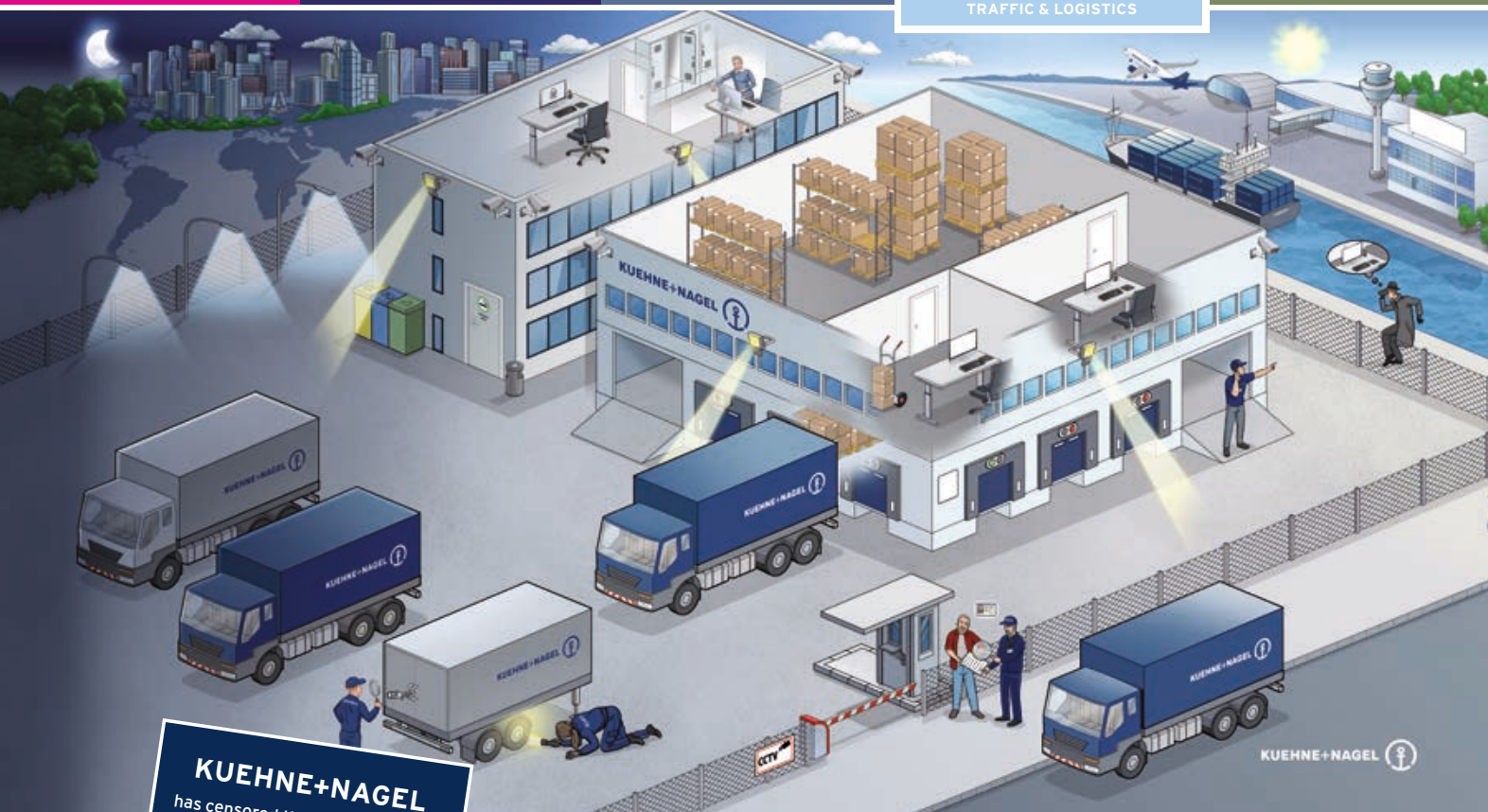
Ocean freight: in the upper right corner of the picture with inland vessel and seagoing vessel



Nina Krebs
STUTE employee and organisational development

"A few years ago we've already implemented our STUTE- leadership principles in our company and with the aid of the new dialog picture we want to establish them even stronger in the company. Our goal is that all employees understand and live the principles - from the management to the industrial employee. The dialogbild shows a cross section

of the whole company and visualises in single scenes our business culture and our leadership principles. It is supposed to familiarize all employees with the topics in a playful manner. To achieve high acceptance and identification we developed each scene in a creative workshop together with our colleagues from all business areas."



KUEHNE+NAGEL
has censored this dialog picture's
details for security reasons

KUEHNE+NAGEL



DAILY SECURITY

The international logistics and freight transport company Kühne+Nagel (AG & Co.) KG works every day to transport goods around the world - whether by sea and air freight, land transport or in contract logistics. Around 15,000 employees at more than 130 locations

are employed for this purpose. The topic of "daily security" plays a particularly important role in the logistics industry, as a lack of security precautions can, in the worst case, lead to supply chain disruptions.

As a result, Kühne+Nagel once again turned to DIALOGBILD to jointly design the Dialog Picture in the area of "Daily Security". The resulting dialog picture depicts the topic complexes of "Information" and "Physical Security" concretely and comprehensibly at a glance.

INDIVIDUAL SCENES AND THEIR MEANING



The trailer inspection serves to ensure flawless external trailer deliveries.



Drivers are carefully checked with regard to the agreed delivery dates and identity.



PCs that are openly accessible in the office must always be locked in order to prevent unauthorized access to sensitive data.



Jens Zimmermann
Global Information
Security Manager

"The topic of "Security and Information Security" is one of the daily companions in our warehouses. We used the opportunity of a dialog picture so that the security training courses are supplemented by a permanent and appealing overview of topics. It was important to us that everyone has a basic idea

of the topic and can refresh their own knowledge at any time, be it managers, warehouse employees or trainees - and a dialog picture with the very flexible training options has proven to be an excellent choice here."



KUEHNE+NAGEL



VERIFIED GROSS MASS REGULATION

Kuehne + Nagel is the global leader in sea freight. More than 8,000 sea freight specialists are on duty around the globe and handled over 3.8 million TEU (containers) in 2015.

For the international shipping community a new regulation became effective worldwide on July 1st, 2016. The so-called "VGM" (Verified Gross Mass) requirements were created in order to prevent major incidents and accidents resulting from overweight containers. Therefore, the new regulation will impact the communication, infrastructure and processes of all participants in the supply chain.

In order to help the shippers to comply with the new regulation and to give information about the specific implementation at Kuehne + Nagel, Kuehne + Nagel approached DIALOGBILD for creating a dialog film for visual support.

Consequently DIALOGBILD created and produced a video that met the expectations of being informative about the new regulation and of being emotionally on eye-level with the target group.

Together with DIALOGBILD, Kuehne + Nagel now faced the challenge to communicate the new regulation to its customers worldwide - and to do so in

11 international languages. The 11 different dialog films were then posted online on the Kuehne + Nagel website, as well as on social media channels, where they received thousands of clicks.



Maik Heunemann
Senior Manager
Global Processes
& Systems Sea
Logistics

"New requirements of the "International Convention for the Safety of Life at Sea" (SOLAS) have raised many questions for the sea freight business. In order to emphasize the importance of the new regulation and to meet our obligation of information for our customers, exporters and shippers, we created a very successful scribble video with DIALOGBILD to clarify the process

and to give answers and information. In the future we are looking forward to supporting new challenges with the visual possibilities and with the creative support of DIALOGBILD. We would like to thank the whole team of DIALOGBILD for the great cooperation."

Poster Guide



1. Kunde ist König

- Blindtext
- Blindtext
- Blindtext

2. Preisführerschaft

- Blindtext
- Blindtext
- Blindtext

3. Ordnung und Sauberkeit

- Blindtext
- Blindtext
- Blindtext
- Blindtext

4. Kasse

- Blindtext
- Blindtext
- Blindtext

5. Nachbewertung

- Blindtext
- Blindtext

Allgemein

- Blindtext
- Blindtext
- Blindtext





THE "CUSTOMER IS KING" POSTER GUIDE

STANDARDIZED PROCESSES & FIRMLY ESTABLISHED PRINCIPLES

KiK means "Kunde ist König" (engl. "customer is king") and is the guiding principle of the company, which since its foundation in 1994 has now successfully established itself with around 3,500 branches in eleven European countries. As one of the top ten companies in the textile discount sector, KiK is a real heavy weight in the German retail trade. More than 26,000 employees contribute to the annual branch growth of approximately 200 shops and the economic success of KiK. The long-term goal is to operate 5,000 stores in Europe with a modern design.

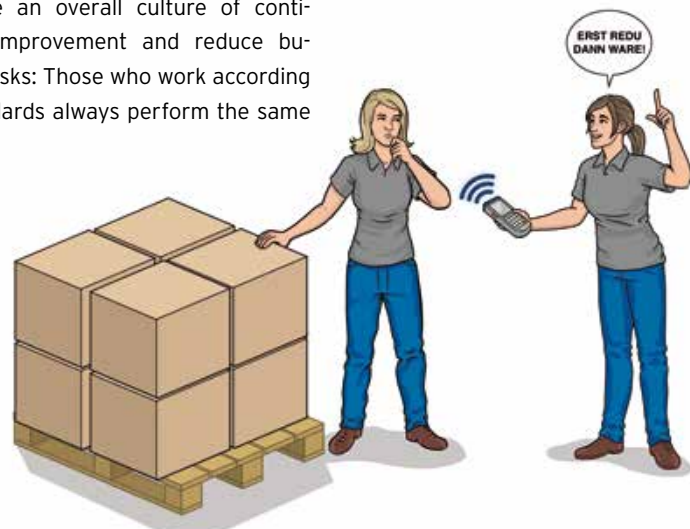
Standardized processes in the branches and firmly established principles are indispensable in this context. Standards promote an overall culture of continuous improvement and reduce business risks: Those who work according to standards always perform the same

activities in the same way. This reduces variation and leads to an increase in productivity, performance and efficiency while maintaining the same high quality. In order to establish and implement the most important processes and principles, KiK has opted for a dialog picture. The dialog picture provides store employees with orientation for the most important work processes in daily business.

The basis of the dialog picture is a neutral KiK branch. Inside and outside this branch all the themes were arranged, which can be explored in the form of a visual tour. A legend below the image

with descriptions provides quick and intuitive access to the content. The combination of text and scenes ensures a uniform understanding and the employees can explore the dialog picture independently. To ensure that every employee can identify with the image and the overall theme, particular importance was attached to ensuring that employees recognise their own working environment. To facilitate this, DIALOG-BILD has visited a location to get a good idea of the structure. Together with the KiK project team, a branch in Hamburg was explored and extensive photographic material was collected. Based on this, a detailed illustration of the branch was created. The work processes and principles to be observed were outlined live in a workshop together with DIALOGBILD and then finalized.

The dialog picture is now being used as internal training material and rolled out throughout Europe in the respective national languages. For this purpose, the dialog picture for all stores was printed in large format and made available to the store managers. The branch managers have already been collected on the topics and contents and are now entering into an intensive dialog with their employees.



INDIVIDUAL SCENES AND THEIR MEANING



Customer is king

KiK's clientele includes people of all ages. In order to bind customers in the long term, friendliness and helpfulness are the top priorities.

Additional sales

At the checkout, customers are offered supplementary products as additional sales. And finally, the customers are bid a friendly farewell.

Clearance of goods

New goods must be moved to the designated goods carriers within 48 hours.



Sebastian Bader
General Sales
Manager
Germany

"For a uniform & goal-oriented workflow, we would like to offer our colleagues in the branches a visual representation to make it easier for new employees to learn. But we would also like to inspire our long-standing colleagues with something new and thus refresh their priorities on the floor".

FRESHNESS WITH PENNY

E-LEARNING FOR AROUND 28.000 EMPLOYEES



Try it now!
Simply scan
the QR code.



BASIC & ADVANCED TRAINING

FOR BRANCH EMPLOYEES & STORE MANAGERS

The PENNY discount store, which belongs to the Cologne-based REWE Group, is one of the leading discounters in Europe with a turnover of around twelve billion euros. In Germany, approximately 28,000 employees work in 2,180 stores. With innovative concepts, PENNY offers its customers a tangible added value in terms of freshness and price.

PENNY offers its customers innovative concepts a livable value concerning freshness and prices. Part of this project is to use online training to convey the most important contents of the daily work in the fruit and vegetable department in order to ensure a 100% fresh experience in the PENNY stores. The e-learning developed by DIALOG-BILD consists of a mix of audio and vi-

deo elements as well as a series of interactions and quizzes. The central pivotal point is always the dialog picture. This shows an exemplary PENNY store from a bird's eye view, in which the fruit and vegetable department is shown. Within the department, scenes show the employees performing important tasks. The dialog picture itself can therefore also be used as an independent medium to keep an eye on daily routines.

For the e-learning, the dialog picture was divided into several video clips, in which relevant situations in the fruit and vegetable department are addressed depending on the training chapter. The training contents are presented by a speaker. After the videos follows the knowledge test, among other things in

the form of drag & drop elements and simple multiple choice tasks. Each interaction is based on elements from the dialog picture, so that there is always a reference to the fruit and vegetable department shown.

Since the e-learning is aimed at both store employees and store managers, two training variants were developed: a basic training course, which is limited to the basics, and a more in-depth training course for store managers, in which extended specifications on the subject of freshness in the fruit and vegetable department are taught. The e-learning is used in all PENNY stores throughout Germany and runs cross-platform on various end devices.

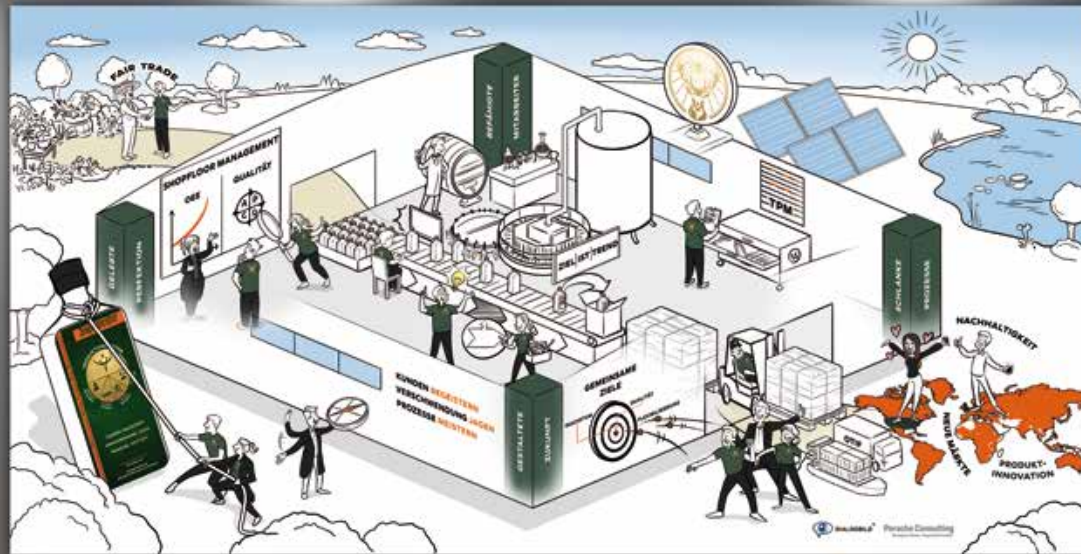
INDIVIDUAL TASKS FROM E-LEARNING



Martina Weinhold
Expert Learning/
HR national (H HPK)
PENNY Markt GmbH

"We are very pleased to be able to offer our colleagues in the PENNY stores an online training course realized by DIALOGBILD, which presents important connections and processes related to our fresh produce offensive in an appealing and activating way. We find the combination of differently prepared learning content in the form

of pictures, video and various interactive elements very entertaining and amusing, but at the same time instructive. That's why we consider online training to be an absolute added value in order to convey important contents in a learning-friendly way for us as a company".



Jägermeister

THE PRODUCTION SYSTEM

Mast-Jägermeister SE is the world's most successful German premium spirits manufacturer. For over 80 years, the company has been successfully selling its world-famous herbal liqueur, combining the great tradition of a family business with innovative marketing. Today, around 1000 employees work for Jägermeister worldwide. In addition to three German locations and subsidiaries in the USA, Great Britain and the Czech Republic and Slovakia, Jägermeister also has representative offices in China, Hong Kong, Mexico, Russia and South Africa. With its products, the family-owned company is present in over 140

markets. As an international company with strong roots in Germany, Jägermeister shapes developments in the market and inspires even more people worldwide every day for the brand. Mast-Jägermeister SE owes its great success to the work of its committed employees, who are passionately committed to the common goals of the company.

The Jägermeister production system

In 2017, the expansion and relocation of production lines in Wolfenbüttel Linden resulted in one of the largest and most modern spirits bottling plants in Europe. Driven by the vision of the new production system "Excite customers, hunt down wastefulness, master processes" the new Jägermeister production system (JMPS) was developed in cooperation with Porsche Consulting. The introduction is intended to drive goals such as efficiency and growth and to achieve greater flexibility in order to be able to respond to current trends.

The Dialog Picture

The principles of the production system are represented by 4 massive cornerstones in the production hall: "Lived perfection. Shaping the future. Qualified staff. Lean processes." The End2End value stream, which is geared towards the customer, starts at the top left with the fair purchase of the ingredients and ends at the bottom right with the worldwide delivery of the products. The production with its new principles forms the centre of the dialog picture.

A dialog picture as an effective communication tool for employees

In order for the new production system to deliver its desired benefits, all employees should be fully informed. In order to bridge the gap between theory and practice, an effective, collective as well as emotionalized means of communication is needed. It is intended to provide employees with the content as well as

an overall overview. It is important that every employee finds himself in his or her individual role in the overall process. The dialog picture makes a major contribution here. The visual translation of the topics was developed in the course of a workshop together with the project managers of the end-to-end supply chain by Jägermeister, consultants of Porsche Consulting and DIA-LOGBILD. The basis for this was the visual world developed in advance.

During the workshop, the bottling plant was visited and thus, in a very short time, a highly professional further development of the visual world was made possible. Proposals and corrections were submitted in a very solution-oriented manner on site due to an incredibly high level of comprehension, so that the final visualisation could be completed very quickly. The associated development and final implementation of the image illus-

trates the direct connection of each process step in the entire value chain.

Roll-out of the dialog picture in the company

In order to present both the JMPS and the visualizing dialog picture, all 250 employees of the extended supply chain were invited to a JMPS day-off at the Linden bottling plant.

As the cover image of the invitation, the dialog picture was used, which can now be found on the desk of many colleagues and thus conveys togetherness, recalls the principles of the JMPS and reminds of an enthusiastic day together. At the beginning of the event, the vision and the principles were explained on the basis of the dialog picture. The next day, the employees were able to experience the work of the individual teams at individual exhibition stands and thus get to know individual methods from the JMPS better.



When purchasing our 56 different herbs, flowers and roots, Jägermeister attaches great importance to controlled trade, fair prices and decent working conditions.



Common goals can only be achieved if you are communicated transparently and clearly, if everyone knows the way there and looks in the same direction and pulls together.



The standardized problem-solving process is used for all downtimes of a certain duration. It provides structured support in finding the cause, taking into account different perspectives and finding the solution in cooperation with all parties involved, in order to resolve the cause in a sustainable manner.



Christopher Ratsch
Board member and sponsor of the JMPS project

"We started a joint trip with Porsche Consulting in 2019, which was a lot of fun for us. For us, the empowerment of our employees on the shop floor is a central aspect. Because they know the processes best, they are a part of them. I am convinced that our employees want to do the best possible job and want to constantly improve themselves and their processes,

so you have to leave them and trust in their skills. Our responsibility in the leadership is to provide our colleagues with the necessary resources. This also includes dialog-oriented processes, such as those we have developed together."

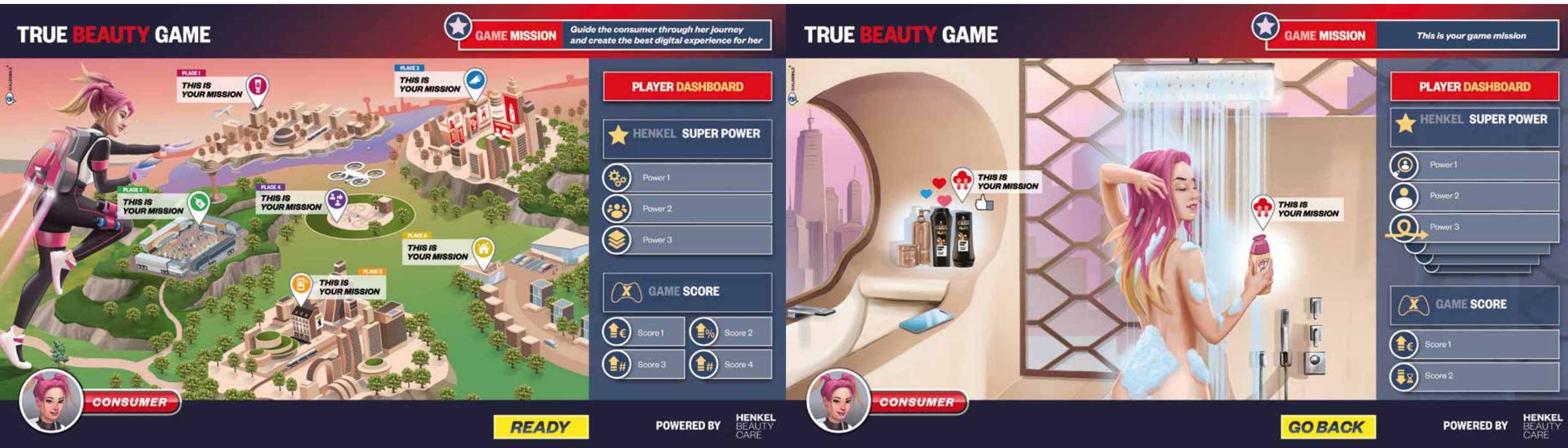


TRUE BEAUTY GAME

HENKEL BEAUTY CARE DIGITALSTRATEGY

CONSUMER TOUCHPOINTS

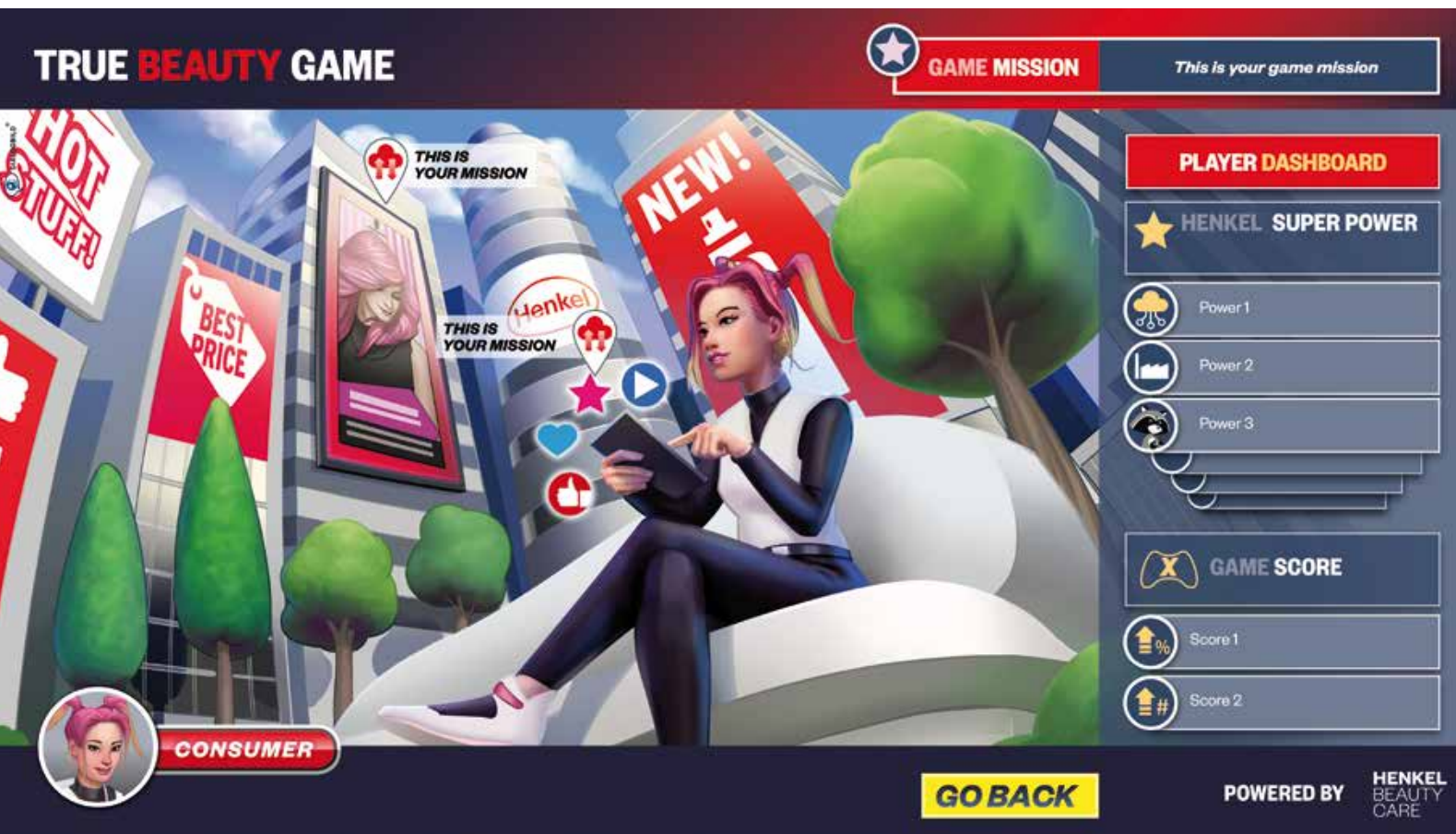
FROM THE STRATEGY



The Dax group Henkel operates worldwide with leading innovations, brands and technologies in the three business areas Adhesive Technology, Beauty Care and Laundry & Home Care. Founded in 1876, the company now employs around 53,000 people worldwide. The Beauty Care division is active in the consumer business for hair cosmetics, body, skin and oral care as well as in the hairdressing business. Well-known brands are Schwarzkopf, Dial or Syoss. In order to present the digital strategy of the Beauty Care business unit in an innovative way and to communicate it to the employees, Henkel commissioned a special dialog

picture. In the optics of a modern video game, the viewer should be given an understanding of the various playing fields and missions that are important for the success of the customer-centric digital strategy. In addition, particularly relevant key figures and skills are displayed for the respective mission, which enable the best possible customer experience and thus the success of the mission. In the analogy of a video game the symbolism is representative of the digital future at Henkel Beauty Care. The concept was developed in several rounds of digital briefings and workshops. A dialog picture moderator and a dialog picture illustra-

tor have worked closely with the project managers. After the concept phase, the sketches of the overall visual world and the mission worlds were created. The illustrators worked out the individual scenes accordingly in the coordinated gaming optics. Finally, the dialog picture was programmed in an interactive version. This allows the customer to host the image on their intranet servers as an HTML5 version or use it as a local application on iOS and Windows computers. The user can use the various click points to zoom into the various missions and find out more about the content of the Henkel Beauty Care digital strategy.



Tim Petzinna
Corporate Vice
President Growth
& Digital Office

"Our strategy describes the successful future of digital marketing at Henkel

Beauty Care. DIALOGBILD makes it possible to experience visually how we accompany our consumers in their everyday lives and inspire them with digital solutions at various touchpoints. In close cooperation with DIALOGBILD we have developed a completely new visual language in gaming style. The convincing implementation enables us to

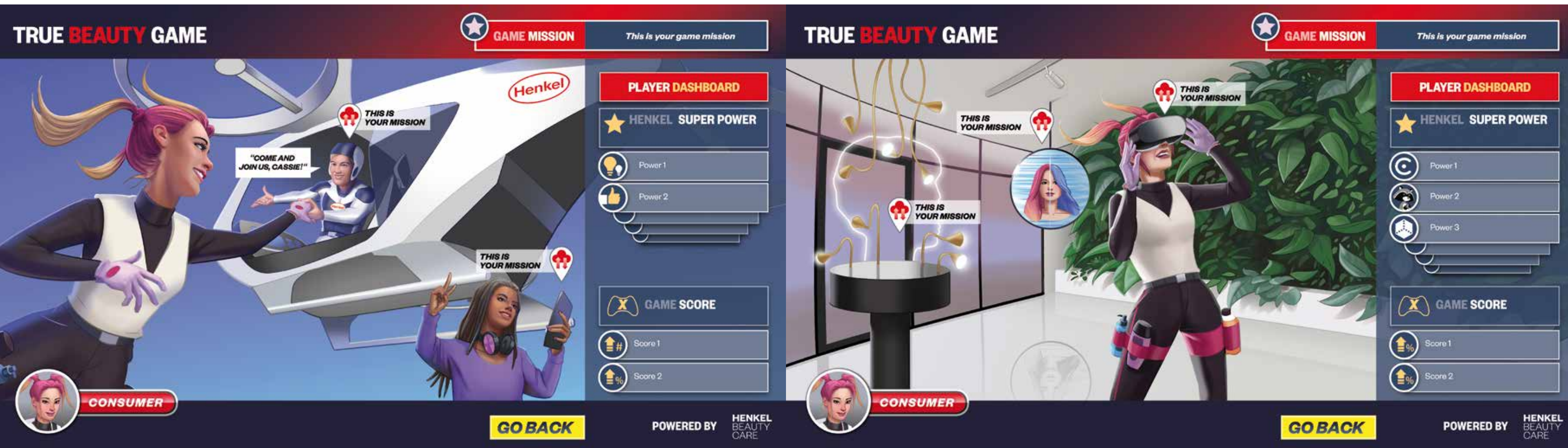
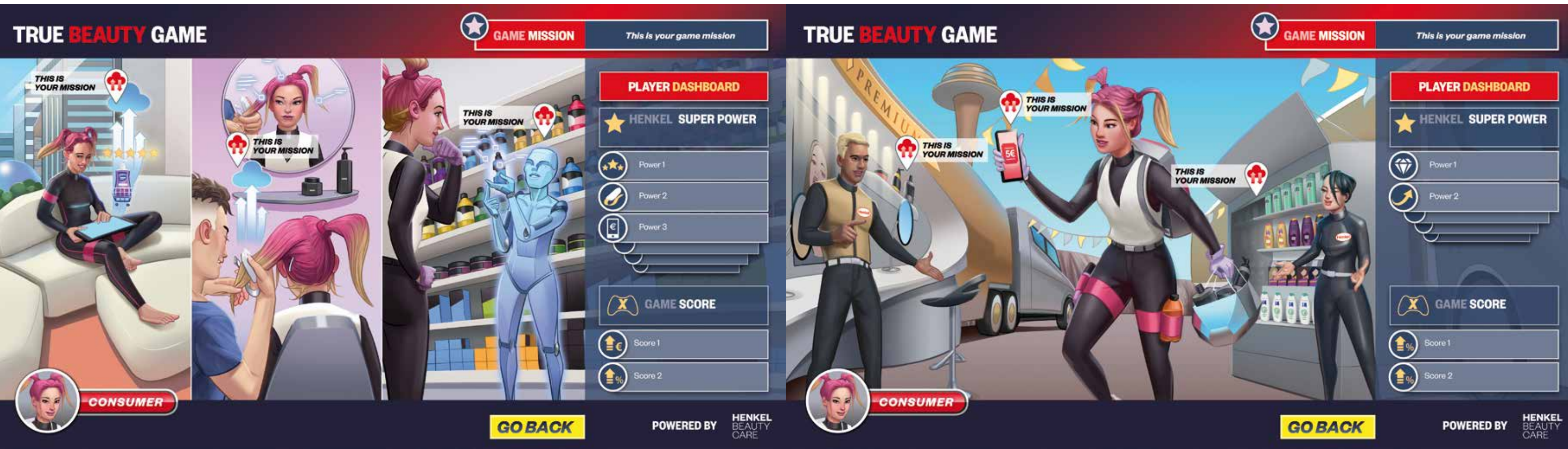
transport our vision and spark enthusiasm for digital marketing throughout the company."

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the QR code.



CONSUMER TOUCHPOINTS

FROM THE STRATEGY





**HAIR
HAUS**
MIT LEIDENSCHAFT FÜR FRISURE.

VISION PICTURE

FUTURE-ORIENTED AND INNOVATIVE

Hair Haus has set itself the task of positioning itself in the market for hairdressing supplies in a new way and thus expanding its own image: instead of functioning purely as a

wholesaler, Hair Haus is developing into a partner for salon owners and hairdressers who want information, consulting, training and other services. With a future-oriented and

innovation-happy mission statement Hair Haus would like to accompany and lastingly promote the development of the partnership salons.

The dialog picture is to offer a clear representation of the total concept, on one hand in order to let the new positioning become recognizable for the customer and on the other, to give the various levels of internal employees an idea of the new concept and to offer a multi-dimensional discussion basis.



Dr. Michael R. Geiß
Head of
Digitalization,
Ecommerce and
Corporate Strategy
HAIR HAUS GmbH

"As part of our sales conference, our new mission statement was to be presented, which is dedicated to the potential and driving force of partnership and togetherness. We wanted to enable the participants to immerse themselves holistically in the new mission statement, which we succeeded in doing very well with the dialog picture."



TradeDialogbild Light

AGRAVIS Raiffeisen AG is a modern agricultural trading company in the seg-

CHANGE COMMUNICATION

OUR WAY INTO THE FUTURE

ments of agricultural products, animal nutrition, crop production and agricultural technology. It also acts in the areas of energy and Raiffeisen markets. With

over 6,300 employees, the AGRAVIS Group generates a turnover of 6.4 billion EUR and is a leading company in the industry with more than 400 locations,

predominantly in Germany. International activities exist through subsidiaries and affiliated companies in more than 20 countries and export activities in more than 100 countries worldwide. In order to make the entire company fit for the way into the future, the AGRAVIS Board of Management initiated a pro-

cess in 2020 in which current challenges and future requirements are addressed in a positive, profitable and dialog-oriented manner. The aim is to sensitize managers and employees thematically and on the basis of an evolving corporate culture in order to shape the change process together. It was and still is import-

ant to involve all employees as much as possible in the development of the guiding principles for a continued successful future. For this reason, AGRAVIS decided to use the dialog picture as a supportive tool in order to reach all employees and to invite them to a dialog about the future of AGRAVIS.



CHANGE COMMUNICATION

OUR PATH INTO THE FUTURE

The target image "AGRAVIS 2030" was initially developed as the basis for the dialog picture. This written vision was the foundation for discussing the messages, values and future focus topics in numerous workshops with different members, which were then reflected step by step in the dialog picture. The change in the company could already be initiated through this process.

The rollout on the employee level and

thus the discussion of the topics of the dialog picture is carried out by the managers. They discuss the scenes of the dialog picture with their employees and derive what the messages mean in concrete terms for their own department or society. The dialog picture is a tool that is particularly suitable for the decentralized structures of AGRAVIS, as each company can work with the tool independently. For this purpose, the managers were provided with supporting ma-

terials and the guidelines that match the dialog picture.

The progress on the way to "AGRAVIS 2030" is continuously checked and compared with the goals that we have set yourself. The dialog picture is a helpful tool to always have a visual anchor point for the different topics and to quickly give new employees an orientation for the future topics.

INDIVIDUAL SCENES AND THEIR MEANING



Innovative ideas for customer loyalty

Innovations are presented to colleagues so that they can develop ideas on how the Innovation can best reach customers. It's not just about the way, but about the successful business model for customers and AGRAVIS.



Finding the best solution across departments

We work together and across departments to find the best solution for our customers. With clear responsibility, the offer is generated from the experience of the individual business areas and the broad knowledge that AGRAVIS has at its disposal.



Create the "+1" for customers at eye level

AGRAVIS is characterized by its special closeness to the customer. We are proud of that. The customers place their trust in us because they always receive the "+1" for advice / support from AGRAVIS. We always meet our customers on an equal footing. This relationship creates a win-win situation for both sides.



Melanie Komossa
Head of Recruiting
& Employer Brand

"The vision of the future outlines here, looks ahead from today's perspective. It is intended to give mana-

gers and employees orientation, to illustrate the goals and the strategic direction. In addition, it also contains cultural elements that are necessary to achieve the vision. In other words: Are we at AGRAVIS ready for this future, do we have the right mindset and a corporate culture that is ready to change? In order to discuss these important questions, we have chosen the instrument dialog picture and are

enthusiastic about how it is being accepted in the organization. The topics and ideas of the employees are often even more profound than we suspected at the beginning. Now it is up to us as a company to continue this successful start and implement it. We will continue to use the dialog picture as an anchor for this."



PEOPLE@PUMA

People@PUMA is a standardized and international Talent Management System. This system captures evalua-

tions, derives developmental measures and identifies talents.



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Simply scan
the QR code.



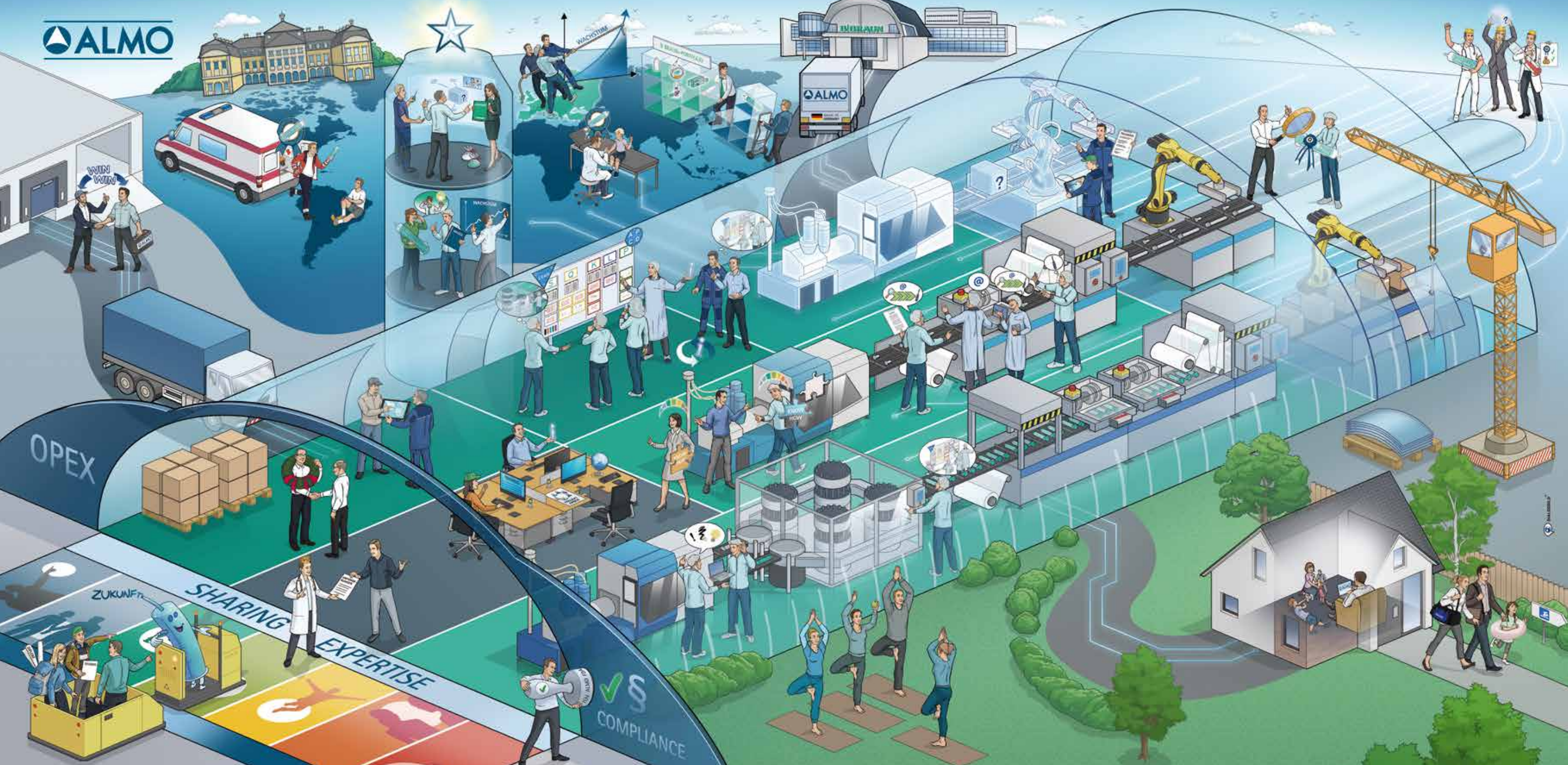
Katrin Niekrawitz
Manager HR
Development

"With the dialog film designed for PUMA to introduce our talent

management system "People @ PUMA" we have found an ideal format to inspire our employees worldwide.

In about three minutes, executives and employees will learn about the key features and characteristics of "People @ PUMA" in a vivid and entertaining way that contributes to acceptance and satisfaction with the system and its benefits.

DIALOGBILD was a very competent partner in the implementation of the project. Already at the first appointment, the most important contents were transferred to a creative concept and visualized as scribbles. Through regular feedback loops, the final film was completed in a timely manner."



THE TARGET PICTURE

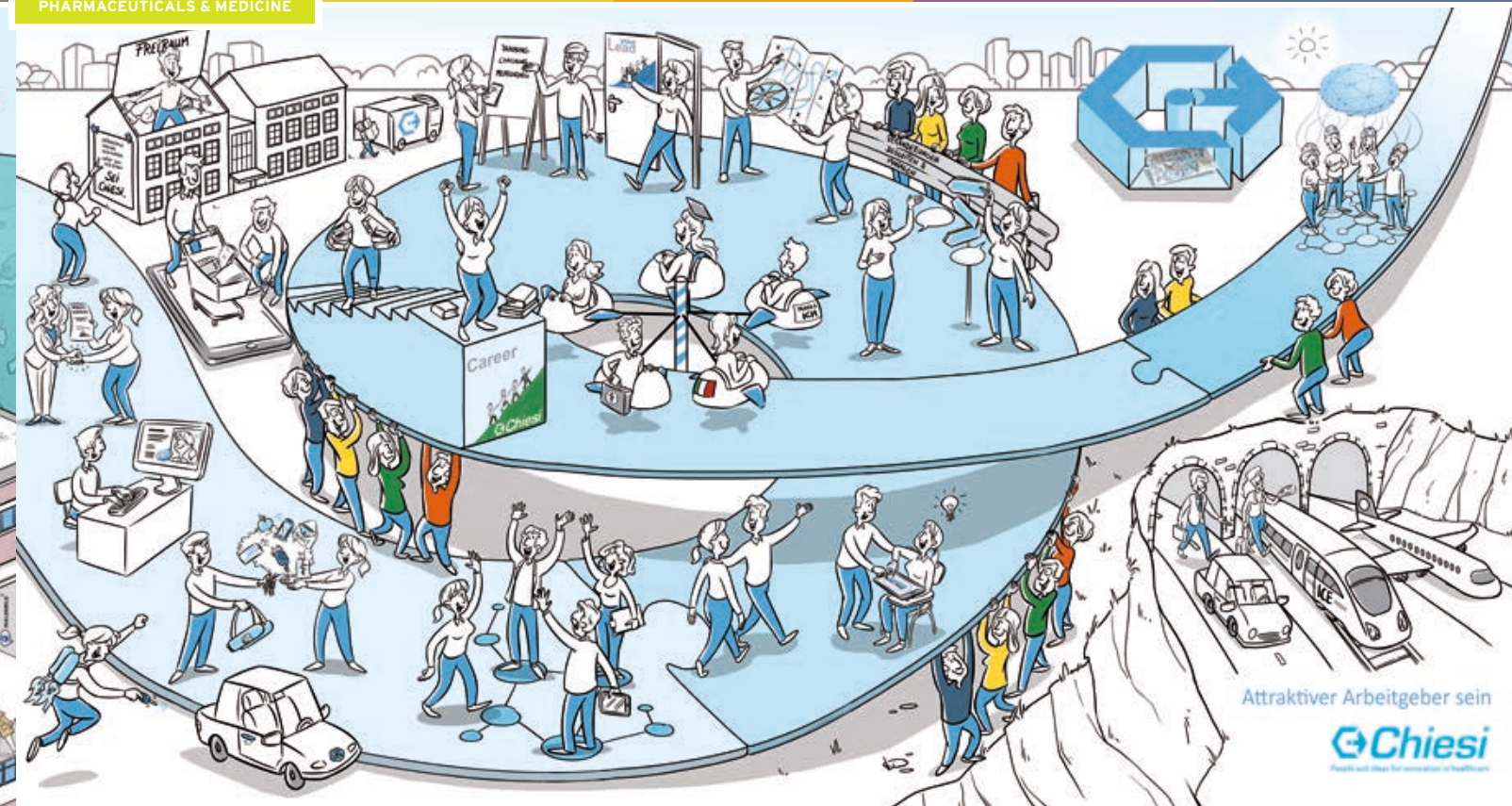
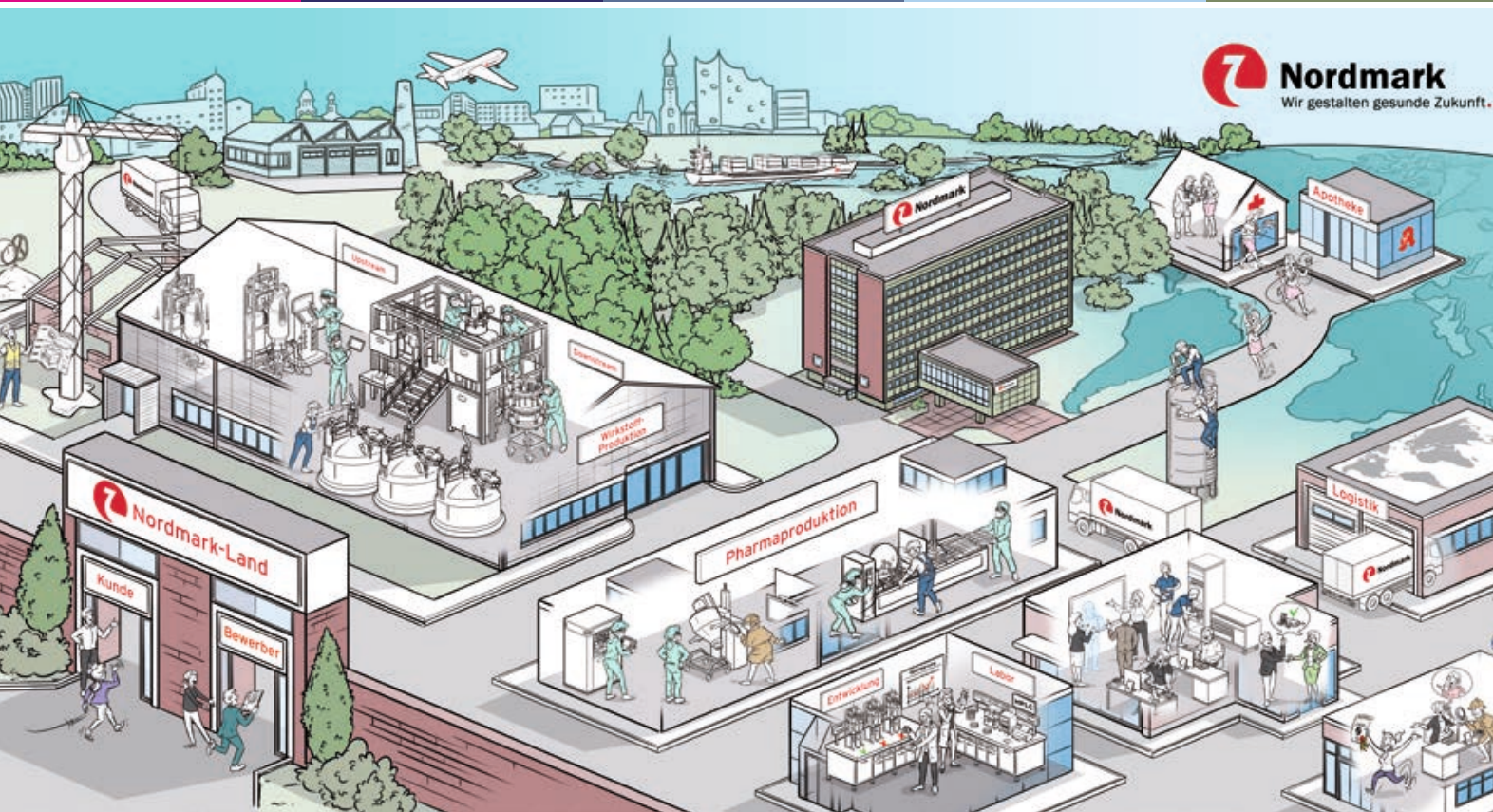
Creating transparency about the target system, making it understandable and easy to communicate to all employees, providing the opportunity for personal identification and describing the way into the future to ultimately provide a higher-level orientation for the entire company - these were the reasons why ALMO decided to create a dialog picture.

Together with DIALOGBILD and Goldpark as professional partners, a dialog picture was developed and implemented for ALMO. During the first step, the already existing target system was supplemented by a "north star" and derived core statements. This creative process was moderated and supported by Goldpark.

The target picture was developed on the basis of the "north star", key messages and ALMO's strategy and corporate mission statement. It was important for the company to integrate employees and executives into the development process. Therefore, executives and employees of all departments as well as members of the works council participated in three workshops.

The Dialog Room





NORDMARK-LAND

WE SHAPE A HEALTHY FUTURE.

Nordmark is a pharmaceutical company headquartered in Uetersen. Around 600 people are currently involved in the production of active ingredients and pharmaceuticals of biological and biotechnological origin, which are the company's core competencies.

With the right technology and the necessary know-how in its workforce, Nordmark has successfully positioned itself internationally in this niche. To show the diversity and competence,

as well as the cohesion and commitment of each individual in a common picture, Nordmark turned to DIALOG-BILD. The picture shows the Nordmark country with the different buildings of the business units. In the upper left corner, the supply chain starts at the logistics center, which is the first supply point for active ingredient production. After testing and processing of the active ingredients by the employees, the pharmaceutical production begins.

Here, after further processing, the finished product is created, which is then packaged and labeled with the Nordmark logo. Other work processes such as research and development, customer consulting and price negotiations, but also inspection and approval are shown in the lower right corner. All these processes together lead to Nordmark being able to ship the manufactured products.



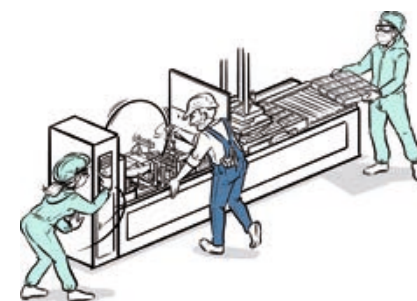
Development

A research & development staff member tests several samples on the parallel reactors.



Laboratory

In the laboratory there is an HPLC, Petri dishes, Erlenmeyer flasks. A lab employee in a white coat waves the Erlenmeyer flask in the air.



Labeling

In the packaging line, the batches are packaged, labeled and then marked with the Nordmark logo.



People and ideas for innovation in healthcare

DECIDE. MAKE. WIN.

USE THE FREEDOM. BE CHIESI.

Chiesi is dedicated to the research, development and distribution of innovative prescription therapeutic products in the fields of respiratory, neonatology, transplantation and rare diseases. Founded in 1935, the company currently employs more than 4,800 people in 26 subsidiaries worldwide and sells its products in more than 70 countries. More than

300 of their Hamburg employees work in internal and external sales.

The project "Chiesi - being an attractive employer" covers a multitude of topics in the area of human resources. An internal employee survey has shown that the offers of the HR management were not recognizable for everyone.

The department has grown immensely over the past two years and has become more complex. Therefore, it's a good time to make HR's offer easy to understand for everyone.



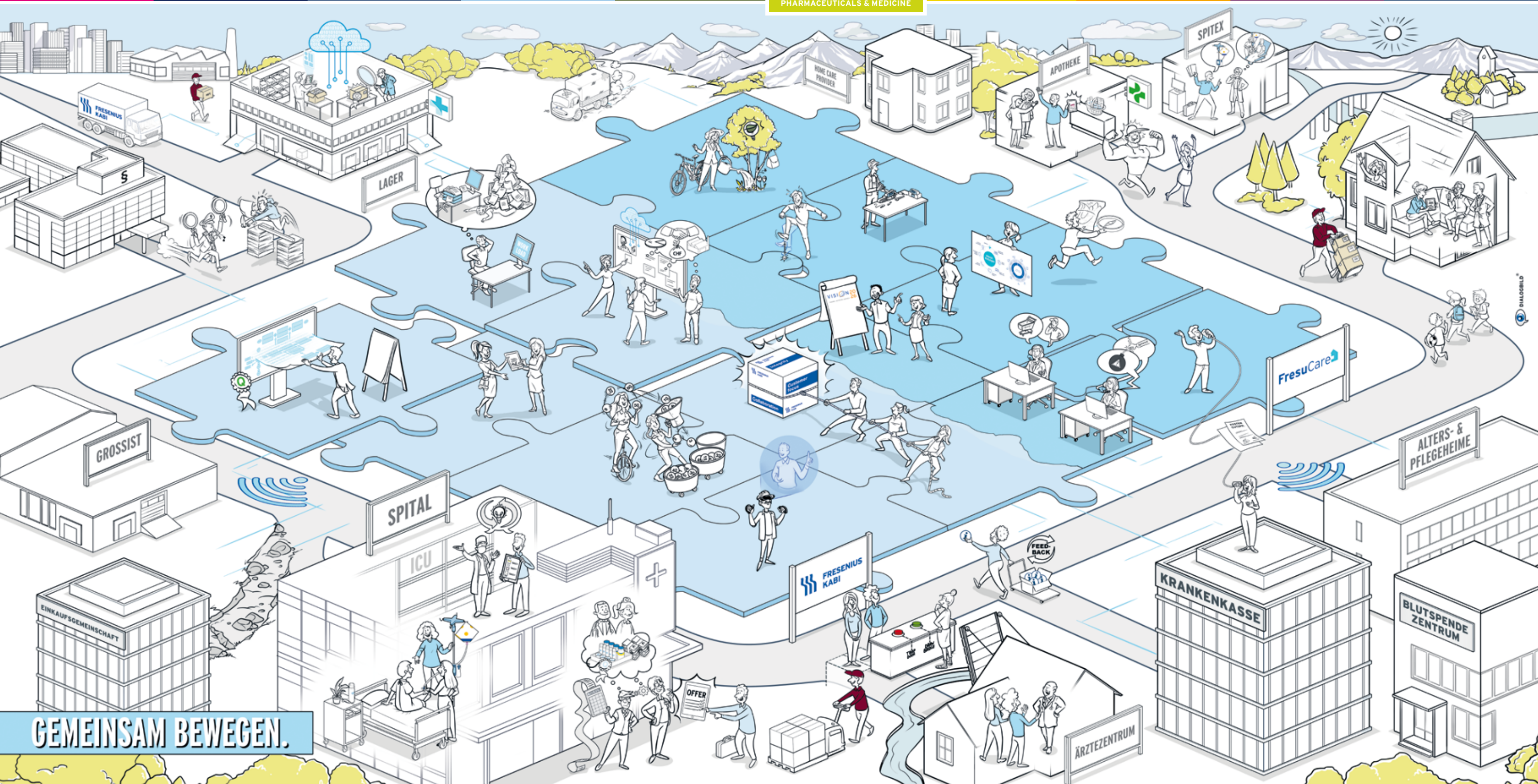
Oliver Grafender
Director Human
Resources Chiesi

"The cooperation with DIALOGBILD was highly professional and at the same time informal - it was a lot of fun. The employees of DIALOGBILD have led us excellently in the process of developing our picture. The most

impressive thing for me personally was the additional clarity that has arisen in our team through dialog and visualization. Suddenly it was easy for all team members to communicate our story in a memorable and clear way. Likewise, the perception of the areas of activity of the departments - especially in the department itself - has risen, which has a positive effect on the self-confidence of the employees. For me this is the best form of presentation. We had the picture printed on acrylic glass and hung it in the hallway. Thus, it is present to all employees.

After completion of the picture we used the presentation training. Here as well DIALOGBILD came up with an innovative and appealing proposal. The journey from the individual scenes to the "dialog picture" was exciting to see / experience - with a conclusive "eye opening experience".

DIALOGBILD receives our unconditional recommendation. We will use more of their instruments over the course of the year!"



MOVE TOGETHER

FRESINIUS KABI SCHWEIZ

Fresenius Kabi is a global health care company providing essential drugs and medical technology for infusion, transfusion and clinical nutrition. Its products and services are used in the treatment and care of critically and chronically ill patients.

In Switzerland, Fresenius Kabi has for many years been one of the leading companies for products that help to ensure the best possible therapy and high application safety in everyday medical care - they have a team of about 120 employees here and about 40,000 employees worldwide.

With the intention of presenting the business environment of Fresenius Kabi (Switzerland) AG and its subsidiary as simply and comprehensibly as possible, Fresenius Kabi came across DIALOGBILD and has come to appreciate it as a unique medium. Especially the company's innovations, such as

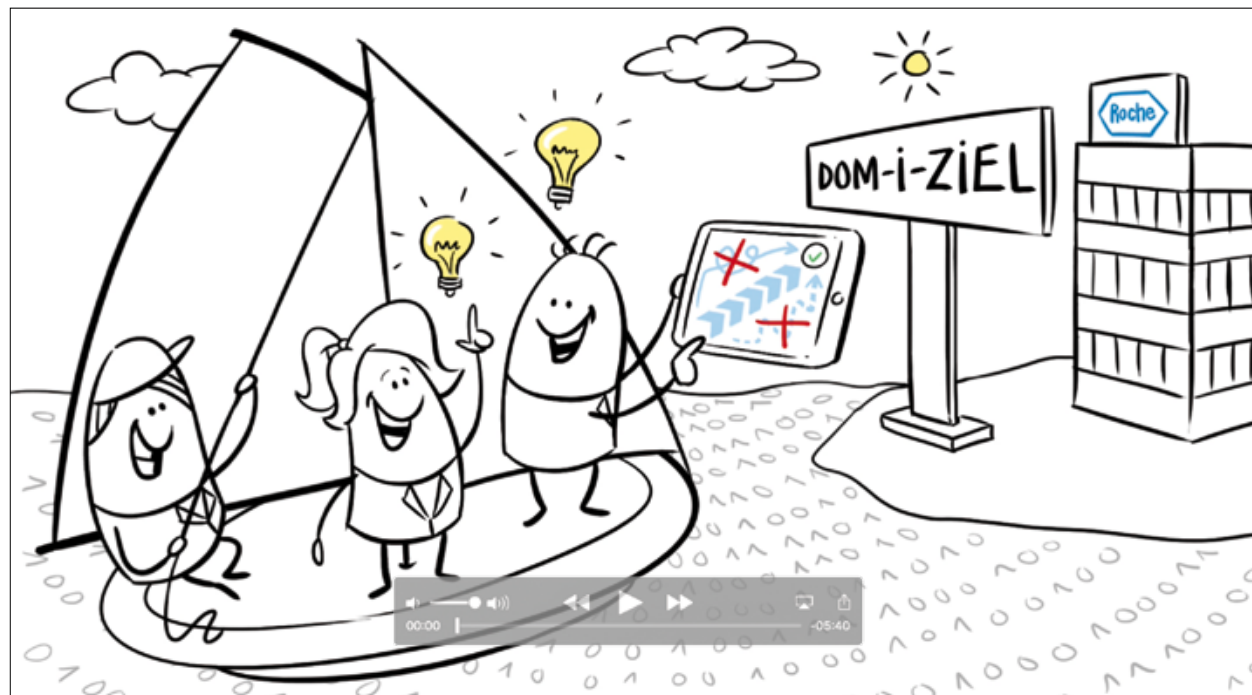
a subsidiary, could be communicated to the employees clearly and without language barriers.

The aim was to create a visual basis that represents the business of Fresenius Kabi (Switzerland) AG and its subsidiary FresuCare AG as well as its environment. In this way, they are striving to bring the workforce even closer together and to further stan-

dardize perceptions about their activities, their approach, and their priorities. This is to be achieved both through selective involvement in the development of the pictorial representation and through regular presence and use of the representation in the work on strategic development, processes and improvements.

Primary target group: employees of Fresenius Kabi (Switzerland) AG and FresuCare AG

Secondary target group: customers, job candidates, business partners, political and economic stakeholders



IT-STRATEGIE

THE DIGITAL TRANSFORMATION PROCESS

Roche Diagnostics, the world leader in in-vitro diagnostics, has commissioned DIALOGBILD to develop a dialog film as part of the introduction of a new IT strategy. The dialog film serves for process optimization in the DOM area. The aim of the new strategy is to streamline measures and achieve goals more effectively. Diagnostics Operations Mannheim, or

"DOM" for short, ensures worldwide care for patients, laboratories and hospitals with diagnostic reagents and test strips.

To this end, DOM, the largest division with 1,800 employees within Global Diagnostics Operations at its two German sites in Mannheim and Penzberg, produces a wide variety of products for

in-vitro diagnostics.

The purpose of the film is to bring the added value of the new IT strategy to employees at DOM and increase their willingness to work according to this strategy. The storyboard was developed jointly by DOM and DIALOGBILD within a one-day workshop.



Meliha Berber
Manager
Communications
& Events

"Digitalization, big data, paperless production, digital transformation - these and many other buzzwords not only oc-

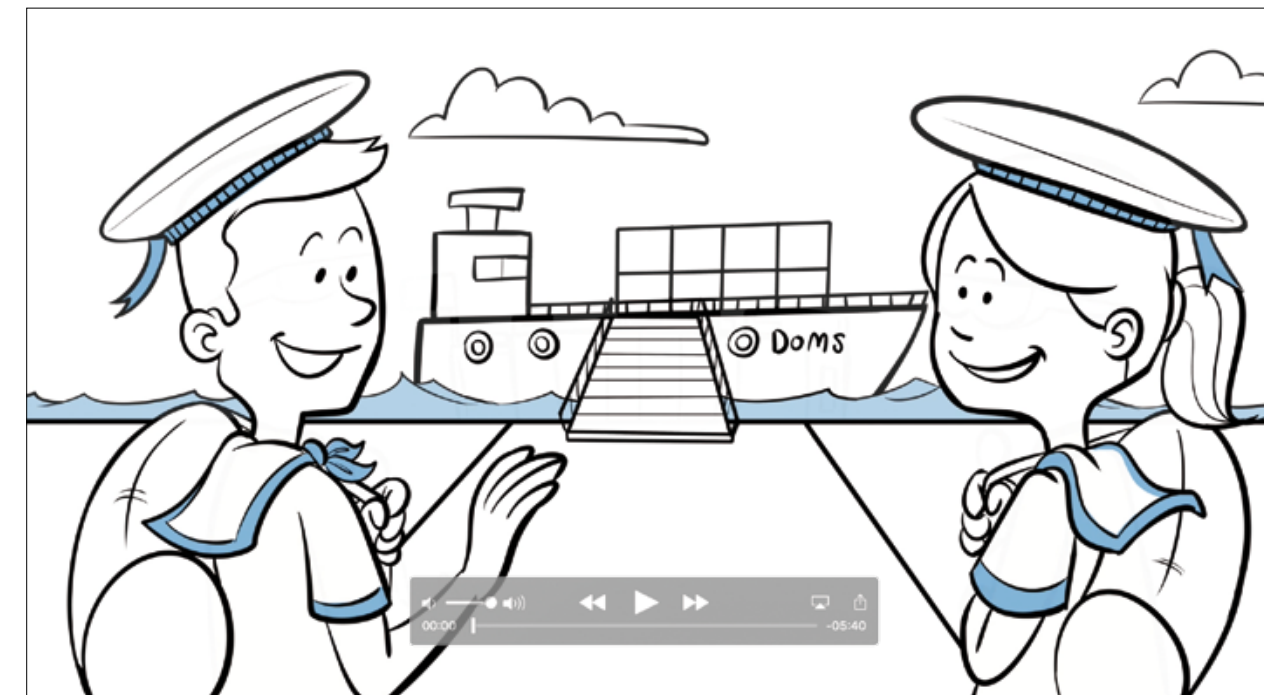
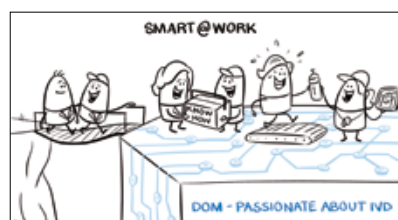
cupy us, but the whole world.

With the scribble video developed for Roche Diagnostics Operations (DOM) for our Diagnostics Operations IT strategy, we have succeeded in describing the vision of the future for the Mannheim and Penzberg locations. It essentially serves as an orientation and support for the long-term digital transformation process. With Dialogbild we quickly deve-

loped a great concept and implemented it. We look forward to further visualizations and good cooperation. Many thanks to the whole team."



Try it now!
Simply scan
the QR code.



ZUKUNFT@DOMS

DIALOG FILM FOR THE CURRENT STATE AND COMING CHALLENGES

ROCHE Diagnostics, with its approximately 17,200 employees, looks after patients' wellbeing in Germany. They are the second largest country representative within the worldwide ROCHE group. The two business areas, pharmaceuticals and diagnostics, are represented across the entire value chain in Germany: from research and development, over production, logistics to marketing and distribution of innovative products. Next to the focus on the German market, all four locations include global functions. ROCHE Diagnostics has strong roots and always looks towards the future. Because of this, they constantly invest - in their German locations, in technologies and new solutions, in research and cooperation, in the environment and society and in their employees.

The main department DOMS (Diagnostics Operations Mannheim) is a part of ROCHE's value chain, which ensures the worldwide supply of patients, laboratories and hospitals with diagnostic reagents.

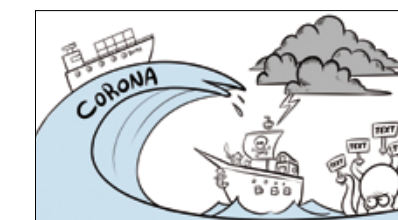
Like many organizations nowadays, DOMS faces many challenges, not the least of which through the continuing COVID-19 pandemic. In order to prepare for these challenges alongside their employees, the main department DOMS planned a call to action through a dialog film. This film reports on the current situation and the coming challenges. The film gives the courage to seize new chances and to look to a successful future together. A metaphor serves as a visual anchor: „We all sit in the same boat with

course set towards the future." The two main characters Sonja and Anton board the ship and exchange their experiences during the lockdown.

The dialog film was presented to the employees during a digital information event and the exchange of ideas was encouraged.



Try it now!
Simply scan
the QR code.





CARDIAC INSUFFICIENCY

TREATMENT PATH

ANregiomed is an association of the clinics Ansbach, Dinkelsbühl, Rothenburg and the Praxisklinik Feuchtwangen. A total of 813 beds are available for the treatment of acute-care patients. In the major departments and the specialist departments, approximately 2,500 employees work to provide for 40,000 acute-care patients each year. In addition, there are several thousand outpatient surgeries. Following the motto "competence with service and charm", the association ensures health care in the city and county Ansbach.

Objective: Within the ANregiomed clinics, cardiac insufficiency is one of the main diagnoses. Therefore, heart and vessels of the cardiac insufficiency treatment process, in which the patient is the focus, should be visualized within the clinic-cross-competency network. While the workflow is a matter of course for the clinic staff, it is often difficult for the patients to understand what is behind the many specialist courses and the individual measures.

Target groups: For the first time, the

dialog picture was presented on the 10th cardiology anniversary. In addition to the many professional groups in the clinic, including specialists, nursing staff, nutritional counselors and more, relatives, volunteer helpers and house doctors should also recognize themselves in the picture. People that are not familiar with the topic should be sensitized to the related issues. It reflects the different roles and fields of activity of the employees as well as the detailed visualization of the workwear, workstations and medical devices.

INDIVIDUAL SCENES AND THEIR MEANING



House doctor

The patient has swollen legs and is short of breath, so he visits a family doctor. ANregiomed maintains close contact with the house doctors, as these provide an important interface to the patients. The physician is informed about the symptoms of heart failure and gives a preliminary finding for the doctors of ANregiomed.



ECG

In the context of diagnostics, the patient is examined by means of an ECG. The electrodes are connected via cable to the ECG device, which records the cardiac activity. The classic ECG is performed on a supine, relaxed patient and is therefore referred to as Resting ECG.



OP

In severe cardiac insufficiency, which is not or not sufficiently responding to a drug treatment, various surgical procedures may be necessary. Such as, for example, pacemaker implantation. In addition to the surgeon, a member of nursing staff takes care of the patient during the operation and the anesthetist monitors the anesthesia and ventilation.



Priv.-Doz. Dr. med. C. Wacker
Total cardiology

"The hospital association ANregiomed is based in the region of Mittelfranken, Bavaria. We ensure regional health care through the hospital sites Ansbach, Dinkelsbühl and Rothenburg. A particular focus is on cardiac patient care. A common treatment pathway for the disease pattern of cardiac insufficiency was coordinated between the three sites. However, what often seems

to be very useful for the physician at first sight, is often incomprehensible to the patient. The terms and expressions are not to be found in the everyday vocabulary, and the patient, at best, may only know a cardiac ultrasound from television. It is important for the treating physician to address the patients' questions and to take their worries and fears seriously. The patient should understand what it means to be suffering from chronic heart failure and what they should look out for. The treatment guidelines and pathways used by the doctors should be presented as simple as possible. It was important that ANregiomed is viewed as a whole and

does not separate into the individual sites. It is precisely the employees dealing with the patient in the care, or in the medical activity, who should recognize themselves in the picture. The clear message should also be the involvement of the house or specialist physician. The patient enters the clinic through the prescriber, and finally they are taken back to the clinician. The cooperation with DIALOGBILD worked very well. We were always informed about the current state and were able to implement large and detailed changes according to our expectations. The new area of hospital care was also presented professionally."



Leukoplast®

FIT FOR FUTURE

FIRST AID DRESSINGS

Leukoplast is a brand of Essity, a globally leading hygiene and healthcare company committed to improving the quality of life through high-quality hygiene and healthcare solutions. Essity sells its products and solutions in around 150 countries and employs around 46,000 people worldwide. Due to the new alignment of the First Aid Dressing portfolio, the company is facing many changes that have to

be implemented in a short time and need to be communicated to all employees.

Essity has therefore opted for a dialog film. The film brings the new brand strategy understandably and entertainingly to the point in 3 minutes. For the development, a joint briefing with the customer took place, during which the contents were collected and

structured. On this basis DIALOGBILD created the storyboard and after final tuning the film. The dialog film was presented for the first time at a management event and subsequently published on the intranet.



Brigitte Misch
Global Product
Manager Pharmacy

"To communicate a complex issue with a global impact clearly and easily to all levels of the organisation while creating enthusiasm for the common strategy was our goal - and we succeeded! With the DIALOGBILD team we had the partner with the optimum mix of professional project manage-

ment, creativity and humor to develop our dialog film according to the target group."



Leukoplast®

The new Leukoplast eco is a disposable plaster made of at least 90% renewable raw materials such as bamboo fiber, while meeting the usual quality and functional standards. The illustrations for the plasters for "Leukoplast eco kids" were designed by DIALOGBILD with the aim of translating the theme of sustainability into an overall visual composition that embodies the principles of the new product line in terms of both color and motif: Sustainability meets proven quality. The "Leukoplast eco kids" design variant is intended to appeal in particular to the younger target group and, despite sustainable production, does not forego a lively design.

COMMITMENT TO PROTECTING THE ENVIRONMENT THROUGH SUSTAINABLE PRODUCT DESIGN

With the topic of sustainability, the Leukoplast brand is doing its own pioneering work, which means dealing with new contexts and successfully communicating these very topics within the company.

In order to have an experienced and professional partner on board to support the communication of new and very complex topics and messages and to offer the own team the possibility to learn the current elements and contexts in a playful and self-didactic way at their own pace, Essity once again turned to DIALOGBILD.



Brigitte Misch
Global Product
Manager Pharmacy

"The start of a new project is always characterized by the enthusiasm and simultaneous challenge brought about by previously unknown subject areas. This is exactly what we encountered when we launched our first project with sustainable materials and sustainable product design "Leukoplast eco". We were faced with a complex entity that we not only wanted to understand together, but also to design. To do this, it was necessary to reach the internal marketing and sales channels of all country subsidiaries with a suitable medium. Before we decided to work with DIALOGBILD, we gathered ideas and requirements that the medium

should fulfill. First of all, it should be able to trigger enthusiasm for the new topic. It is important to us to work through the topic in a playful way, so that everyone can first develop a feeling as well as an intrinsic interest for the "Leukoplast eco" line. It should also express an invitation to deal with the new project structure at one's own pace, so that each individual has the opportunity to integrate into the new project structure in the best possible way.

Taking into account our wishes, we initiated the creation process with DIALOGBILD, which proved to be extremely professional, structured and creative. The collaboration was always characterized by an inspiring exchange, and at the same time the timeline discussed in advance was reliably adhered to. The final product not only impressed us graphically, but was also very well received by all ranks due to its simple handling and refreshing approach.

approach were very well received. With our dialog image, we succeeded in directing the internal launch of "Leukoplast eco" in a new and equally accessible-participative way for everyone, which is why we can recommend

INDIVIDUAL SCENES AND THEIR MEANING



Our customers are interested in sustainable and responsible living, which is reflected in their daily choices.



Close cooperation with our customers and market research evaluations drive our developments and quality.

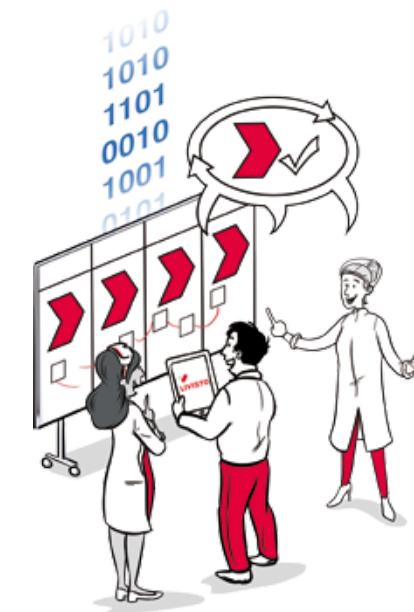
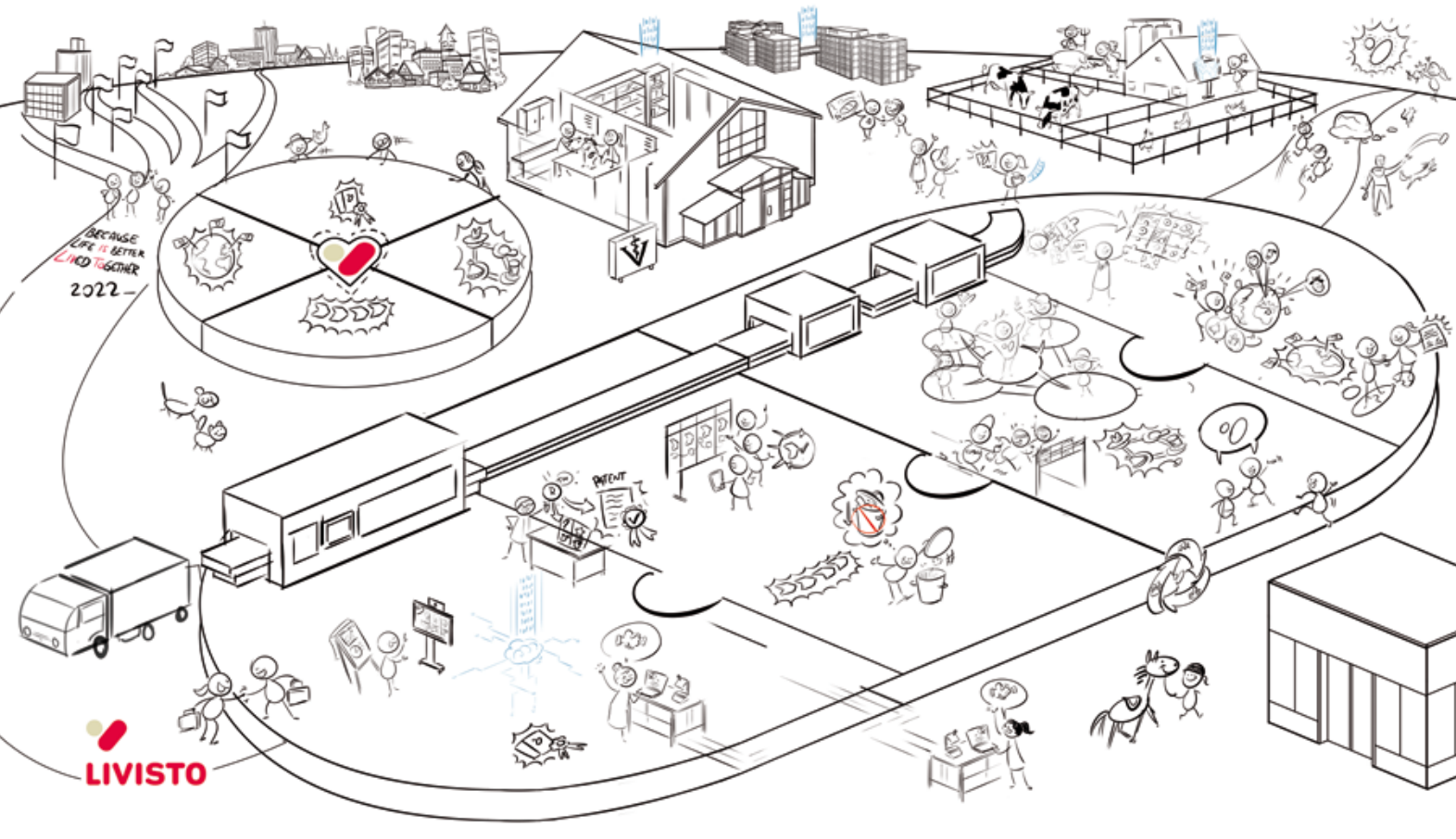


We work together in a cross-functional team that combines strengths from all areas.



With the help of our global supplier network, we can select the best possible raw materials that meet our quality standards of sustainability and naturalness.

INDIVIDUAL SCENES AND THEIR MEANING



Excellent, customer-oriented processes

Excellent, customer-oriented processes are imperative for us. We implement our processes in a lean, reliable, fast and customer-oriented manner. For the optimal implementation of processes, we attach great importance to the successful use of IT solutions. We ALL together constantly contribute to improving LIVISTO.



International cooperation & leadership

We work in an international organizational structure that operates efficiently across borders. We live our international team spirit and value our colleagues. We strive for autonomy, self-responsibility and flexibility. Transparency, open and continuous communication and feedback are of particular importance to us. We believe that collaboration makes us stronger - we benefit from sharing our experience, know-how and networks.



Trustworthy partner with heart

We offer our customers generic products as well as innovative products and solutions. We produce and distribute safe, high-quality products. For our wide range of customers we are a flexible, trustworthy partner. Our customers recognize our daily endeavor under the following motto: Along with you - We are those with heart.



Agile, goal-oriented teamwork

(Unexpected) obstacles and challenges will appear along the way. We find a way to overcome these obstacles through teamwork and agile ways of working. Our goal orientation helps us deal with our fast-paced environment and stay focused. We combine discipline with motivation.



Fabian Ertel
CEO LIVISTO Group
Head of Animal Health
AGRAVIS Raiffeisen AG

ALONG WITH YOU

VISION 2030

"We are pursuing ambitious goals as part of our new strategy. We have initiated a comprehensive transformation and are relying on the support of all employees.

In order to present the many complex topics of the strategy and to create orientation, the decision was made to develop a "Dialogbild 2030" with numerous LIVISTO teams worldwide. The process was accompanied by DIALOGBILD in an extremely professional and creative manner. I am particularly grateful for the high level of commitment and flexibility of our contacts.

The publication has shown us that the content can be explained very well through visualization, is memorable and we have thus created a great basis for the further dialog and implementation process. We have had the same experience at all our international locations."



FIT FOR FUTURE

Helm is a globally active family-owned company headquartered in Hamburg, Germany. The fields of activity are the business units Chemicals, Fertilizer, Coop Protection and Pharma, which our

company with its 1,500 employees takes care of. In the course of the transformation process, we decided to use a dialog picture in order to communicate the different

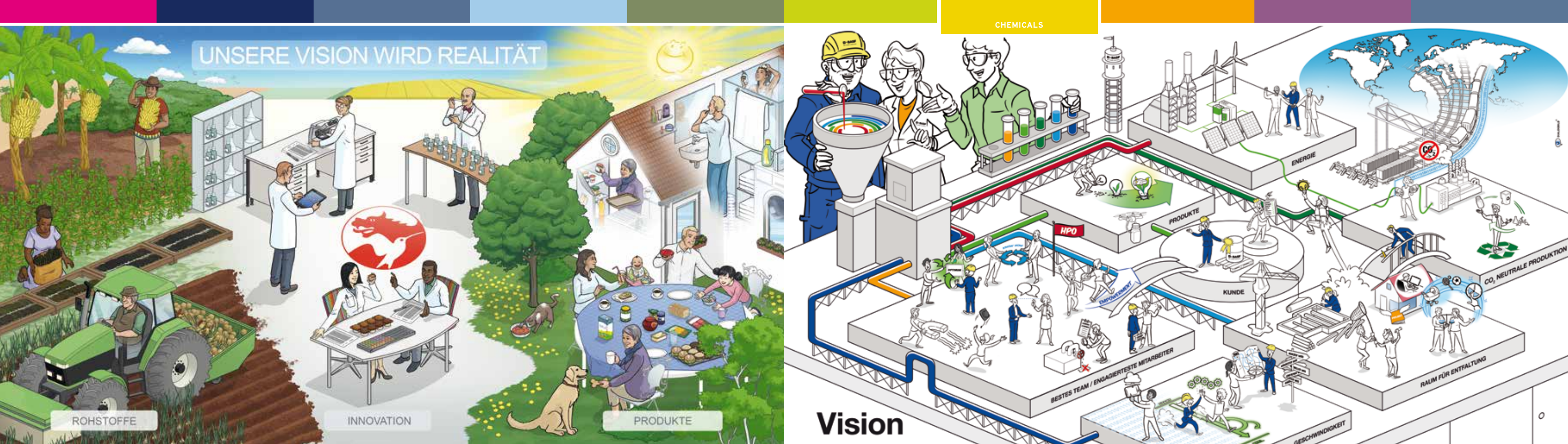
aspects and areas to our employees in an understandable and easy-to-remember way. For this purpose, each employee also received their own picture after the company meeting.



Sophie Oldenburg
Director Corporate
Communications

"As part of our "Fit for Future" program, it was important to us to present as simply as possible how we are making HELM fit for the future. The dialog picture unites all the sub-areas that we are tackling within this framework and also symbolizes the vision of

the program. In this way, the dialog image helps to internalize the overall picture and increases the motivation of colleagues to make their contribution."



OUR VISION

Symrise AG is a global supplier of fragrances and flavors, basic and active ingredients, functional ingredients and product solutions for improved sensor technology and nutrition. With a share of approximately 12 percent, Symrise ranks third in the global market for fragrances and aromas and employs more than 10,000 employees worldwide. Symrise is a reliable business partner and guarantees a high product quality.

In the supply chain, quality consciousness, know-how and creativity perfectly interlock.

In order for these messages to be perceived consistently by employees, customers and partners, we developed a dialog picture according to the motto "see and understand". The following three core areas and their vision were taken into account:

- "We want to know all producers who supply us with raw materials."
- "We are developing innovative products with unique properties."
- "We live responsibly, rely on the highest quality and sustainable processes to help provide consumers with products that meet their needs."



Reinhard Mühle
Director Corporate Communications
Online Media · Digital Communications
Symrise AG

"As a global supplier of fragrances and flavors as well as cosmetics and active ingredients, our business is very complex and diverse. In this context, responsibility and credibility play a central role in the core business of our company. It is not always easy to explain to an outsider in a few words what

our value chain is like. Dialog pictures are excellent for illustrating such processes. The simpler the picture, the better. The picture, in combination with the spoken word and a text to read together, intensifies the understanding of the viewer. At first we had only developed the dialog picture. We wanted to quickly and simply show the viewer how a supply chain by us looks. In a second step, we then developed a slideshow from the picture. Here the individual stages are additionally explained with one or two sentences. We use the dialog picture as well as the slideshow in presentations, on diagrams

and on information terminals. This makes it easy to describe the stations in our supply chain."

Try it now!
Simply scan the QR code.



BASF SCHWARZHEIDE GMBH VISION

BASF Schwarzheide GmbH is an industrial beacon in Lusatia and has been part of the BASF Group since 1990. More than 2,000 employees produce chemical specialties at the production site in southern Brandenburg. The product range includes polyurethane base products and systems, crop protection agents, water-based coatings, engineering plastics, foams, dispersions, laromers and, starting 2022, battery materials. The site is growing and has set itself the goal of CO2-neutral production in the future and piloting the integration of renewable energies.

The new vision for the future of BASF Schwarzheide GmbH is based on four principles. They summarize what the company is striving for:

- We produce in a CO2-neutral manner.
- We inspire our customers, with future-proof products and services.
- We form the best team, with the most committed employees.
- We use our energy, speed and space for development.

These ambitious goals can only be achieved together, with all our employees. A dialog picture is used as a central instrument to initiate and accompany the change process. Based on this, the organization is aware of what makes the Schwarzheide site unique and is working on fully exploiting its potential and continuously developing further.



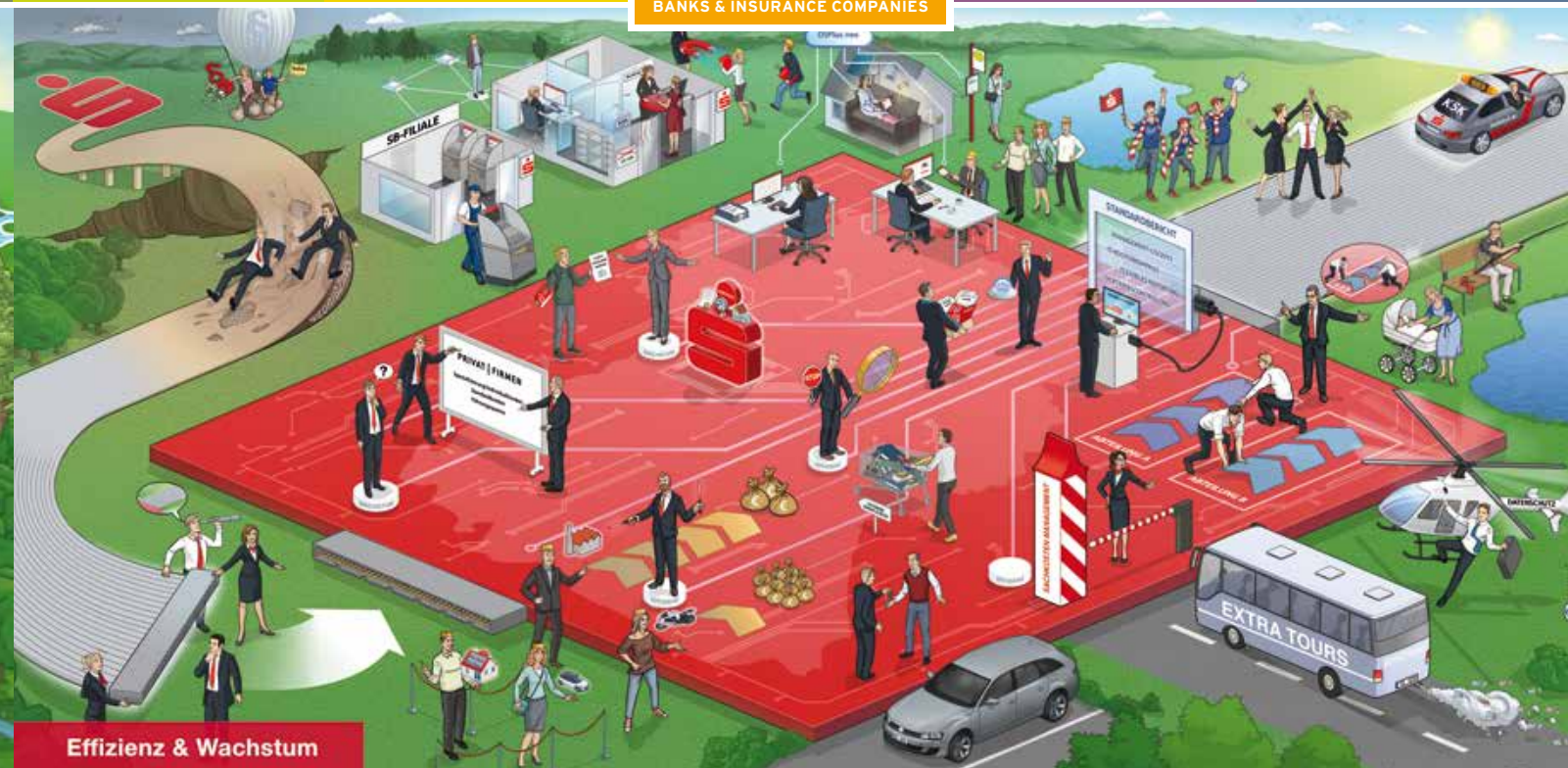
Products for future markets
We produce innovative products for future markets that are at the beginning of their product life cycle and build new value chains and networks at the site. In doing so, we focus on future-proof specialties and products that are ideally suited to our location.



CO2 neutral production
We contribute to achieving the climate targets of the BASF Group and continuously reduce the CO2 footprint of our production site up to CO2 neutrality.



Flexibility and adaptability
We think and act agilely. We react quickly and flexibly to changing conditions and requirements - whether from inside or outside.



STRATEGY PATH

VERTRIEBSSPARKASSE 2020

The Kreissparkasse Herzogtum Lauenburg can proudly look back at their story of success: They are the number one in their region! Still, they do not rest on their laurels, because they know that they are still facing huge challenges.

In order to handle those challenges the Kreissparkasse breaks fresh grounds: Increasing profits through further developing their marketing policy and also improving efficiency by consequently optimizing their processes as well as structures referring to the model of the Deutschen Sparkassen- und Giroverband. All employees are required to actively shape and participate in this change process. Therefore the strategy path has been

communicated with the help of the dialog picture right from the start. In order to have all 650 employees on board, the Kreissparkasse organized a roadshow with the first dialog picture and used an interactive version of the picture to intro-

duce the strategy path. Afterwards the employees were informed biannually about the state of the change process, for which Dialogbild created slides showing a magnifying glass zooming in on individual scenes.



Christoph Herbers
Projectmanager "Vertriebsparkasse 2020"

Dennis Grote
Sub-Projectmanager "Personnel-/Changemanagement"

"A representative employee survey from 2010 shows that our employees are rather unfamiliar with our business strategy even though most of them fully support our business decisions. This result reflects a strong trust on part of our employees, but also tells us that the current communication channels we've been using so far can clearly be optimized. For this reason, we decided to communicate our strategy "Vertriebsparkasse 2020" through a dialog picture and additional action such

as handing out dialog picture-flyers as well as spreading internal corporate information. This proved a success! Another representative survey among employees from April 2013 revealed that 83 % of the employees that have been interviewed, have understood the aims of our strategy path."

EFFICIENCY & GROWTH

COMMUNICATING CHANGING PROCESSES CONVINCINGLY

GOOD. For the customers.
GOOD. For the region.
GOOD. For the economy.

It's important for Kreissparkasse Herzogtum Lauenburg to take responsibility for public welfare. They act as strong partners for their customers, the economy and the region. The Kreissparkasse provide their customers with a long term consulting approach based on the Sparkassenfinanzkonzept, which is tailored to individual customer needs. Kreissparkasse Herzogtum Lauenburg wants to give them the opportunity to make autonomous financial decisions and help them choose the right products to fit their personal life planning. Kreissparkasse offers high-quality services at market-conforming prices

and can be reached in person at 18 service branches throughout the business area. At a total of 16 SB locations the latest devices are available to their customers. Kreissparkasse Herzogtum Lauenburg is committed to a resource-conserving and substance-conserving economy based on their guiding theme of austerity.

Stability of their economic structure, climate protection, adapting social systems to demographic challenges and lifestyle reviews in the face of scarce resources are important fields of action for Kreissparkasse Herzogtum Lauenburg. An essential factor is also the social commitment of Kreissparkasse with significant donations and sponsorship volume in the entire district Herzogtum Lauenburg.

Kreissparkasse Herzogtum Lauenburg are the leading finance partner for small and medium sized companies as well as for self-employed workers in their region. In addition to long-term financing needs, liquidity is often a key requirement for timely order processing in small and medium-sized businesses. Kreissparkasse reliably secure the ability to act for these companies by providing working capital loans. As a strong partner of the region they also contributes to the stability of jobs in their business area.

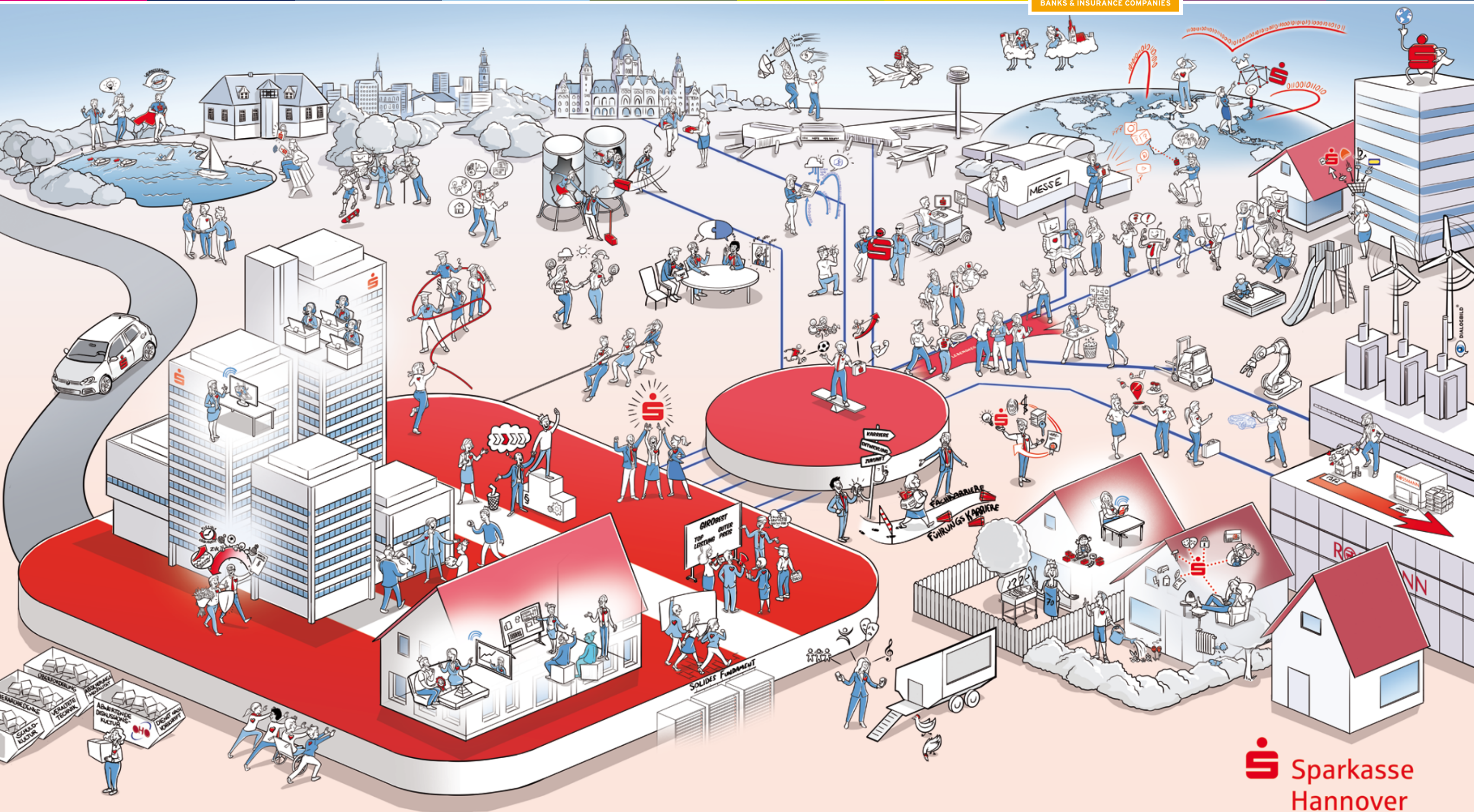


Anne Wohlfahrt
Board of Management Services Corporate Communications

accompany us into the year 2020, it was important to us to take all employees along in the forthcoming measures. Change Management only works if everyone is on board.

We are using a dialog picture for the Second time to visual show our colleagues the way into the future and to enter into a dialog with them about the

planned measures and projects. After the presentation, as part of a kick-off event, it is up to each individual to ask questions, present their suggestions and get involved in the change process, which is very well conveyed via the dialog picture. For me personally, it is a convincing way of communication - unusual for some but efficient."



CULTURE CHANGE

Sparkasse Hannover, one of the largest savings banks in Germany, began to address the process of cultural change as early as the beginning of 2017. In several workshops, the questions "how

is digital change changing Sparkasse Hannover?", "what does Sparkasse Hannover stand for in the future?" and "what common goals do we have?" were discussed from both employee

and customer perspectives and then visually translated.

Low interest rate environment, stricter regulation, high competitive pressure

from banks and non-banks - this situation is the new reality in the banking business. It is not the circumstances that will change, but the institutions that will have to adapt to the new circumstances. Without strategic and operational adjustments, interest-based business models will not work in the low

interest rate environment. In order to maintain their market leadership position in competition with new providers from the FinTech sector, traditional credit institutions must recognise the digital demands of their customers at an early stage and integrate them into their products and services.

Digitisation plays the central role in this present and future challenge. With the dialog picture, Sparkasse Hannover has created a basis for taking a look into tomorrow from a foundation of strength in the here and now. An image that stimulates internal dialog about the future.



Sparkasse
Rosenheim-Bad Aibling

CUSTOMER-CENTERED SALES SAVINGS BANK

Sparkasse Rosenheim-Bad Aibling in the south of Bavaria, near Lake Chiemsee, employs around 730 people and is a strong partner at the side of regional businesses and households.

In the course of its orientation as a "customer-centered sales savings bank", Sparkasse Rosenheim-Bad Aibling has given itself a new target image. The aim is to ensure sustaina-

ble success in sales, which has changed increasingly over the years. To this end, all institute perspectives are to be designed in a customer-centric manner and thus aligned with the

needs and preferences of customers. As a result of this target, the sales structure is being fundamentally redesigned, resulting in significant changes in tasks, responsibilities and organizational positioning for almost all employees.

To illustrate the complex interrelationships of these reorganization measures, the customer groups, their addressing, the requirements placed on sales and the internal perspectives were depicted in a dialog picture. At the same time, the future regional

anchoring of the savings bank in the city and district of Rosenheim could be optimally underlined.

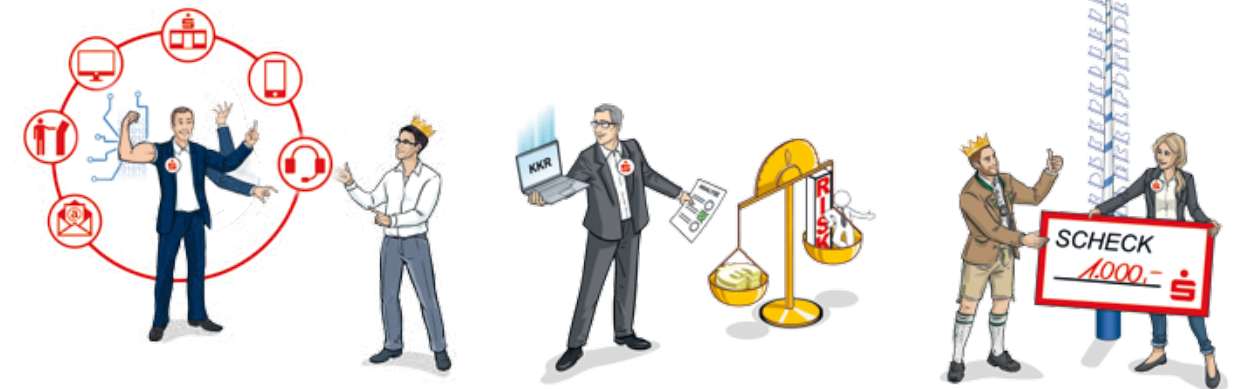
THE ROLL-OUT

The dialog picture, including an interactive version, was rolled out to all employees. In a digital event, the Board of Management provided information about the upcoming changes at the savings bank, the new requirements and the future direction. In the further course of the project, the dialog picture or individual scenes from the dialog picture were referenced in all communication measures (e.g. project newsletters, pre-

sentations in management forums and team meetings in the individual departments). For this purpose, the provision of exempted individual scenes was an important support.

By consistently referring to the dialog picture, we succeeded in following a consistent thread in communication, thereby giving employees the greatest possible security in the change process. In the future, the dialog picture will

continue to be used to communicate the ideas of the realignment as a "customer-centric sales savings bank" both in central communications measures and in the management work of the units concerned. The dialog picture will thus remain an important component of Sparkasse Rosenheim-Bad Aibling's internal communications strategy in the long term.



Omnichannel consultant - customer manager on all channels

Growth in credit business with balanced risks

The Sparkasse is committed to its region

THE DEVELOPMENT OF THE DIALOG PICTURE

The dialog picture was developed during a joint workshop in Bad-Aibling. A dialog picture moderator and illustrator worked together with the project managers and executives on the sketch for the dialog picture. It

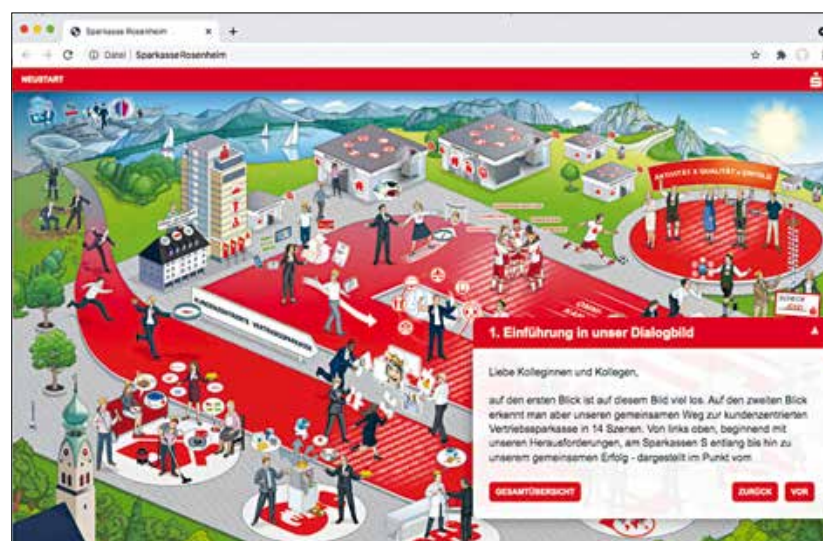
became clear once again that discussions about what should be illustrated and to what extent are essential for creating a common understanding of the company's route. At the end of the eight-hour workshop, the

dialog picture was in sketch form. In the weeks that followed, it was fleshed out by the dialog picture illustrators.

THE INTERACTIVE DIALOG PICTURE

An interactive version of the dialog picture was developed simultaneously.

Via click points, users can work their way through the dialog picture and learn the technical background to the topics. Several click points are accompanied by live action film clips in which the Savings Banks Board of Management and senior executives provide information on the background and objectives of the changes, thereby winning over and inspiring employees to join the company.



Christian Abler
Head of
Organization
Department

"It was important to us to have as many employees as possible with us on the journey of change toward a customer-centric sales savings bank. Due to the diverse messages and complex dependencies that have arisen for many of our employees as a result of the vision of a customer-centric sales savings bank, we deliberately wanted to explore new avenues of communication. With the dialog picture, we tried to inform all employees in a striking and sustainable way without oversimplifying. Written or purely verbal communication did not seem suitable for this purpose.

In an interesting and entertaining development process with the executives involved in the project, we succeeded within a very short time in synchronizing and concretizing the ideas at management level and ultimately visualizing them expressively in the form of a dialog picture. The cooperation with the project management and the visualizer of DIALOGBILD was characterized by great mutual understanding and high commitment, so that in the end a result could be achieved that positively convinced the executives involved in the development process as well as the board of directors and the employees. Even the smallest details, such as the depiction of the region-specific costumes, were implemented to the best satisfaction as the level of detail of the dialog picture was gradually increased.

We consider the interactive version of

the dialog picture, which cross-medially combines the playful visual language with sober written explanations but also videos of the management and upper management, to be particularly valuable. In this way, the dialog image not only serves to illustrate contexts in the short term, but can also be integrated into the change process in the long term. New employees can learn about the philosophy of the savings bank - change topics can be discussed in individual meetings and team rounds on the basis of the dialog picture and independently comprehended by the entire staff in an interactive form. In this way, the dialog picture was able to create a sustainable communication tool that, in addition to conveying information, also contributes to motivation and enthusiasm for the upcoming changes. We can therefore fully recommend the use of a dialog picture in major change processes."



STRATEGY 2023

INSPIRING PEOPLE: PERSONAL - DIGITAL - CLOSE

The Raiffeisen bank in the district of Calw eG is a regional cooperative bank headquartered in Neulach in the northern Black Forest, with a line of business stretching along the Nagold from Ebhausen all the way to Calw. With the motto „exciting people through tradition and innovation“, the

Raiffeisen bank presents its business vision in the district of Calw eG with the aid of a dialog picture in the modern flat-style.

Depicted are, as the future-oriented foundation for the strong local community, all important topics such as eco-

nomical growth, sustainability and innovation. The Raiffeisen bank in the Calw eG district presents itself through its cooperative values, such as solidarity, partnership and transparency as globally oriented and regional acting - always looking to the interests, goals and desires of its members.

INDIVIDUAL SCENES AND THEIR MEANING



Acting sustainably



Strong finance association



Future-proof

STRATEGY 2023

INSPIRING PEOPLE: PERSONAL - DIGITAL - CLOSE

Volksbank Mittelhessen eG is one of the biggest registered co-operatives in Germany. It is the market leader in the region, a major economic factor as well as an attractive and reliable employer. Due to regulations, policies and digitalization the banking industry faces enormous pressure to change. As the third biggest Volksbank, Volksbank Mittelhessen meets these challenges and demonstrates its willingness to change. Strategy 2023 combines the bank's own strengths with future chances and opens the path into the future.

To ensure a successful strategy it is important to involve the company's employees in the change process. The strategy has to be transparent and simple which can be communicated easily in order to be understandable for all employees. The decision-makers of Volksbank Mittelhessen have been aware of this, so they chose

DIALOGBILD to create the visual communication tool for their strategy 2023. In close cooperation with the project team of Volksbank Mittelhessen, DIALOGBILD was able to get an insight into their strategic orientation. The briefing and written information about the strategy helped to create an ideal basis in order to carve out central messages and topics which are used for the creative process.

The metaphor of the dialog picture represents the visual world which is structured into different areas. In the center there is the logo of Volksbank Mittelhessen as a central platform for customer consulting and customer care. The vision, corporate values and 160 years of history are attached to the platform. Additionally, digitalization can be found on the platform which stands out clearly throughout the visual world.

During a workshop where all stakeholders of the project participated, scenes were developed from the core messages of the strategy. Within a day the messages were visualized on the visual world. Moreover, the characters received special clothes and attributes. A futuristic coloration and a transparent matrix highlighted the digitalization.

The roll out of the dialog picture took place by the executive board of Volksbank Mittelhessen who introduced 1,300 employees to the strategy by explaining core messages understandable and tangible by means of the dialog picture. To ensure and to maintain the valuable knowledge not only a comprehensive strategy book will be created but also an interactive dialog picture. This version of the dialog picture can be found in the intranet of Volksbank Mittelhessen which contains information and interactive game elements.



OUR STRATEGY

With around 163,000 customers, more than 550 employees and total assets of around 4 bn EUR, we are one of the largest cooperative banks in Germany. Our core business area consists of the districts of Harburg, Lüneburg and Heidekreis and covers an area of approximately 4,800 km². With 39 branches and 26 self-service locations (as of

December 31, 2021), we have a strong presence in the area. For us, however, customer proximity also means being there for our members and customers outside branch opening hours. This is ensured by the almost 40 employees in our in-house DialogCenter. They can be reached by phone, e-mail, chat or video service from what are now 13

branches. Thanks to the consistent expansion of digital service offerings, we are available to our members and customers 24/7 and even outside our business territory.

Volksbank Lüneburger Heide eG (VBLH) is a partner of private and commercial SMEs and offers a high quality of service as well as financial services

tailored to their needs. As a member- and customer-oriented cooperative bank, the tradition is to be preserved and the cooperative promotional mission is to be ensured in a future-oriented and sustainable manner through the vision of ENCOURAGEMENT and NETWORKS on all CHANNELS. In order to position Volksbank well for the future, the new vision of VBLH was developed at the end of 2019. The target images of the individual areas

developed from the vision, as well as the projects and measures derived from it, were summarized in a picture within the scope of a graphic recording together with the executives. It was important for us to make the strategy, the goals and the way to achieve them tangible and to visualize complex topics clearly. In addition, we wanted to use the picture to enter into an exchange with the employees on an emotional level. The employees should know

where we want to go as a bank and what contribution each individual makes to achieving the strategic goals.

In the further course of the process, a strategy picture was to be created from the hidden object picture. Together with the company DIALOGBILD GmbH and a small team consisting of the Board of Management, executives and employees, scenes were clustered, added and deleted.

THE CLIENT



**Stefanie Bosselmann
und Björn Grande**
Corporate Development Team

What was the objective of the picture?

As bankers, we are traditionally very fact-oriented and fixed on numbers. With the strategy picture we want to try out a new form of communication. With the help of the picture and the communication proposals that were developed at the same time, we encourage people to talk about our strategy and the bank's goals. By getting employees to see the dialog picture and work out their contribution to success together in their teams and with their managers, we can achieve our vision. Because strategy only works if everyone participates.

What is the target audience for the medium?

The target group for our strategy picture is the employees of Volksbank Lüneburger Heide eG and the employees of our subsidiaries (Gesellschaft für Entwickeln und Bauen (GEB) mbh, VBLH Grundbesitz GmbH & Co. KG, Immo-Konzepte GmbH).

What are the advantages of visual communication?

By visualizing complex topics, objectives, links and dependencies are easier to reco-

gnize and more understandable for most people: a picture says more than a thousand words.

How did you perceive the cooperation with DIALOGBILD?

The collaboration with DIALOGBILD lasted over 2 years. In all phases of image development we were well advised and accompanied by the consultants and draftsmen of the agency. Franziska, Toby, Carina and Egor guided us in the process and repeatedly gave us suggestions on individual topics. If necessary, they were always available to us as sparring partners.

How did the image development work?

We started with a graphic recording during a planning conference. For this, we first developed a picture world, on the basis of which the target pictures of the individual areas were drawn. The result was a "hidden object" of strategy, target images, challenges and visions.

In further development, the picture book was to become a strategy picture. Together with the company DIALOGBILD and a small team of the Volksbank, the picture world was first changed. Topics that had not yet been depicted were added and then all the scenes were clustered. The most important scenes were then positioned on the new imagery world. Key elements such as values, competitive advantages and regional characteristics of Volksbank Lüneburger Heide eG were integrated. Graphically, the diversity of VBLH was also depicted: so there are young and older people in the picture, light or dark skinned, men, women, children. The employees and the customers

differ in their clothing. Simultaneously with the graphic creation of the image, we started describing the individual scenes. Our employees will find an explanation of each scene in the interactive version of our strategy picture, so they can easily find out about the measures on the way to achieving our vision. At the same time, we have encouraged exchange between managers and employees in their teams. Each team is working out for itself what contribution they can make to individual scenes so that together we can achieve our goal of "enthusiasm and networks on all channels." At regular intervals, the managers receive reminders from the project team (e.g. mouse pads for a "clear view", apple boxes for "yield harvesting") so that they always have occasions to include the topic of strategy in their team rounds and conversations.

Do you have a favorite scene?

One of our favorite scenes is the "further development" scene, because we are always experiencing changes and driving innovations as part of our work in corporate development. In order to do this successfully, it is important to attract and involve qualified and motivated colleagues.

Further development and lifelong learning are a matter of course for us. Because only those who continue to develop can successfully master change. We promote the personal development of our employees through numerous seminar offerings and encourage them to seize the opportunity for further qualification at any time. Our favorite graphic recording is our "team spirit", because only together can we achieve the goals of our bank.

THE TEAM SPIRIT

Our favorite graphic recording is our "team spirit", because only together can we achieve the goals of our bank. Our team spirit accompanies us at events and workshops, is included in various presentations, adorns our



WHAT IS THE FEEDBACK FROM COLLEAGUES?

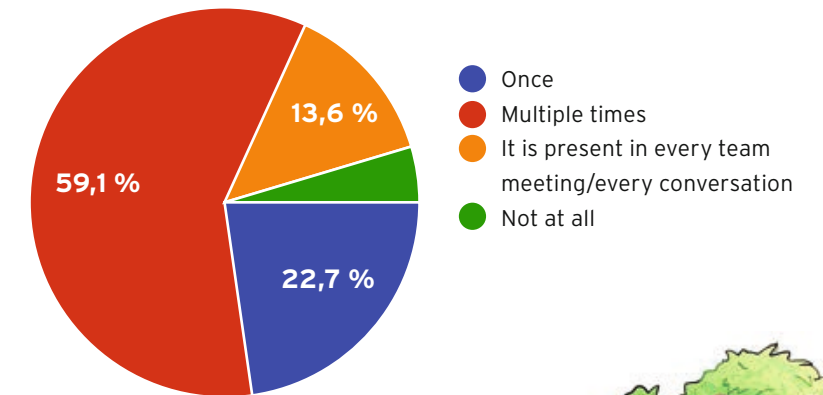
The degree of use of the strategy picture varies greatly. In an initial survey on this (about 2 months after the image was rolled out), the following picture emerged from the participation of about 50% of our managers on the question "How often have you used the strategy picture in discussions with your employees?"

One feedback we received in response to the question "What has been your experience with using the strategy picture?" included the following statement: "The strategy picture serves as a

translator of our strategy. We use it to discuss practical situations and make our bank's change process more tangible."

And even though not all colleagues have yet been able to work intensively

on our strategy picture, we are confident that in the coming months we will repeatedly have the opportunity to use the picture to engage in an exchange about our strategy, our goals and the associated change process. Can you recommend DIALOGBILD to others? Yes.



INDIVIDUAL SCENES AND THEIR MEANINGS



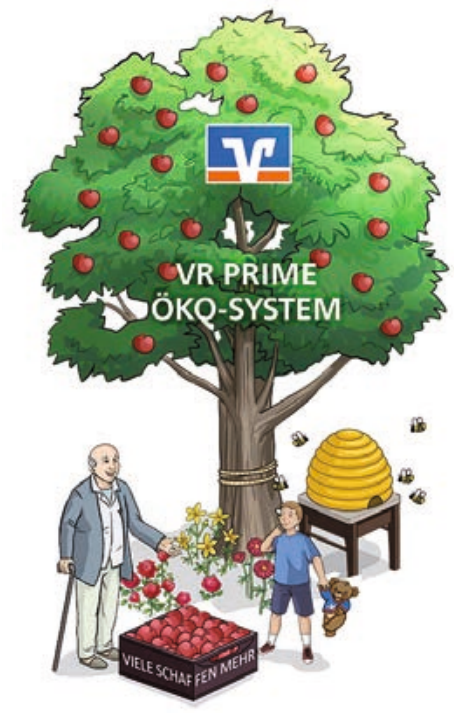
Mutual support

Our successes are also based on the good cooperation of all employees. We are there for each other and support each other to achieve the best possible result for everyone involved.



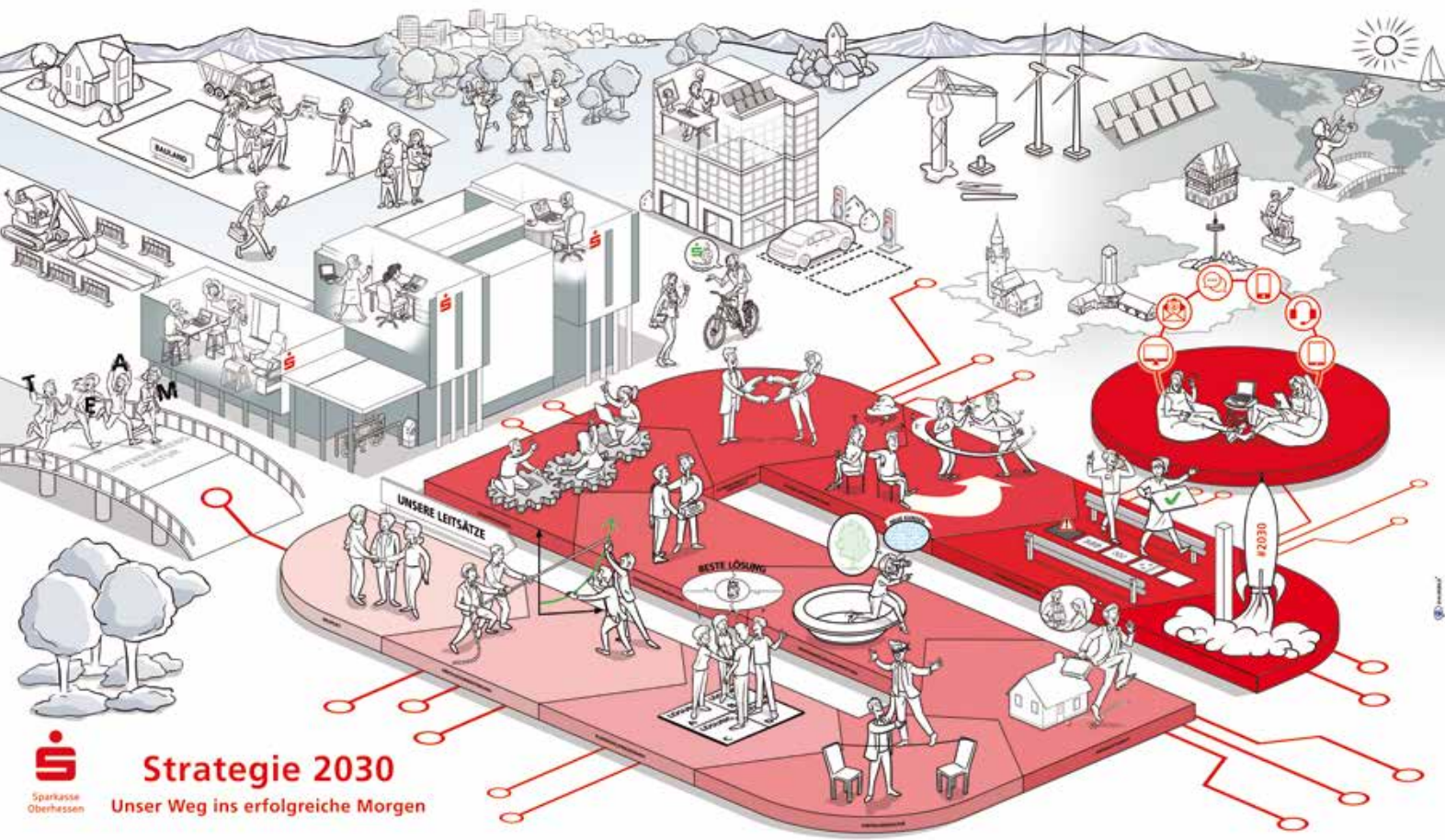
WE are Volksbank!

We are the bank for everyone in our region. Regardless of whether you are a private or corporate customer: everyone is welcome here! The customer is always at the center of our thoughts and actions. As a partner at eye level, we provide needs-based advice and find the right offer for every type of customer.



VR Prime Eco System

VR Prime is more than a product name - it is a growing „ecosystem“ for our bank's sustainable business-success. Under this name, we offer new services from which all of our customers and members can profit. With the help of VR Prime we want to gain more customers and continue to grow. We will develop new services and products under this description in the future and will increase our yield longterm this way.



STRATEGY 2030

OUR PATH TO A SUCCESSFUL TOMORROW

For 189 years, Sparkasse Oberhessen has stood by the people of Oberhessen as a partner and companion in financial matters, as well as a provider of impetus and support. With around 250,000 customers, Sparkasse Oberhessen is the No.1 financial partner in the Wetterau district and the Vogelsberg district today. It is the economic driving force and reliable partner for the local economy as well as the principal bank for the municipalities and thus also a guarantor for regional development.

In the 189 years of its existence, the Sparkasse has always moved with the times. It continues to do so today, and in an increasingly digitalized world is developing into an everywhere-financial-services-provider very close to its

customers: with intuitive online banking, a multiple award-winning savings bank app, media and digital advisory and service offerings by phone, chat and e-mail, as well as personal advice on site. True to the motto "We can't stop change, but we can shape it," it looks to the future with confidence.

With the EPEUM® culture program and the Strategy 2030 project - Our path to a successful tomorrow - Sparkasse Oberhessen has consistently set out on the path toward securing the future of its savings bank. The transformation towards a new, transparent and positively lived corporate culture is in full swing. Its future project "Strategy 2030" is essentially about developing an idea - a vision - today of what the savings bank

could look like in a decade's time in order to continue to be successful. In the five identified topic areas of "Private Customers," "Corporate Customers," "Operations & Processes," "Human Resources," and "Steering," the respective interdisciplinary and cross-hierarchically structured project teams have started work and demonstrated: We have considerable potential for improvement - in our organization, in our processes, in sales and in increasing our earnings.

THE CLIENT



Schabana Zargarzada
Consultant
Board of
Directors

What was the objective of the picture?

Change processes are usually complex. It is even more complex to put these changes into words only. To illustrate our self-image and our goals, we designed this picture together with the competent team from DIALOGBILD, true to the credo "A picture says more than 1,000 words". It is intended to visualize the path we have taken and our new corporate culture in a vivid way, to make it comprehensible and to invite discussion.

What is the target group for the medium?

Basically all employees of our company, but also our Board of Directors as the supervisory body. Our Executive Board team deliberately presented the picture to all colleagues for the first time at our staff meeting and described the key scenes. Our dialog picture now hangs in meeting rooms and hallways at all our

sites. The individual scenes are deliberately described only briefly in the specially created online application on our intranet, so that there is enough "food for discussion" and room for interpretation. We want everyone in our Sparkasse to talk about it and discuss it. Because that's the only way to fill the picture with life. And that's exactly what we're inviting people to do.

What are the advantages of visual communication?

Quite simply - making complex things understandable at a glance.

How did you perceive the collaboration with DIALOGBILD?

In short: professional, because the DIALOGBILD team always understood how to translate our ideas into good visual language and provided valuable impulses.

How did the image development work?

The image was developed by an eight-person cross-hierarchy and cross-departmental working group together with the moderators and illustrators from DIALOGBILD. It was important to us that the core ideas come from the

heart of the team and that we are free in the design. After all, a change process within a large organization is something that has to be understood and supported by all employees.

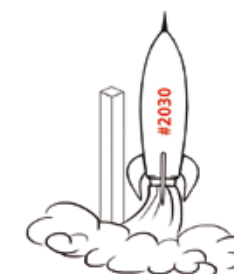
Do you have a favorite scene?

Yes, it's the "rocket." When we live our new corporate culture in our savings bank, the result is a new way of working together and a new self-image of how we can and want to work together successfully: appreciative and trusting, firmly anchored in a lived culture of values, as well as self-reliant and self-initiated.

What is the feedback from colleagues?

Positive throughout. Our invitation to talk about visual scenes in every team meeting has been well received. We also know from the evaluation of our online application that almost all employees have already dealt with the visualized messages in detail. This shows that we are on exactly the right track with the dialog picture to communicate complex things in an understandable way.

INDIVIDUAL SCENES AND THEIR MEANINGS



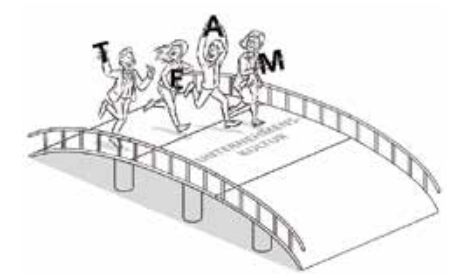
Rocket launch

The values that are lived lead to success and pave the way for how together the Sparkasse can be led into a successful tomorrow if everyone works together on a firm basis and value culture.



"Job-Bike"

Sparkasse Oberhessen is an attractive employer. Employees benefit from various offers such as mobile working, pension programs and employee conditions. The topic of sustainability also plays a central role here: for example, with the job bike offer, the Sparkasse supports employees in being particularly environmentally friendly on the road.



The start: Bridge "Corporate Culture" TEAM

Everyone sets out together on the path to a successful tomorrow. They are leaving old thought patterns, fears and hierarchies behind. Daily activities are supported by the new corporate culture.



 **RUNDUM-SCHUTZ**

ALL ROUND PROTECTION

ADVOCARD
ANWALTS LIEBLING

ADVOCARD is a specialist insurer for legal protection and provides comprehensive all-round protection. That means, whether for the private or commercial area, the all-round protection considerably helps to im-

prove the personal opportunities for success in a legal dispute.

In the search for visual communication for this comprehensive service portfolio, ADVOCARD turned to a dialog picture and initiated a creative workshop in order to convey the all-round protection into images. As a basis for all scenes, ADVOCARD

chose its own brand symbol, the insurance card. From private legal protection through to commercial legal protection to the law firm, the scenes cover the performance diversity of the all-round protection. A highlight of the dialog picture is that individual characters appear again in different scenes. This was deliberately done to make it clear that the customer is

protected in a variety of situations, whether at home, in a traffic accident or in the workplace. Due to the dominant ADVOCARD green and the partly comic scene presentation, ADVOCARD has created a lively dialog picture and during the joint workshop the participants were happy to work on the picture.



Verena Freyer, Marketingleiterin
Michael Schiebel, Vertriebsdirektor
ADVOCARD
Rechtsschutzversicherung AG

"Legal protection is a complex issue. The performance spectrum is great, the examples are numerous and the details are not always easy to understand. We wanted to show at a glance what our intermediaries need to know about legal protection and ADVOCARD. We are now going on a journey together through our dialog picture, discovering connections and, on the way, gathering good arguments for future consultations."



MeineApp

Mein finanzielles Zuhause



Deutsche
Vermögensberatung

MY APP

Companies around the world are faced with the challenge of preparing their employees and customers for digitization. In order to support person-to-person consulting Deutsche Vermögensberatung (German Financial Consulting) offers their financial consultants MeineApp (MyApp) as a new

digital link between them and their clients. MeineApp includes a digital insurance and financial folder, a variety of practical functions and information on all aspects of hedging and asset accumulation. As part of the launch of MeineApp, on the one hand, it was important to familiarize

financial consultants with the features and contents of MeineApp, on the other hand, to give them something to help their clients understand the benefits of the app.

Therefore DIALOGBILD and Deutsche Vermögensberatung jointly developed

an explanatory picture in a workshop, which illustrates the essential content and application scenarios of MeineApp.

The image was realized in two interactive versions: one version for the target group customer, a second one for the target group financial consultant.



Example scene Change contact details promptly

If your address has changed, this also affects your insurance contracts. Your financial advisor will help you with the change notifications and pass on the information to you.



AOK NORTH EAST

LEADERSHIP MEANS ACTING RESPONSIBLE

What does responsible leadership in a company mean? In order to answer this question the health insurer AOK North East developed 7 principles for its own senior management. With the help of a dialog picture the principles were introduced and discussed at a management conference. Since then the dialog picture has served as the basis for discussion on the topic of leadership at all three regional branches of AOK North East (Berlin, Brandenburg and Mecklenburg-Vorpommern). On the trail, mana-

gers must master the 7 stations concerning the topic "Leading is responsible dealing." Each station stands for a principle and shows a situation involving management and staff. The trail has no beginning and no end - all of the principles are equally important. The individual scenes were developed in small groups of managers. Over the course of a 1 day workshop, the ideas were sketched out by two illustrators and a moderator from DIALOGBILD, and later illustrated in detail.



THE BASICS

"Health through passion" - with these principles AOK North East, in existence since 01.01.2011, has put the topic of health into focus. For this reason, the health-tree, as seen on the AOK

logo, stands in the centre of the dialog picture. The roots of the tree symbolize the 7 principles growing and flourishing. In the picture a kind of fitness trail can be found. The trail outlines the map

boundaries of three German states represented by traditional symbols such as the Berlin Bear.



Give direction!

Every worker is confronted with different decisions every day, while the overall corporate strategy remains unclear. Which way is the right way? Managers can illustrate the strategy through dialog and so provide orientation and direction.



Show courage and initiative!

Managers come up with good examples themselves and then challenge the workers to be proactive with their own ideas and participate in the changes. To this end, managers will make decisions in real time and trust themselves to dare new paths. The Spreewald (Spree Forest): The river flowing through the forest surroundings of the dialog picture emulates the course of the forest.



The Spreewald

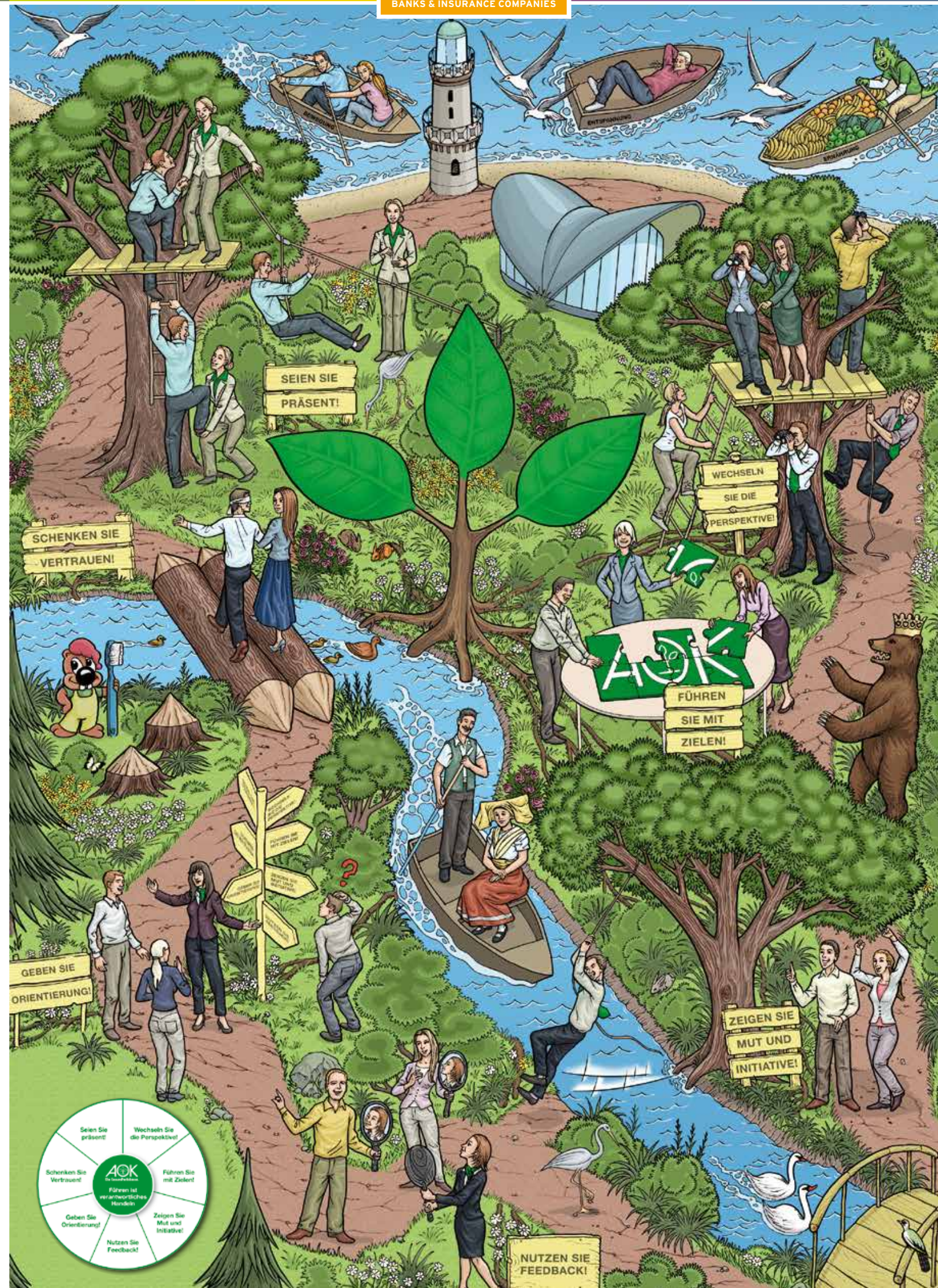
known for the Spreewald Kahn (a type of flat boat) and its traditional dress here symbolize the state of Brandenburg. Mecklenburg-Vorpommern is represented by its distinctive coastline and the Warnemünder Lighthouse while Berlin by its heraldic animal, the bear.



Jürgen Heese
Head of
Corporate Policy
AOK North East

"The principles for our managers were presented at a conference in Autumn 2011. Prior to this several intensive discussions on the topic of leadership took place. The result of this process is the dialog picture. It allows the participant to become engaged in fruitful

discussions on the topic in a way that is enjoyable. The dialog picture is fun and can be re-used again and again. For us as a customer service enterprise this is especially important and mission critical."





Gemeinsam auf KulTOUR

OUR CULTOUR CHANGE

WHO WE ARE. HOW WE ARE. WHERE WE WANT TO BE.

AOK Rheinland-Pfalz/Saarland - The health insurance company is the largest health insurance company in the two federal states of Rhineland-Palatinate and Saarland, with over 1.2 million insured persons and 85,000 supervised employers as well as around 3,500 employees. The health insurance fund maintains business relationships with more than 100 hospitals, 10,000 doctors,

psychotherapists and dentists, around 1,300 pharmacies and many hundreds of other contract partners. It offers high-quality care for the population and tailor-made concepts in the regions. For this, modern, future-oriented structures are also essential in the corporate culture.

In the framework of the "Together on CulTOUR" programme, develops a

vision of the future and principles for leadership and cooperation. The existing brand mission statement of the AOK-community was adapted.

The aim of the dialog picture is to communicate the developed products, to permanently anchor them and thus to create a successive "culTOUR change" which will prepare the AOK Rheinland-Pfalz/Saarland for the future

challenges of the health and nursing insurance market.

With the help of the dialog picture, the complex contents have been depicted and brought into an overall context. This ensures a common understanding of the new. A further advantage is that all employees deal with the topics not only on the rational, but also on the emotional level, and the dialog picture provides space for constructive discussions and a valuable exchange of experiences or opinions.



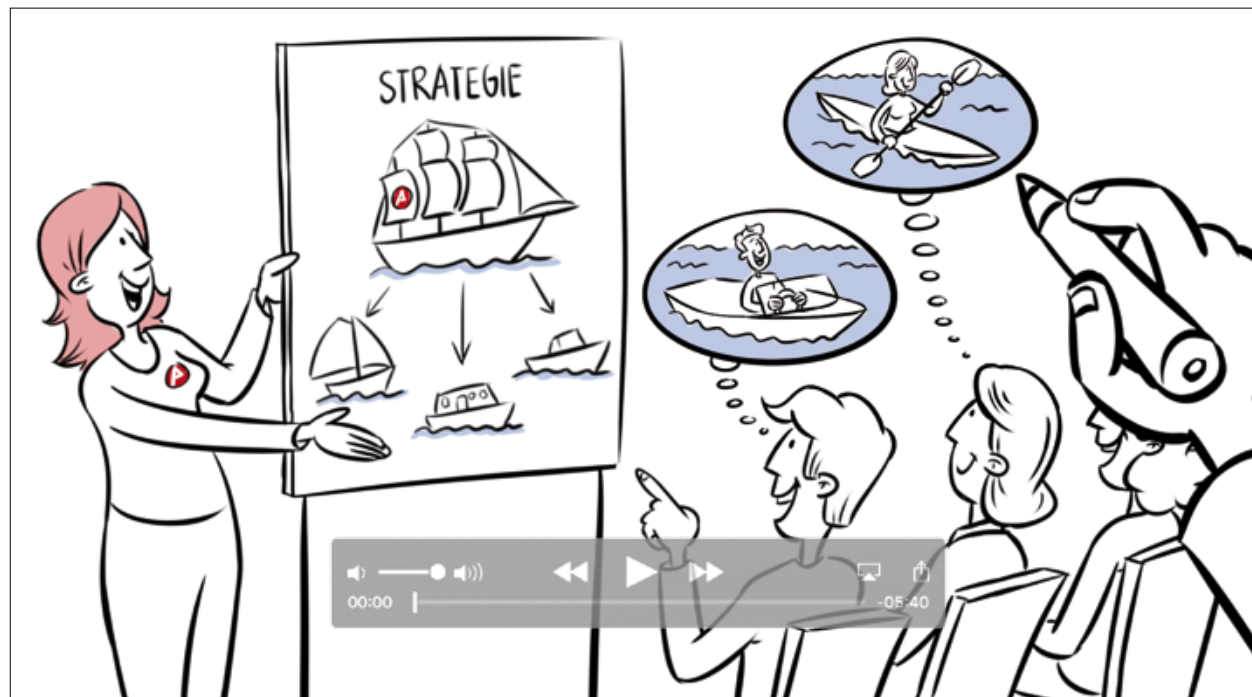
Udo Hoffmann

Dr. Martina Niemeyer

Christiane Firk

Board of managing directors AOK Rheinland-Pfalz/Saarland

"We are enthusiastic about the wide range of possible applications of the dialog picture. They not only fuel the dialog between managers and employees, but also the direct exchange among themselves. All employees can find themselves in the colourful scenes, making the vision of our health insurance company tangible and transparent."



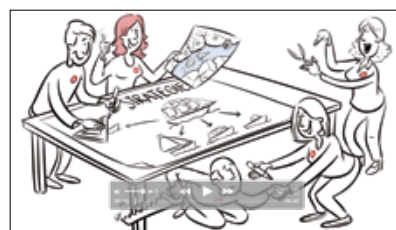
STRATEGY DEVELOPMENT 2025

The Bundesagentur für Arbeit (Federal Employment Agency) sees itself as a customer-oriented service provider on the job market. Its goal is to provide advice and support for people's lives and their development in the job market. In doing so, they place the concerns and expectations of their customers at the center

of their work within the scope of their legal mandate and possibilities.

The team of the Bundesagentur für Arbeit has received professional support by commissioning DIALOGBILD with the development of a dialog film. The focus was on the development of the Strategy 2025.

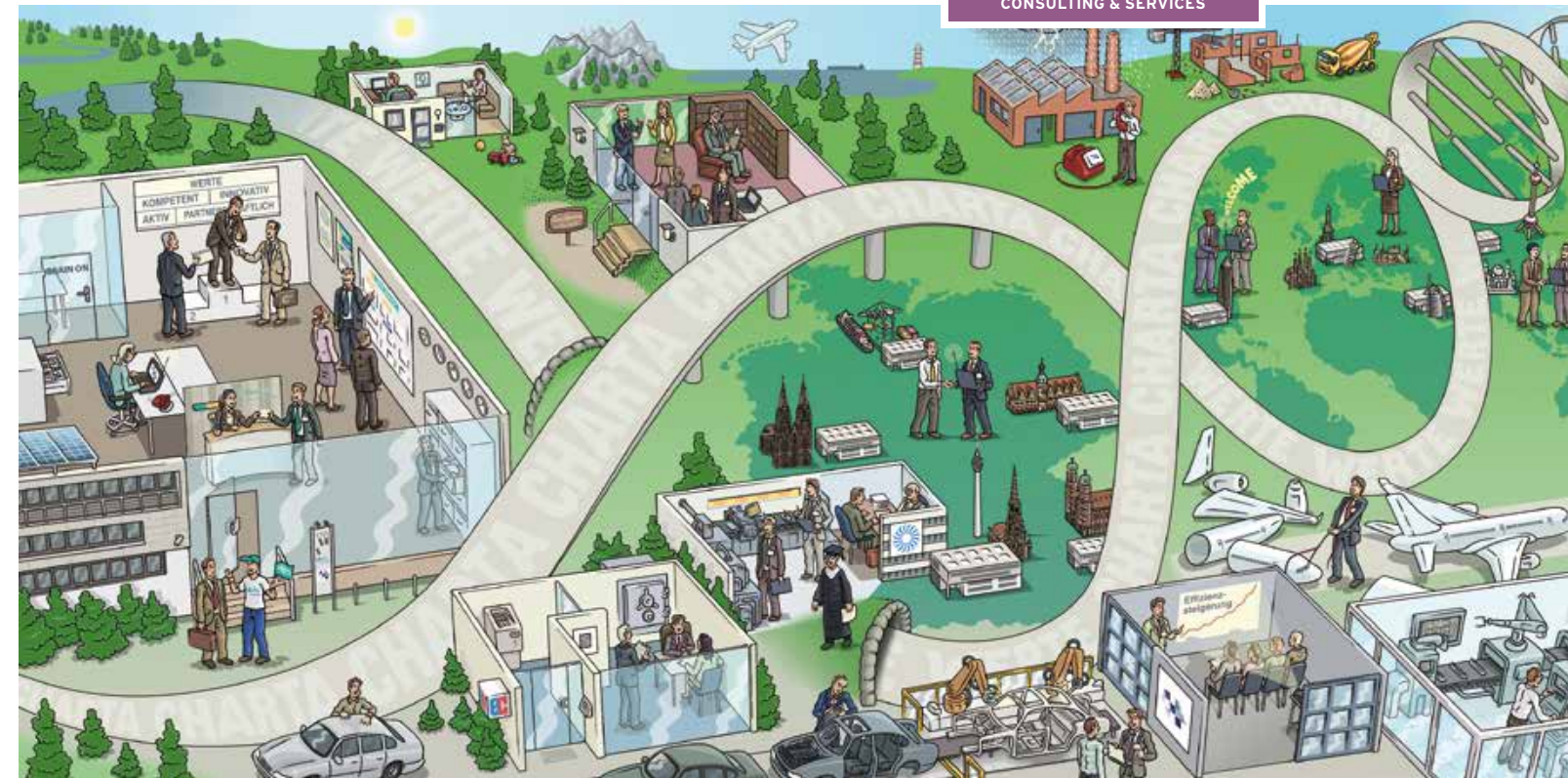
The goal was to identify and communicate the evolution of the 2020 to 2025 strategy. Furthermore, the film should serve as an invitation to work with the new strategy. The storyboard was developed jointly by the Bundesagentur für Arbeit and DIALOGBILD within a one-day workshop.



Annekarin Lammers
Head of Management and Communication Staff

"The Bundesagentur für Arbeit has commissioned an animated cartoon by DIALOGBILD for the events introducing a revised strategy. The result is an animated film that introduces the subject vividly and with original details. We have developed the film cooperatively, DIALOGBILD has implemented it quickly, easily and professionally."

Try it now!
Simply scan
the QR code.



THE INGENICS CHARTA

We were commissioned by Ingenics to provide a dialog picture which would embody the lean principle of the firm as well as the optimization of internal operational processes. The goal was to represent the Ingenics strategy figuratively and to increase flexibility and quality along the process chains

within all areas of the enterprise leading to greater productivity. The Ingenics strategy is symbolized by a DNA strand, in which the surroundings are the individual manufacturing plants. In order to visualize an internal operational sequence effectively so that all employees can easily grasp the

contents of the Ingenics strategy, the following core areas were determined to be emphasized.

The Core Areas:

1. Increasing productivity, flexibility and quality throughout the process chains.
2. Highest efficiency in the execution of work on the project.
3. Safeguarding industry standards.
4. Continuous evaluation of all business levels.
5. Support and motivation of all coworkers.



Jakob Hefe
Partner
Key Account Manager
Ingenics AG

Jakob Hefe has been with Ingenics for over 33 years and has, as an advisor and consultant, seen through a broad range of successful projects in many different branches of large concerns as well as for medium-sized enterprises. For the past 15 years we have regularly used dialog pictures in the context of change projects with a number of Ingenics clients. The Ingenics dialog picture serves as a regular communication tool with

our advisors. With the help of the dialog picture we are in the position to describe to our colleagues the Ingenics strategy in detail and thus to make each point of the Ingenics strategy a long-lasting image. It aids us in achieving the objective of substantially providing and contributing to the successful future organization of our customers with practical-based consulting and planning services.



In order to embed Lean Principles, the optimization of processes, within its own company, Ingenics commissioned DIALOGBILD to visualize the internal „production system“ in 2007.

The goal was to visually convey the Ingenics mission and vision, enhancing productivity, flexibility, and quality across process chains. The resulting

dialog picture continues to serve the purpose of firmly establishing Ingenics' identity in the minds of consultants, contributing to sustained image/impact.

The core of Ingenics is symbolized by a DNA strand in which the surrounding areas represent the various domains of Ingenics' service offerings and the industries in which the com-

pany operates. Updated in 2023, the dialog picture depicts all service areas of the three brands:

Ingenics Consulting, Ingenics Digital, and Ingenics Services, encompassing strategy, process, and organizational consulting, digitalization and software solutions, as well as planning and implementation.



The goal of the dialog picture „Zero Emission Company“ from Ingenics is, to represent the incoming measures required to reach the climate goals within a company in a simple way. To facilitate this, individual Ingenics efforts are picked out from the three action fields „Green Supply Chain“,

„Green Factory“ and „Green Product“ as examples and then visualized with context. Besides other topics, these include „CO₂-optimization of logistic networks“, „CO₂-optimization of existing products“ and „demand-driven modular production“. The examples cover the three scopes of the Greenhouse

Gas Protocol, which the company emissions can be designated to.

Try it now!
Simply scan
the QR code.





OUR MISSION STATEMENT

Bäderland is the urban swimming pool operator in Hamburg with a broad offer of services in the fields swimming, fitness, wellness and relaxation. With 26 indoor and outdoor pools, Bäderland is Germany's largest and Europe's second largest swimming pool operator. To communicate the newly revised company mission and the future company goals to the employees and to create a common understand,

Bäderland decided on the development of a dialog picture. The contents of the company mission and the company goals were developed in two interdisciplinary and cross-divisional workshops. Every professional group within the company was included in this development process. The following questions were focused on: What do we stand for? What do we want to stand for?

Company mission and goals

Bäderland has been known to the Hamburgian population for many generations as point of reference for recreational activities, gathering spot or sports provider. Even as a vital place for swimming training and as largest recreational facility in terms of area in the Hansa city, our pools and we as employees make up an important part of this modern city's life. With

our diverse locations and services, we see ourselves as partners of competitive and amateur sports in Hamburg. Several million visitors can rely on their security being our highest priority every year. It is our demand that all modern sports- and leisure pools be presented in best possible condition. First-class service and customer oriented offers, from infant swimming to sauna-experiences, are natural expectations for us. As active market participant in the Hamburgian sports- and leisure time market, we face tough

competition and convince our visitors through a high engagement for an unclouded guest experience. Next to safety, cleanliness and service, we stand out through the steering of our company focused on economical principles in all of our decision. A high environmental and energy-consciousness is a core element of our sustainable company management and because of this, deeply embedded in our decision making process. We earn the trust of our partner in this city through transparency, reliability and a long-la-

sting, successful and understandable company strategy.

Equal opportunities and a fair interaction with one another are central aspects in the daily work life for us. We encounter each other with an open, respectful and open-minded mindset, to reach our goals as a community. Direct and honest communication free of fears across all company hierarchies is meant to foster the unbiased and constructive togetherness.



THE DEVELOPMENT PROCESS

After a personal briefing, DIALOGBILD developed three different landscape ideas. Together with a project team from Bäderland from the sectors human resources, public relations and marketing, individual scenes were created in sketch format and integrated into the landscape during a workshop. During a second workshop, the broader leadership was integrated into the dialog picture process. The first workshop

result was used as a basis and further developed together, by changing scenes, improved and/or recreated when necessary. The finalized dialog picture was then rolled out and introduced during works meetings. At this point employees had the chance to voice last change requests in regards to the company mission, which were finalized afterwards. The final dialog picture was then printed out in large format for

all 26 indoor and outdoor pools and approved for roll out by the pool leadership board. The pool leadership board enters an intensive exchange with their employees through the dialog picture and deals in detail with the realization of the topics.



Aqua Fitness

Diverse services: Aqua fitness services offer a perfect combination between effective training, healthy motion and a lot of fun.



Emergency doctor

A matter of course: Every year, several million visitors can rely on us to see their safety as our highest priority.



Pool leader and technicians

Culture: We encounter each other with an open, respectful and open-minded mindset, to reach our goals as a community.

Michael Dietel

Speaker for the company director
PR lead

Markus Pinkernelle

HR lead

Martina Schwenker

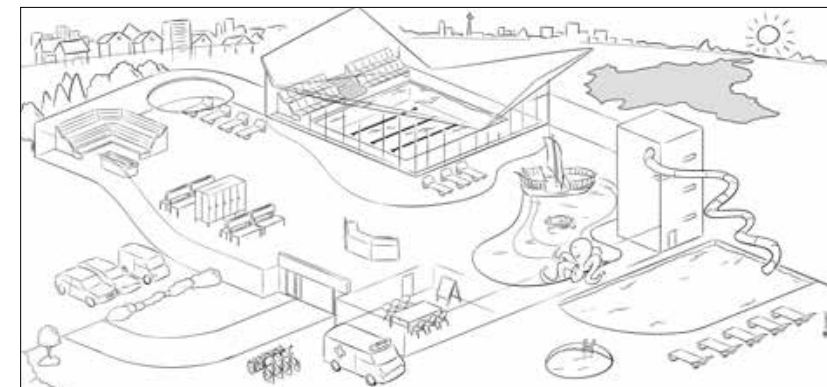
Leitung Marketing

„We found the collaboration with DIALOGBILD all around really successful.

The speed at which the dialog picture was created was great and we had a constant contact person with whom everything could be discussed. What especially impressed us, was how quickly the complex and industry specific topics were understood and how strikingly they were depicted. We also greatly enjoy how the picture inspires for thorough viewing through its complexity and that one can always discover something new. A great value is

created through the individual scenes, which often display much more than we had initially thought. The individual picture create a number of different intentions in our employees and inspire constructive discussions and great conversations. Even the first company internal feedback was thoroughly positive. Everyone can recognize their function and role within the picture and can identify themselves within the individual scenes.“

THE LANDSCAPE SKETCHES



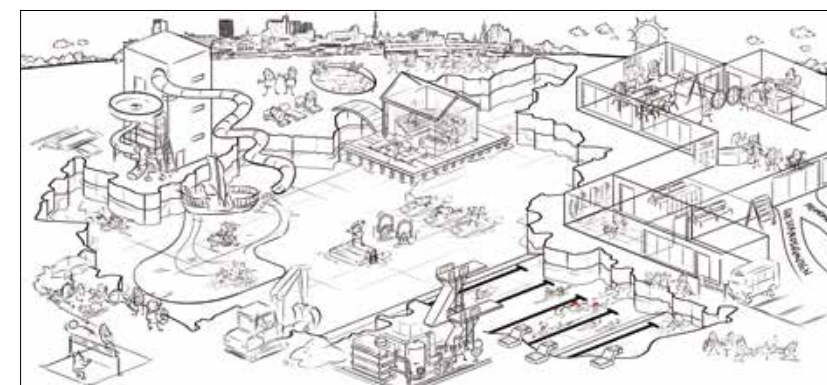
Landscape "Indoor Swimming pool"

The Bäderland services are depicted within an example of an indoor swimming pool. One can see, for example: a swimming pool, a slide, a sauna and a play area for small children.



Landscape „Underwater world“

Basis for this landscape is a colourful under water world. The topics offers, public contract, self-image and culture are illustrated in a n abstract way through various scenes.



Landscape „Hamburg-Pool“

A map of the Hamburgian cityscape is depicted as a massive swimming pool and around it the various offers are depicted.

SOMETIMES, THE IMPOSSIBLE IS TRUE.

CHILD PHYSICAL ABUSE IN ENGLAND AND WALES:

117,627 OFFENCES recorded by police in the year ending March 2019

THE ABUSE WAS MOST COMMONLY PERPETRATED

BY THE CHILD'S PARENT(S) around 4 in 10 were abused by their father, around 3 in 10 were abused by their mother.

93 CHILD HOMICIDES in the year ending March 2018

Physical abuse is the only type of child abuse where there is no difference in prevalence between men and women.



DEUTSCHER KINDERVEREIN
GEGEN JEDE GEWALT

CHARITÉ
Gewaltschutzambulanz

MALTREATED OR FALLEN DOWN UNHAPPILY?

A volunteer project by DIALOGBILD

The "Deutscher Kinderverein e.V." shows the differences in injuries

People who have professional contact with children inevitably see traces of injuries again and again. Really slipped and fell while playing in the playground? Or could the angry hand of an adult have been involved? Which pediatrician, youth welfare officer, teacher, educator or policeman has not already asked himself this question. "We have long been calling for people in these professions to be sensitized to the consequences of maltreatment during their training," says Rainer Rettinger, Managing Director of the "Deutscher Kinderverein e.V."

The club is now publishing an illustration that shows which injuries are typical for falls or bumping and which are not. Contusions on the forehead, nose

and chin as well as abrasions on the palms of the hands, knees and shins can be easily reconciled with the usual accidents when playing and frolicking. With injuries on the back of the hand and forearms or on the outside of the thighs, this is already more difficult. The illustration also shows the visible consequences of blows to the body or face, as well as injuries caused by burning cigarettes and extensive burns and scalding. In the case of bite wounds, the distance between the canine teeth can be used to determine whether they are from a child or an adult, and strangulation marks should be examined immediately by a doctor.

In addition to the picture of the injury, the poster of the "Kinderverein" also shows further indications of maltreatment: the lack of a comprehensible explanation for the wounds, behavi-

oural problems or the accumulation of many different injuries. Delayed seeking medical assistance for serious injuries is considered highly suspicious.

Dr. Saskia Etzold, senior physician/deputy medical director of the violence protection outpatient clinic of the Charité - Universitätsmedizin Berlin, was in charge of compiling the contents of the illustration. The theme was visually implemented by the Hamburg agency DIALOGBILD. The police statistics show how urgently such information is needed in Germany today: in 2018, 136 children were killed by maltreatment, more than 4,000 cases of maltreatment were counted - a high number of unreported cases is assumed.

DEUTSCHER KINDERVEREIN
GEGEN JEDE GEWALT

CHARITÉ
Gewaltschutzambulanz

NO ONE SHOULD HURT YOU. ENFORCEABLE CHILDREN'S RIGHTS

A volunteer project by DIALOGBILD

Children have rights - but in many cases they don't know them. The German Children's Association (Deutscher Kinderverein e.V.) draws attention to this and insists on more education: "Children are still not informed enough about their rights," notes Rainer Rettinger, managing director of the association. "Even educational professionals in schools, daycare centers and youth welfare offices are sometimes hardly informed about it."

The child protectors, together with the DIALOGBILD agency, have now developed an illustration that provides clear and concise information and explains basic rights in an understandable way. Although the articles of the UN Convention on the Rights of the Child cannot be enforced in court, the prohibition of corporal punishment and mental injury is laid down (§ 1631 of

the German Civil Code), and children are also guaranteed the right to information and participation (§ 8 Para. 1 of Social Code Book VIII) and to confidential advice in emergency situations (§ 8 Para. 3 of Social Code Book VIII). In addition, every child has the right to be taken into care without giving reasons (§42 SGB VIII).

"It must be understood as part of the educational mission not to make violence and sexual abuse taboo but to openly mark it as wrong and punishable and to talk about it with children," says Rainer Rettinger. This is exactly where the dialog picture comes in with its clear visual language.

The Children's Association believes that youth welfare offices in particular have a duty to inform children and adolescents about their rights. Prac-

tice shows that they are not informed of their rights to confidential counseling, to be taken into care, and to file complaints during risk assessment procedures and help plan discussions. Even on the homepages of many youth welfare offices one looks for this information in vain.

The German Children's Association (Deutscher Kinderverein e.V.) also demands that the legal right of all children who receive help with their upbringing to be informed about their rights of initiative and to have regular personal discussions in an environment suitable for children be safeguarded. Here, questions, wishes and dangers should be discussed with the specialist from the youth welfare office in child-friendly language and, as a rule, without parents.

THANK YOU FOR THE EXCITING PROJECTS



20
Years

