

ACTION GUIDE

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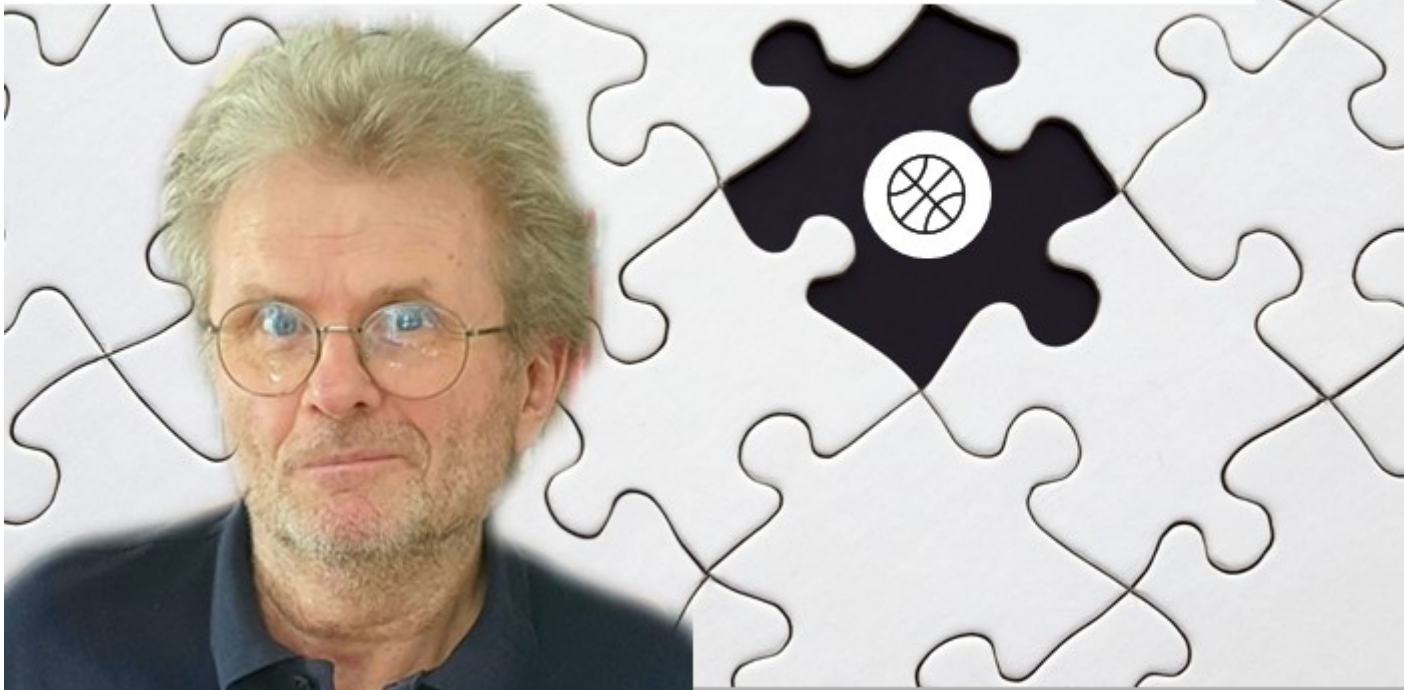
THE INDUSTRIAL GAS LEADER

HOW TO BUILDING THE
NEW MARKETSPACE

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The 1-Hour MarketSpace Leader

How to Create The New Market Space



Case: Industrial Gases

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The Market Space Leadership Process

<p>Introduction</p>	<ul style="list-style-type: none"> • Want to avoid head-to-head competition • Use The RapidKnowHow Market Space Leadership Model <p><i>Learn the 5 Steps to Build the New Industrial Gas Market Space</i></p>
<p>Building the New MarketSpace</p>	<ul style="list-style-type: none"> • An overview of what the new market space is and why building the new market space matter • Discover how to move from the service provider to the business integrator <p><i>Apply Program Management to save time and costs while increase sales</i></p>
<p>Establishing the Program Team</p>	<ul style="list-style-type: none"> • Setup the market space builder program • Use The RapidKnowHow Program Management Process and the Digital Leadership Model <p><i>Establish the Program Management Team and Get Started</i></p>
<p>Building the Foundation</p>	<ul style="list-style-type: none"> • Suggestions for a successful program delivery • Use The RapidKnowHow Strategy Map <p><i>Find Out your Current Strategic Position on the RapidKnowHow Strategy Map</i></p>
<p>Getting Started</p>	<ul style="list-style-type: none"> • Sketching out a strategy map that captures the steps to move from the current strategy position to the future goal • Use The RapidKnowHow Strategy Map: 5 Steps to The Integrator <p><i>Setup the detailed action plan and get started</i></p>
<p>5 Steps to Move to The Business Integration</p>	<ul style="list-style-type: none"> • Moving from the product/service provider to the business integrator 1. Becoming The Product Availability Provider 2. Becoming The Low-Cost Optimizer 3. Becoming The Total Gas Manager 4. Becoming The Innovation Business Model Provider 5. Becoming The Business Integrator <p><i>Become the leader in moving from the product/service provider to the business integrator</i></p>
<p>Conclusion</p>	<ul style="list-style-type: none"> • We have learned how to avoid head-to-head competition by creating the New Market Case • Use the Market Space Leadership Process to turn your goal into results step-by-step <p>RapidKnowHow offers strategic programs and executive coaching to help you turn your objective into results. Wish You All Success!</p>

Introduction

If you want to drive sustainability and profitable growth, then you need a practical business model to succeed.

Apply the RapidKnowHow BUILDING THE NEW INDUSTRIAL GAS MARKETSPACE Model to move from the head-to-head competitor business model to become the NEW INDUSTRIAL GAS MARKET SPACE LEADER.

Let's get started.

What you will learn and gain

Why you need to know the strategy for building the new market space and how you will enjoy the course.

As stated before, leaders want to stay competitive in the digital world.

They want to create sustainability and profitable growth for all stakeholders. That is why they need to apply a new strategy to succeed.

How you will enjoy learning from the action guide

You will learn how to craft a strategy map for moving from your current position to your goal step-by-step.

Next, you will move from one strategic goal to the next, thereby improving your strategic market position.

Building the New MarketSpace

An overview of what the new market space is and why building the new market space matter

What is the New MarketSpace (Case Industrial Gases)

Industrial Gas Business is a service business. Industrial gas companies offer industrial gases and related application services that help their customers

reduce costs, risks, and increase health, the environment of the entire industrial gas process.

The leading industrial gas companies understand the opportunity to move from the current business model of being a service provider to becoming The New Industrial Gas MarketSpace Leader.

Why building the New MarketSpace

The digital age provides the opportunity for industrial gas companies to expand their know-how globally.

They need to integrate the internet technology in a way, that saves time, costs, and increases the convenience for the end-users.

Furthermore, leaders will apply program management for thriving the process moving from their current market position to the target goal.

That is why they nominate a member of the top management team who is championing the entire process.

He establishes the program and chooses the program leader.

Five steps to building the New Market Space for the Industrial Gas Sector

Setup the marketpace builder program

The purpose of the marketpace builder program is to transform industrial gas organizations from the product and service supplier to the business integrator.

The reason for this strategic move is to turn from head-to-head competition to create a new market space.

The top management champion establishes a program team of engaged, self-driven business-oriented, entrepreneurial individuals who drive the transformation process.

The key actions of your program management team:

1. Get Started

Choose the place where the program team gets started

2. Where Are You Now

Craft the strategy map that demonstrates your status

3. Where You Want to Be

Define your quick-win moves and strategic 3-years goals

4. How to Get There

Set-up your action plan to deliver your quick-win initiatives

5. Make the Strategic Move

Launch your strategic initiatives to deliver quick wins within four weeks

Building the Foundation

Suggestions for building the foundation for a successful program delivery

Choosing the Place and Establishing the Program Team

It is a matter of fact to get started where to find the appropriate conditions for a successful program.

That is why leading companies have a leadership pooling system where they hire, develop, and grow their leadership talents.

The top management champion assesses the leadership talents and chooses the leader who fits the program.

He uses a simple leadership evaluation map.

The RapidKnowHow Digital Leader Competency Model

The Digital Leader Competency Model

Key Competency	Key Competency	Deliverables
1. Creating Value <ul style="list-style-type: none"> • Customer Understanding • Innovation • Taking Action • Delivering Results 	<ul style="list-style-type: none"> ✓ Understands the Customer ✓ Solves Customer Problems ✓ Challenges Assumptions ✓ Proposes New Ways ✓ Produces Results for Stakeholders 	Delivers bottom line results for clients, the company and other stakeholders
2. Executing Strategy <ul style="list-style-type: none"> • Crafting Strategy • Accountability • Strong Communication • Team Building 	<ul style="list-style-type: none"> ✓ Clearly Defines Mission, Vision, Values, Goals and Strategy ✓ Sets Direction, Targets and Accountability ✓ Communicates Frankly; Provides Feedback ✓ Works Across Boundaries, Shares knowledge 	Crafts value adding strategies, mobilizes and guides the process of transformation and change effectively.
3. Leadership <ul style="list-style-type: none"> • Coaching • Learning • Leads by Example 	<ul style="list-style-type: none"> ✓ Invests Time in Learning ✓ Learns from Others ✓ Leads by Example ✓ Holds Others and for herself / himself 	High standards and critically evaluates performance.

Business Model: Digital Leader Competencies

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Determining Your Current Status

First, the program manager establishes the multidisciplinary team. He chooses members from business, marketing, IT and controlling.

The first task of the team is to determine the status on the strategy map.

They confirm their current business model and determine the strategic position of their company versus their main competitors on the specific market or market sector.

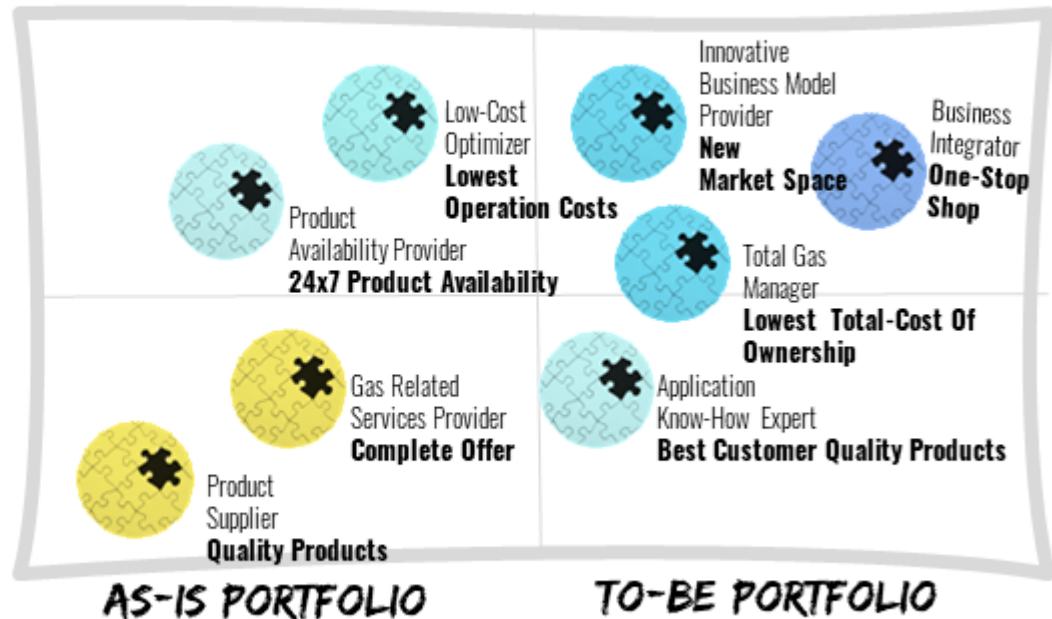
They apply the RapidKnowHow Strategy Map



RapidGas MOVING FROM THE PRODUCT SUPPLIER TO THE BUSINESS INTEGRATOR

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Defining Your Future Goal

Next, the team will define their quick-win moves and strategic 3-years goals.

They will focus on generating quick wins which are results from strategic actions being easy to put in place and providing high monetary value.

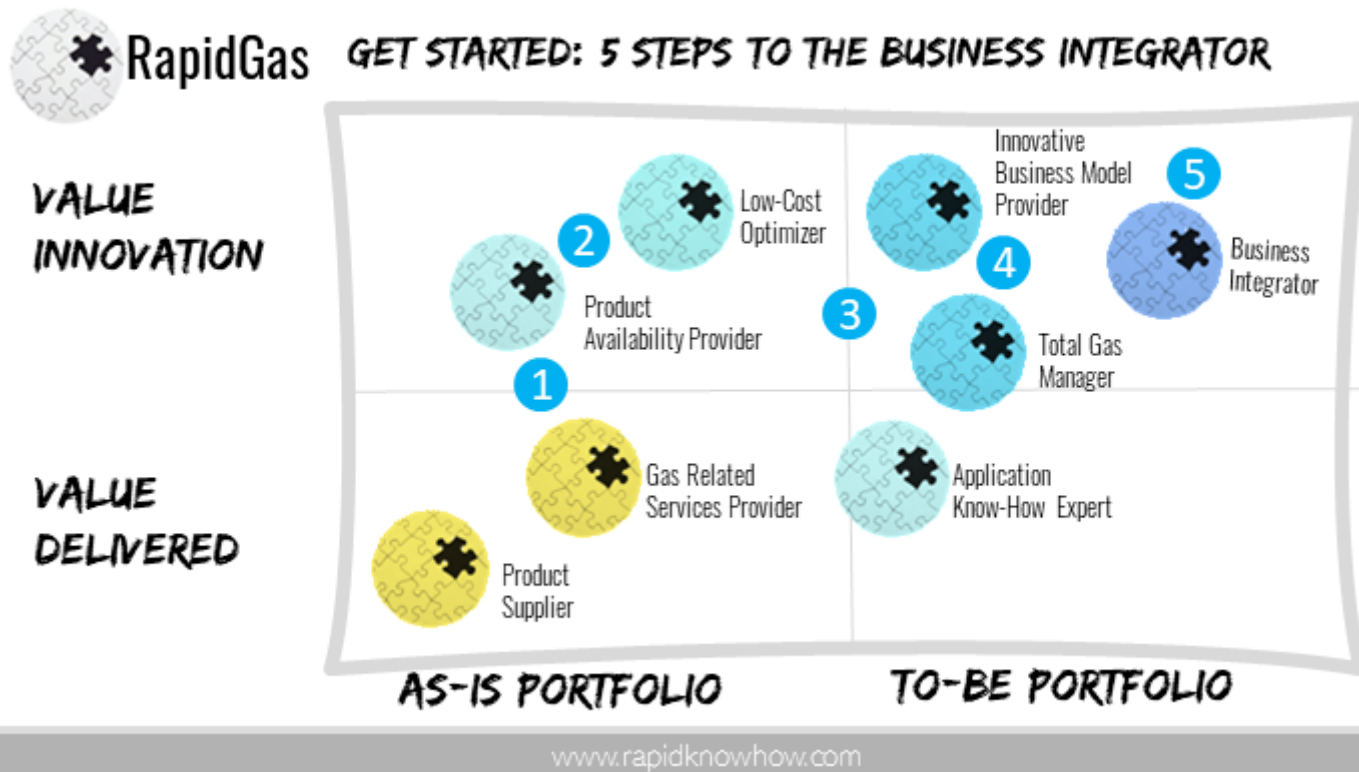
Stating your steps to move from the Current Status to The Future Goal

Now the team members outline the process that shows the move from the industrial gas service provider to the business integrator in 5 steps in 3 years.

1. From service provider to the product availability provider who guarantees industrial gases are available without stock -outs.
2. From product availability provider to the low-cost optimizer who optimizes the total cost of ownership of the entire industrial gas supply chain
3. From low -cost optimizer to the total gas manager who offers to manage the complete industrial gas supply chain
4. From total gas manager to the innovative business model provider who launches innovative business models to build the new MarketSpace.

5. From innovative business model provider to the business integrator who offers a one-stop solution to his sustainability stakeholders?

Map: Get Started: 5 Steps to The Business Integrator



Defining Quick Wins

The team sets- up an action plan to deliver your quick -win initiatives.

Quick win initiatives being related to the specified move from one strategic position to the next.

For instance, let us assume the team agrees on being a service provider (1) and wants to move to the product availability provider (2).

They decide to focus on the segment of sub -suppliers to car companies because of their high demand for just- in – time delivery.

They check and short-list ten sub – suppliers at which their company is the primary supplier.

The sales member of the team takes the responsibility to put in place the goal within six weeks.

Getting Buy in from the Top Management Champion

Now it is time to present the result to the top management champion.

The most effective way is to create a ONE PAGER summary shows:

- The goal: Moving from the service provider to the product availability provider
- The strategy: Choosing ten sub-suppliers of the car industry
- The goal: Signing five product availability provider contracts within six weeks.
- Actions: Responsible: *John Major Sales Manager and his local sales team*
- Monitoring: A progress report from John to the team members on Monday each week.

Getting Started

Sketching out a strategy map that captures the steps to move from the status to the future goal

Sketching Out the Strategy Map

The Strategy Map for Building the Industrial Gas MarketSpace

The strategy map shows how to turn from head-to-head competition to creating the New MarketSpace in the industrial gas industry.

Here is the strategy map for moving from the product supplier to the business integrator.

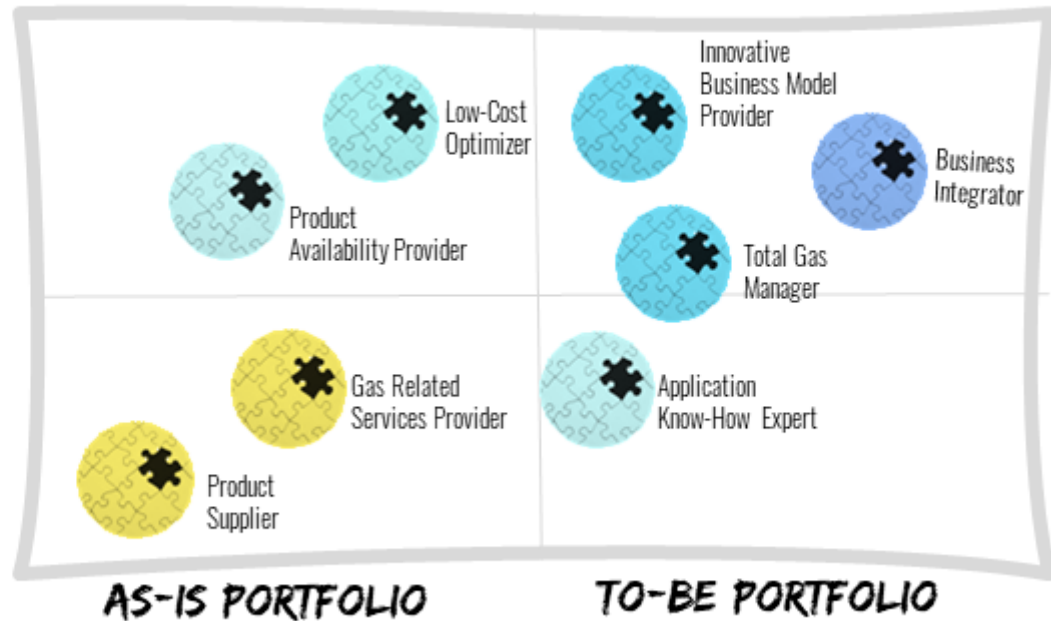
Next, we learn how to move from the product supplier to the business integrator step-by-step.

Strategy Map: Moving from the Product Supplier to The Business Integrator

 **RapidGas** FROM PRODUCT SUPPLIER TO THE BUSINESS INTEGRATOR

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Step 1: Becoming the Product Availability Provider

- Moving from the product/ service supplier to the product availability provider
- Define the value offer of the product/ service supplier
- Define the value offer of the product availability provider

Step 2: Becoming the Low -Cost Optimizer

- Moving from the product availability provider to the low -cost optimizer
- Review the value offer of the product availability provider
- Define the value offer of the low -cost optimizer

Step3: Becoming the Total Gas Manager

- Moving from the low -cost optimizer to the total gas manager
- Review the value offer of the low -cost optimizer
- Define the value offer of the total -gas manager

Step 4: Becoming the Innovation Business Model Provider

- Moving from the total -gas manager to the innovation business model provider
- Review the value offer of the total -gas manager
- Define the value offer of the innovation business model provider

Step 5: Becoming the Business Integrator

- Moving from the innovation business model provider to the business integrator
- Review the value offer of the innovation business model provider
- Define the value offer of the business integrator

Let us get started demonstrating the steps to move from the product /service supplier to the business integrator.

5 Steps to Executing the New MarketSpace

Demonstrating the steps to move from the status to the future goal step -by-step

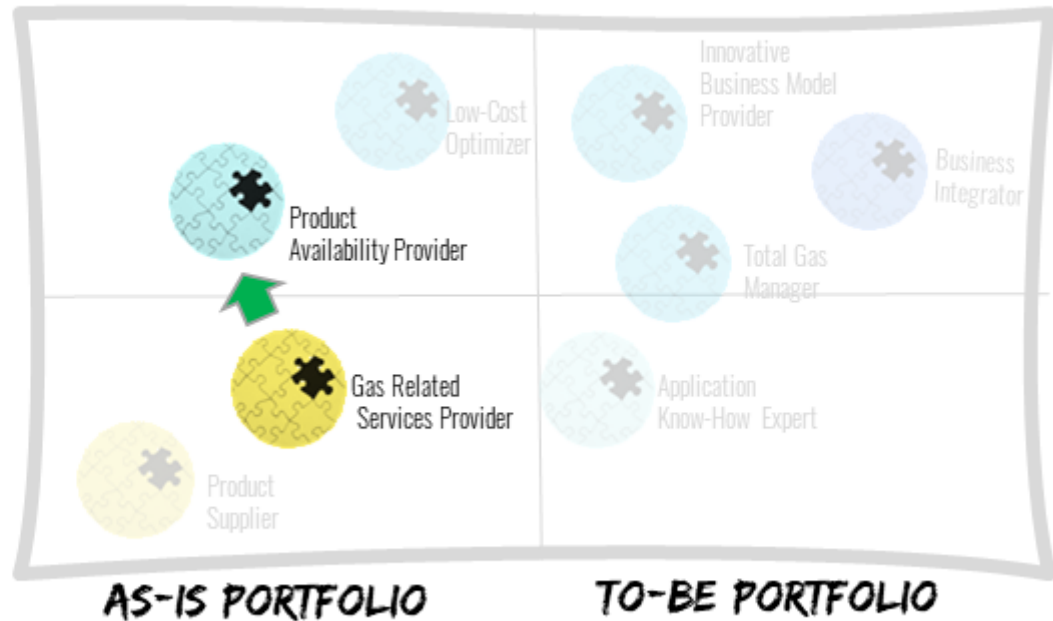
Step 1: Becoming the Product Availability Provider

How to move from the product /service supplier to the product availability provider

Strategy Map: Moving from product/ service supplier to the product availability provider

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- Move to the product availability provider to guarantee product availability and quality.
- The ultimate need for end – use customers is the availability of industrial gases. No gases mean no production.
- That is why guaranteed product availability is the primary criteria for becoming The Product Availability Provider.

The Value Offer of the Product/ Service Supplier

The industrial gas product/ service supplier provides the complete product range and related services to increase the productivity, safety, and the environment of the entire industrial gas process.

The Value Offer of the Product Availability Provider

The industrial gas product availability provider guarantees the availability of industrial gases at the customer's spot to avoid production stand -still.

The Strategic Move from Product/ Service Supplier to The Product Availability Provider

The product availability provider reduces the costs and risks for the customers incurred by a stand-still of the production process.

It is implementation generally involves a Flat Rate contract entitling customers to all the services like automatic replenishment of industrial gases necessary to guarantee constant product availability.

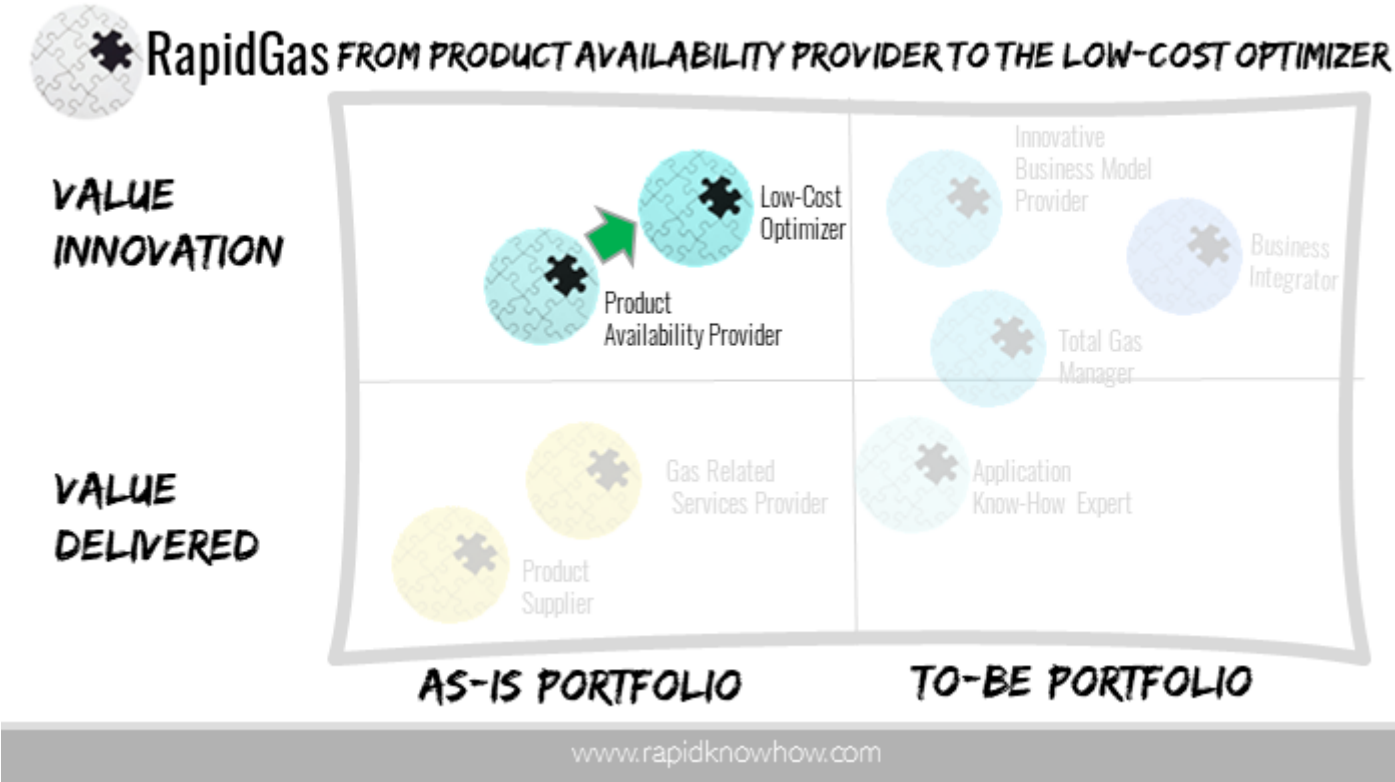
Also, to providing automatic replenishment of gases, this generally involves the provision of repair and maintenance services.

Because customers value such steady availability, primary industrial gas companies build up strong long-term relationships with their customers.

Step 2: Becoming the Low- Cost Optimizer

How to move from the product availability provider to the low -cost optimizer

Strategy Map: Moving from the product availability provider to the low -cost optimizer



- To the low -cost optimizer to improve the industrial gas management:
 - Reduce liability
 - Leverage the knowledge resources of an industrial gas supplier
 - Freeing up floor space for manufacturing
 - Reducing the number of accidents on site

- Improving staff productivity by eliminating industrial gas management tasks from their responsibilities
- Increasing employee safety
- The end-use customer wants to decrease the costs of the entire industrial gas supply chain.
- That is why the Total Cost Optimizer decreases industrial gas supply chain costs.

The Value Offer of the Product Availability Provider

The industrial gas product availability provider guarantees the availability of industrial gases at the customer's spot to avoid production stand -still.

Industrial gas product availability provider guarantees the availability of industrial gases by automatic refilling.

The Value Offer of the Low -Cost Optimizer

The industrial gas low -cost optimizer offers to manage the entire industrial gas life cycle by optimizing the total -cost-of -ownership of the industrial gas supply chain from procurement > inspection > inventory > delivery > use > collection > EHS > emergency preparedness > liability.

The Strategic Move from The Product Availability Provider to The Low -Cost Optimizer

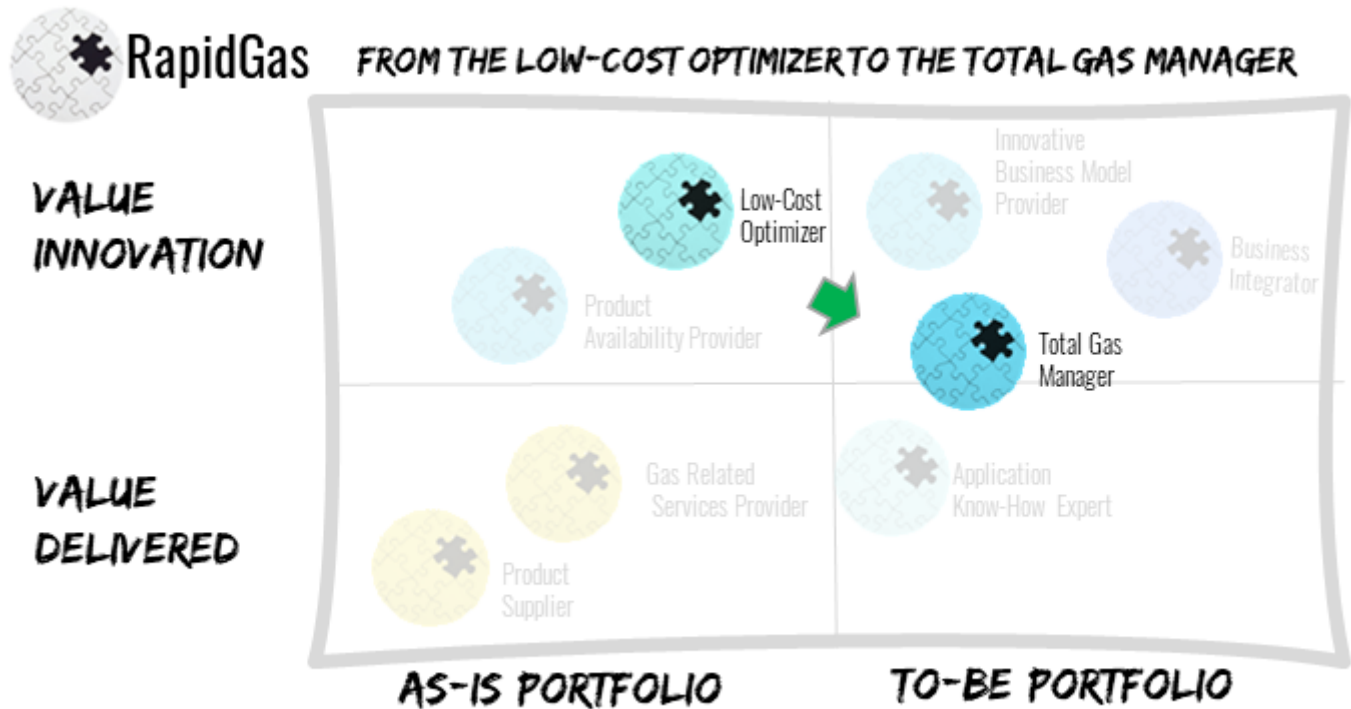
A competent industrial gas low -cost optimizer can:

- Establish a cross -company program team
- Analyse the potential savings of the industrial gas supply chain
- Discuss experience with process efficiency improvements and give examples of cost reduction achievements.
- Give examples of information systems support in use or expect from the client
- How to manage the industrial gas life cycle.
- Discuss the business case
- Propose and discuss the action plan and the one -year cost savings.

Step 3: Becoming the Total Gas Manager

How to move from the low -cost optimizer to the total gas manager

Strategy Map: Moving from the low -cost optimizer to the total gas manager



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- The goal is to manage the industrial gas life cycle
- The end -use client wants to reduce management costs for industrial gases
- That is why clients start discussing total gas management programs with successful low -cost optimizer

The Value Offer of the Low -Cost Optimizer

The industrial gas low -cost optimizer has managed to optimize the total -cost-of -ownership of the industrial gas supply chain from procurement > inspection > inventory > delivery > use > collection > EHS > emergency preparedness > liability the last three years.

The Value Offer of the Total Gas Manager

Next, he will offer to start managing the entire industrial gas supply chain. He adopts the role of total gas manager role to furthering optimizing total cost of ownership while increasing safety, health, and environment (SHE).

The Strategic Move from The Low -Cost Optimizer to The Total Gas Manager

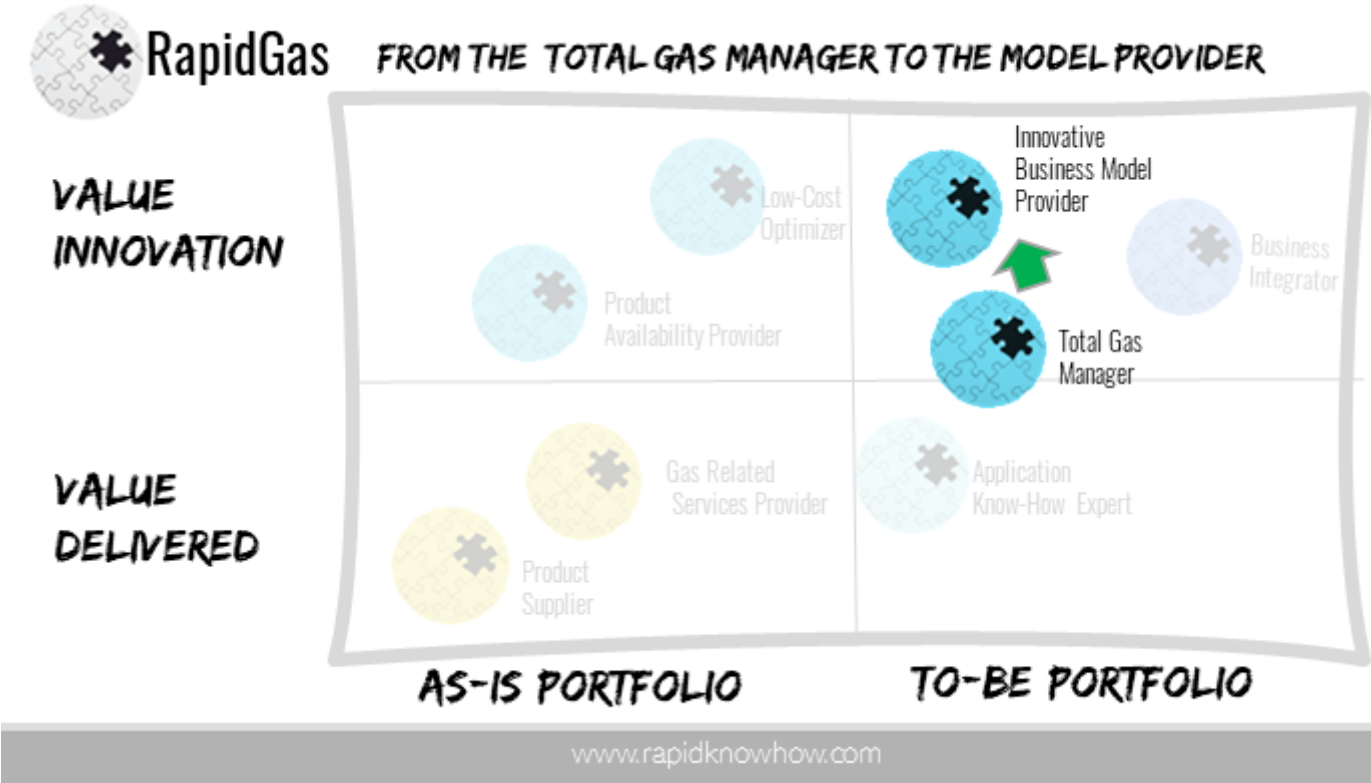
A competent total gas manager:

- Has 3-years’ experience as industrial gas service provider
- General industrial gas program management experience
- Business record in decreasing industrial gas supply costs

Step 4: Becoming the Innovation Business Model Provider

How to move from the total gas manager to the innovation business model provider

Strategy Map: Moving from the service gas manager to the innovation business model provider



- The innovation business model provider offers innovative business models to create the new marketplace
- The client wants to move from competition to the innovation business model provider
- That is why total-gas-managers expand their business offer towards creating and launching innovative business models

The Value Offer of the Total Gas Manager

The total gas manager has managed the entire industrial gas supply chain.

He managed to optimize the total cost of ownership while increasing safety, health, and environment (SHE) the last three years.

The Value Offer of the Innovation Business Model Provider

The innovation business model provider shares its competence in creating and launching innovative business models.

The Strategic Move from The Total Gas Manager to The Innovation Business Model Provider

A competent innovation business model provider can

- Crafting innovative business models to deliver and capture value
- Designing digital platforms
- Creating and launching original branded digital products
- Establishing partnerships with networks of suppliers and partners that make the business model work
- Implementing revenue streams that generate recurring revenues

Step 5: Becoming the Business Integrator

How to move from the innovation business model provider to the business integrator

Strategy Map: Moving from the innovation business model provider to the business integrator (see next page)

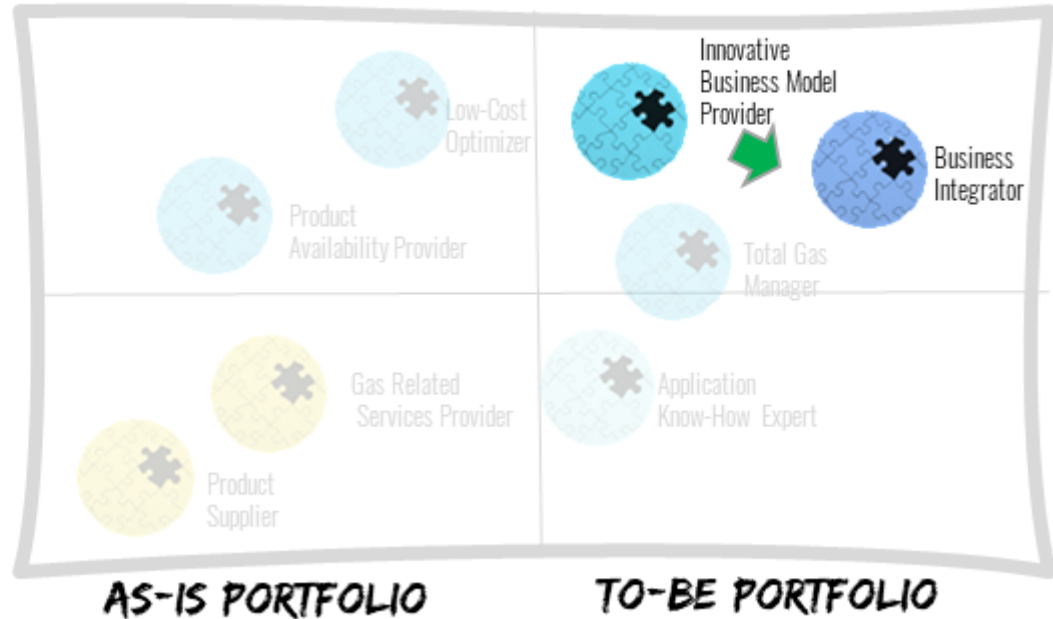


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- To become the new market space shaper, thereby becoming the one-stop-shop for the business partner.
- He becomes the leader in total-gas-management
- That is why successful industrial gas companies finally integrate with their partner in business development. They become the one-stop-shop.

The Value Offer of the Innovation Business Model Provider

The business model provider shares its competence in creating and launching innovative business models.

The Value Offer of the Business Integrator

The business integrator optimizes total cost of ownership and implements innovative business models to increase the market value.

The Strategic Move from The Innovation Business Model Provider to The Business Integrator

The competent business integrator can:

- Building and developing strategic partnerships
- Establishing and managing cross -company programs

- Optimizing the total cost of ownership of the entire industrial gas supply chain
- Implementing innovative business models to increase the market value

Conclusion

Business leaders move from the product service provider to the business integrator. **RapidKnowHow offers strategic programs and executive coaching to help you turn your objective into results. Wish You All Success!**