



# Handout 3

## Beiersdorf Values

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### NIVEA's Management Commitments

#### Passion for Success - Leadership at Beiersdorf

Passion at the first glance is different from business habits. Passion is emotion, ambition, energy - business success is increase of turnover, market share and profit. Beiersdorf leaders strive for success in what they are doing, and passion for what they are doing makes the difference. Leadership at Beiersdorf shall be inspired by Passion for Success and the five challenges are to offer orientation and guidance for every manager's daily task: to lead. They are also a commitment.

#### Go for Growth

- Be competitive - be eager to outperform others in the market
- Think strategically, act pragmatically
- Have a 'can do' attitude - take risks

#### Innovate Your Business

- Drive innovation - encourage better ways of doing business
- Create a vision for your business and make it happen
- Constantly challenge yourself

#### Take the Lead

- Inspire your people - lead and empower them
- Encourage them to make the most of their talents
- Demand excellent performance and appreciate achievements

#### Share Your Views

- Make contacts - actively extend your network and benefit from it
- Face conflicts and strive for solutions
- Act and communicate in a genuine, credible manner

#### Care for Culture

- Be active - bring together people of different cultures and values
- Reflect your own values and meet diversity with open-mindedness
- Think on an international scale and use your findings for business opportunities