

GBU Healthcare



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A winning lesson

Linde colleagues get down to business at LGT University

Bangkok, Thailand, was the host city of Linde Gas Therapeutics University in November 2007. From 12 to 14 November, a group of almost 50 Linde colleagues from 19 countries learned about financial Key Performance Indicators (KPIs), the strategy and business development of the GBU Healthcare, trends in the Healthcare market and the "Linde Spirit". The overall objective of this learning session was to improve the participants' management competences. The event marked the third time that GBU Healthcare held the "university" development programme. This time the regional spotlight was on Asia and the South Pacific, following a focus on the Americas in April 2007 and Europe in November 2006.

The participants, who came from areas such as Business Development, Product Management, Sales, Operations and Quality Management, enjoyed the chance to meet current members of GBU Healthcare's management team, which included Lars Kallsater, Dr. Walter Koppensteiner, Dr. Carla Kriwet and Michael G. Grimbs (Head of HR GBUs and BAs).

Lars Kallsater, former Head of GBU Healthcare, opened the LGT University with an overview of the GBU's market position and the common strategic perspective stemming from legacy BOC Medical and Linde Gas Therapeutics.

Dr. Walter Koppensteiner, now Head of GBU Healthcare (then Head of Hospital Care), and Dr. Carla Kriwet, Head of Global Homecare, gave detailed presentations on their respective businesses and the future in the Asian market. Chwee Foon Lim,

Head of Hospital Care North Asia, also spoke about the specifics of the Healthcare business in China.

To give the participants a range of new perspectives and ideas from outside the Linde world, Kenneth Mays, Director of Marketing and Business Development at Bumrungrad International hospital, joined the event. Bumrungrad International is the largest private hospital in South East Asia with 3,900 employees serving over a million patients annually. Kenneth spoke about "Medical Tourism" and participated in a lively discussion about current healthcare topics.

Active learning

A significant part of the LGT University programme's first day was dedicated to a business management game, which was developed for GBU Healthcare and represents a realistic model of the company. The simulation visualises the overall value-added process of the gases business, from the purchase of raw

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All "students" of LGT University

GBU Healthcare

A winning lesson (contd.)

materials to the payment of an invoice. It makes the financial terms and definitions used in The Linde Group's accounting tangible and easier to understand for non-financial experts. Participants assumed the roles of CEO, CFO, Accountant, Cash Manager and Sales Manager, generated annual accounts, analysed the results and discussed possible improvements. During the management game, the groups were coached by financial specialists from different financial departments of The Linde Group and two external trainers.

On the second day, the participants enhanced their intercultural awareness and sensitivity with the help of a cultural simulation exercise – moderated by Michael G. Grimbs – which has already been used across The Linde Group to demonstrate the profound impact of culture and cultural differences on our behaviour. This allows people to consider that another culture - corporate, regional or otherwise - often takes time to understand and appreciate.



Participants enjoy the management game



Group work sessions unite colleagues from across the world

The Linde Spirit

The values and principles of the new common corporate culture – the Linde Spirit – were presented by Michael G. Grimbs, Dr. Walter Koppensteiner and Dr. Carla Kriwet. In an interactive workshop, the participants worked individually and in groups to determine what these values meant to them, how they want to “live” them in their daily work and what they resolved to change in the following months.

To conclude the university programme was a group work session based on business cases of two different GBU Healthcare products. Tasks included the setting of

sales targets for the Asian geographies and the development and presentation of a marketing and sales strategy to achieve the targets.

Networking

Enjoyable for the LGT University “students” was the chance to talk to the management team and network with colleagues with diverse backgrounds from across the world. Further successes included the financial game and the range of content and learning methods. There was a high energy level and motivation across the entire group – a promising basis for further growth and the success of GBU Healthcare.