

# Sabancı Holding Management Platforms

## SA15+ (STRATEGIC PLANNING)

SA15+ involves work carried out in a participatory manner to provide a roadmap to identify where the Sabancı Group will be in the next ten years and beyond to ensure sustainable profitable growth.

The ongoing SA15+ scheme has been initiated under the leadership of Ms. Güler Sabancı, Chairperson of the Board of Directors of Sabancı Holding and has involved the support of approximately 600 participants from among local and international members of staff of the Sabancı Group.

At the first stage of SA15+, a "common wisdom" was created via search conferences to set the Group's vision, mission and management approach whereas the second stage has served to identify the visions and strategies of the SBUs.

At the end of the SA15+ process, the ten year strategic plan, three-year business plan and budget have been integrated.

## SABE (SABANCI BUSINESS EXCELLENCE)

SABE (Sabancı Business Excellence) is a continuous and systematic improvement approach for better performance.

The purpose of SABE is to make sure business excellence becomes a lifestyle through the Group and to create sustainable competitive advantages.

To accomplish this aim, our priorities are the identification of improvement areas and best practice implementations for each company; undertaking improvement projects in areas that require improvement and ensuring that model implementations are shared and followed.



## INFORMATION TECHNOLOGY

Following the SA 15+ Search Conferences that have led to determination of Sabancı Holding's new strategies and approaches towards business; SATEK, Sabancı Holding Technology, Materials and Intellectual Property Committee, was established to evidently increase the activities on Research & Development, achieving Technological Superiority as well as preservation and development of Intellectual Property Rights within the Sabancı Group.

## GROWTH AND VALUE CREATION THROUGH INNOVATION

In line with its vision to create 'sustainable advantage through differentiation' the Sabancı Group aims to make differences and to distinguish itself reaching sustainable growth and profitability within the globalized environment. To realize this goal, the Sabancı Group has taken on the initiative of promoting innovations in all of its businesses and to ensure that innovation is part of the organization culture and management approach.

## HUMAN RESOURCES AND ORGANIZATIONAL TRANSFORMATION

Human resources and organizational transformation begins with the identification of critical 'systems and processes' necessary to accomplish the objectives of the Sabancı Group. Once the critical 'systems and processes' are defined, 'people profile', 'culture' and 'organizational structure' are also examined to ensure that they support these systems. The congruence of these four components brings success and is the basis of our transformation model. Sabancı

companies not only align long-term human resources and organizational needs with the vision and 2015 objectives, but also identify and prioritize short-term needs through the organization and people review process conducted every year. Consistent with the transformation model approach, the organization and people review process helps companies analyze the alignment of company strategies with the four components of this model.