



eyeon

YEARS AHEAD



**EYEON  
PLANNING  
INSPIRATION DAY  
MAGAZINE**

OCTOBER 2017



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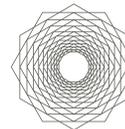
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# RAPID CHANGES

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**The environment in which we operate as professional planners is changing rapidly. We now have access to more data, better systems and faster communication than ever before. And developments continue; we have only seen the beginning...**

During the PID2017 around 350 participants representing about 20 nationalities from almost 200 leading companies, attended the event, discussed visions, shared new insights and explored the latest best-practices.

The 4th edition of the EyeOn Planning Inspiration Day, PID2017, was once again an inspiring and thought-provoking event. The World Heritage UNESCO-listed Van Nelle Factory in Rotterdam was the perfect venue for one of the biggest planning events in Europe. The venue's spatial and airy atmosphere not only has inspired coffee and tea employees in the past, participants enjoyed this ambiance yesterday as well.

With presentations of keynote speaker Professor of Internet Governance and Regulation at the University of Oxford, Viktor Mayer-Schönberger convincingly explaining why 'Big data is a big deal' and entertaining keynote presentation by Trendwatcher and Futurist, Richard van Hooijdonk, focused on trends in 2030, the event looked at the future. The presentation by Managing Partner EyeOn Freek Aertsen and Managing Partner André Vriens covered trends that have an impact on forecasting and planning today.

Moreover, the program included over 25 sessions, from visionary expert views on business trends to practical demonstrations of the latest solutions implemented recently by leading companies.

With this magazine EyeOn want to remind you of this inspiring day and invites you to participate in future network meetings, expert sessions or master classes. Together shaping the future of planning and forecasting!

Check their website regularly to find out what is going on!





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KEYNOTE VIKTOR MAYER-SCHÖNBERGER

## BIG DATA IS A BIG DEAL

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**The growth of data is explosive. Data is currently doubling within 18-20 months. Do we know the right questions to ask when it comes to data?**

### Causality or correlation?

Keynote speaker Viktor Mayer-Schönberger, Professor of Internet Governance and Regulation at University of Oxford, explains that we need to let data speak instead of pre-defining our questions. Cause and effect is how we interpret the world. Bad predictions are often the result of outdated models or wrong assumptions. When you flip a coin, you presume you have a 50% chance that it will turn up heads. Your assumption is based on the coin being perfect, which it probably is not, and that the coin has been perfectly thrown, and chances this was also not the case.

### Reuse data for more value

So, instead of starting with a question, why not begin with data and use it to drive your hypothesis? What happens when you base everything on correlation? Dr Carolyn McGregor analysed massive data collected from monitoring devices connected to premature babies. An unexpected outcome – when the baby's vital signs stabilize, this is actually an indication that the baby might become infected within 24 hours.

### Datafy business model

Turn it around. Use your data to design clothing according to individual preferences. How do you make car sharing more attractive when data shows car owners think they drive better than other drivers? Have cars do the driving themselves!

### Big data mindset

The takeaway: collect data opportunistically, repeatedly and be willing to try new things and fail at doing so. Dare to go on a fishing expedition. Rethink data and let data inspire you.

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INTRODUCTION BY MANAGING PARTNER FREEK AERTSEN  
AND MANAGING PARTNER ANDRÉ VRIENS

# PLANNING AND FORECASTING IN THE BIG DATA AREA: ARE YOU ASKING THE RIGHT QUESTION?

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**We are living in an ‘...era where 50 percent of the Fortune 500 from 2000 no longer exist,’ according to Forbes.com. And the speed in which this number is being reduced continues to accelerate.**

The world is changing. Are we? Managing Partner EyeOn Frenk Aertsen and Managing Partner EyeOn André Vriens handled six current trends and their impact on the world: the digital society, the techno society, the legal society, the sustainable society, the millennial society and the glocal community.

## Trends that disrupt and change our lives

Frenk showed how social media and digital product reviews have influenced our interaction with others including our buying behaviour. André demonstrated how consumers drive change. James Bond’s futuristic jetpack worn 50 years ago is produced today for customers.

Other fascinating developments were touched upon. Is a robot allowed to make a legal agreement? This is not as farfetched as you probably think since Japan already has a hotel with robots as employees. In terms of privacy, are we allowed to reuse Facebook data when making predictions? A demand for ‘tweaked and customized’ local farm products and brands is developing alongside low-cost manufacturing in foreign regions such as Asia. The millennial mindset requires employers to adjust their approach towards millennial employees by taking their needs and career aspirations into account.

## How to respond to these trends?

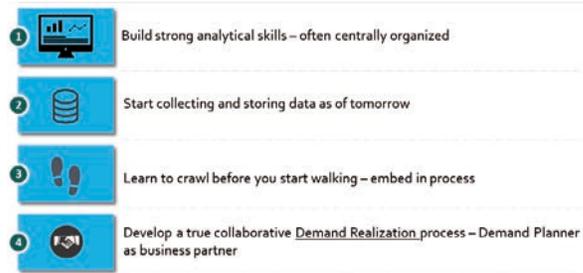
So, what do these various trends mean for forecasting and planning? More intense collaboration is necessary; this pertains to the interaction between humans and machines as well since we might have to coach robots in the future. Data and business know-how can help

you ask the right questions and find the right answers. Ask questions outside your own silo and use data for other purposes.

Despite some of these worrisome statistics, have fun and don’t forget to go on a fishing expedition. Collaborate, work with machines and be agile.



## SUBSESSIONS



### Stop forecasting: Start orchestrating your demand!

Your forecast is wrong. It is important that you have a good overview of what is happening in the marketplace. You can reach this goal by using non-conventional demand data sources not captured in your ERP system (Point-of-Sales, social media, web scraping). This enables you to react to a new reality, take measures to meet your demand, reach out to sales, marketing, product management etc. The demand manager 2.0 should not stop at forecasting, but be the orchestrator of a true collaborative demand creation process.

### One Number Planning at Hospira

During this EyeOn round table on Integrated Business Management, Sabu Sheikh shared a case on One Number Planning, based on his experience as Head Integrated Business Planning EMEA at Hospira, a leading provider of infusion technologies for the healthcare industry.

The lively discussion which took place addressed the challenges of One Number Planning especially when linking financial planning to volume planning. Key enablers for Hospira:

- Active involvement of senior leadership team was ensured.
- All discussions revolved around Unit/\$.
- Financial 'Gaps' were made visible.
- Supply Constraints were made visible.
- Trade-offs were managed by commercial team.

Integrated Business Planning (IBP) turned out to be the 'secret sauce' for Hospira's success and eventual acquisition by Pfizer.

Note: This one-hour round table gave participants a taste of the '2,5 hour' round table held at Croy Castle, Aarle-Rixtel (NL) biannually. A different Integrated Business Management topic is discussed each session. Topics are chosen by members and each session centres around a participant's case. If you want to join (no fee), please send [marco.vanalfen@eyeon.nl](mailto:marco.vanalfen@eyeon.nl) an email.





### Commercial Excellence improved S&OP's successful implementation at Corbion

Boudewijn van Nuland, Vice-President Marketing at Corbion explained how Commercial Excellence can lead to a more successful S&OP implementation. Corbion, a major manufacturer of bio-based food ingredients, biochemicals and bioplastics, became the business owner of the S&OP process in 2016. Commercial Excellence initiatives such as customer segmentation, pipeline management and sales performance management, leveraged the implementation of this S&OP process. To successfully realize these initiatives, balanced change management is used between the 'hard' and 'soft' side of the implementation. It's all about a mixture of 'hearts & minds'.



### Reduce cost via end-to-end stock optimization – A Mediq case study by Jeroen de Lange

During this session, we showed how a 30% cost reduction for the Mediq private brand could be realized by taking the integral transport-, warehouse handling- and working capital cost in their supply chain into account. This approach is based on a combination of simulation and smart optimization techniques. We have determined what products should be supplied via a central warehouse and what products should be delivered directly to the selling unit. Most of the costs were reduced though by taking out all centrally and locally kept redundant stock. The model can easily be adjusted to support business decisions, for instance, on product portfolio harmonization initiatives and in leveraging high stock opportunities.



### Supply planning improvement by KPI visualization: a customer case @Stryker

Measuring operational performance is key to business as well as making monthly improvements. During this one-hour session by Michael Anderson - Stryker, with representatives from Philips, B Braun, Cargill and others, the practice of setting up and visualizing these Key Performance Indicators (KPIs) was discussed in detail.

Dealing with KPIs is a tricky undertaking; comparing scores of the divisions is not the most interesting aspect of metrics. It's far more interesting to track the performance of a single division over time to see how well it reacts to information provided by the KPI as well as to consecutive actions taken.



### The compass to guide you on your APS journey

Guidelines have been offered when selecting and implementing an Advanced Planning System. An APS system enables decision making about the deployment of company's strategy into daily operations. All attendants had not yet implemented an APS system, but were considering to implement one.

From the Target Operating Model to the requirements collection and definition, processes and master data design as well as tactics to select the best vendor from a Gartner or Lora Cecere's Supply Chain Insights list help to progress on this journey.

The presentation highlighted EyeOn's experiences from several implementations in Life Science and High Tech industry and participants interactively discussed pitfalls and key learnings.



### Schneider Electric: mutual growth by collaborative planning with customer

Claude De Paoli (Schneider Electric) shared his experience on the collaborative planning programme Schneider is running. They moved from a Sell-In focused relationship towards a Sell-Through relationship with some of their distributors, resulting in mutual growth.

The programme was visualized as a tree. Good data at the roots; with improved promotions management, smooth product introduction, joint stocking policy and many other benefits which can be harvested.

The lessons learned: like the analogy of the tree, patience is key, because it can take years for the full benefits to materialize.



Increased data quality improves planning

Data Quality, Master Data Management, Meta Data... not exactly sexy topics. According to Gartner, about 85% of companies do not trust their company data due to errors, missing values, etc. Since the rise of Big Data was generated by Internet of Things (IoT) connected devices, the importance of improved data quality is higher than ever before because a variety of sources must be connected to one another.

Large companies such as Heineken, Tata Steel and Johnson & Johnson, recognize the value of increased data quality and have implemented Master Data structures and governance to clean the data and keep it clean.

To get started, EyeOn developed a framework based on our experience and the MDM Maturity Model by Gartner. This easy-to-follow approach defines the steps needed to start improving data quality within your company.



The 4 levels of planning in E2O companies

Decisions need to be made constantly at every level in the organization. The objective of planning is to enable high-quality decision making! Different decisions at various levels of the organization, on different horizons, need a separate set of accurate, reliable and up-to-date information. This is where the 4 levels of planning can be used so that E2O companies have the right info for the right decision!

During the session, there was a lively discussion amongst participants regarding which levels to use and how to maintain them. This led to interesting questions such as: 'Should our planning be fully integral on lower levels?', 'On what level of planning should main contractors be integrated?' and 'How can planning be used most effectively during progress and business planning meetings?'



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# PHOTO IMPRESSION

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# PID2017 EVENT PARTNERS



The EyeOn Planning Inspiration day has been made possible by Anaplan, Jedox, Solventure Nederland and CTouch. During the PID2017 participants could meet these companies that offer (S&OP) integrated software planning tools and platforms and interactive displays.



**jedox.**



**Anaplan**



**SOLVENTURE**  
S&OP TOOLING & ANALYTICS



**CTOUCH**  
INTERACTIVE TOUCH SOLUTIONS



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In today's dynamic and uncertain business environment, your supply chain planning challenges continue to grow. Your portfolio is more complex than ever. Consumer behaviour is volatile. You face growing pressure on price and margins. The IT landscape is changing rapidly. To understand and be able to deal with this intricate and erratic market, you need high-quality planning. Performed by well-educated and highly skilled planners. And talent is hard to find. With Forecast Services your worries are over.

Our services include:

- Statistical baseline forecasting: an initial forecast for regular sales, focused on mature products.
- Promotion forecasting: helps retailers and suppliers maximize promotional effectiveness.
- New product forecasting: dedicated forecasting to maximize availability during product launches.
- Advanced inventory optimization: create an optimal balance between high product availability and low inventory levels.



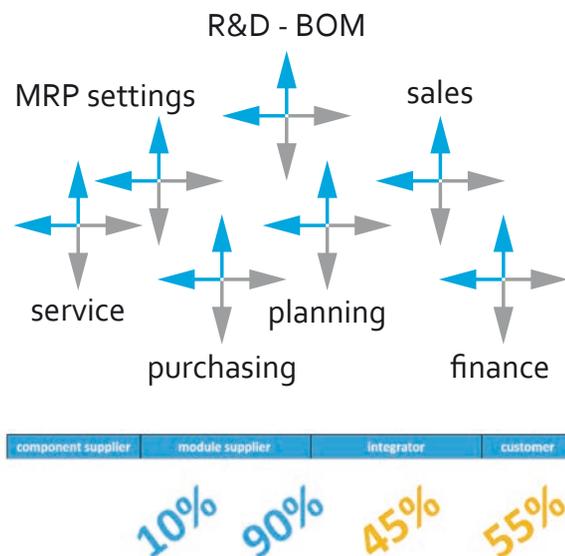
**Crunching Big Data into actionable insights**

Substantial amounts of customer data are shared with Heineken daily, but until lately the full potential of this data had not been taken advantage of. Kalle Rasmussens (Heineken) demonstrated how Heineken together with EyeOn could crunch customer Big Data and create actionable insights to drive value for both Heineken and the customer. The main learning of the session: start simply by focusing on 1 main topic. Monitor 1 KPI to reach 1 success and then ramp up to reach the full potential.



**How to react to short-term changes in the high-tech equipment supply chain?**

During this breakout session two members of the high-tech team shared their experiences on managing short-term demand changes. Participants from various industries in the room discussed both best and poor practices in managing these changes. What all industries have in common is the need to control short-term changes. Companies battle complexity such as the high number of SKUs and changes in general. The main takeaways: be aware of critical resources, share information of high quality, and do not merely firefight, but also reward structural improvements.





**Improving forecast accuracy by understanding human behaviour in demand planning**

Quantifying the impact of human behaviour on demand planning. This is what PhD student ir. Bregje van der Staak from Eindhoven Technical University is currently researching. During the session interesting aspects of this research were shared with the audience. For example, did you know that demand planners:

- have a strong preference for round numbers; 75% of all forecast enrichments have 0 as a last digit? And that this preference increases the error in forecasting significantly!
- are good in forecasting negative trends, but on average not as good in forecasting positive trends?

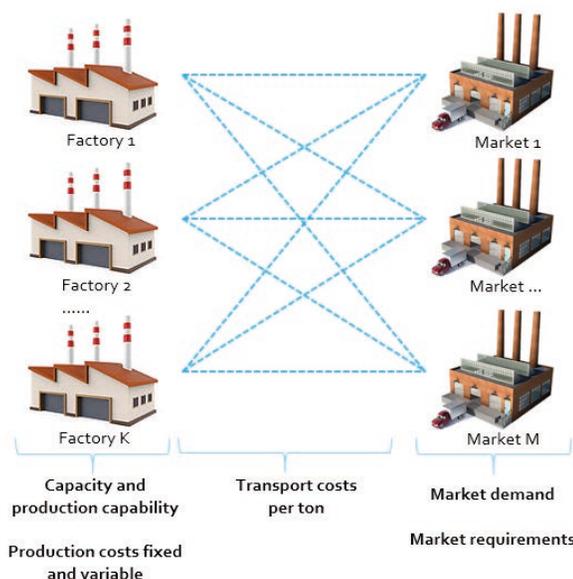
More valuable insights are to come since fascinating research on this topic will continue the coming 2 to 3 years.



**Supply Planning – using apps to analyse scenarios in the review meeting**

A variety of apps answer all sorts of questions every day, except when it comes to S&OP planning processes. Although we are bound to rigid systems and upfront prepared analysis, current market dynamics require scenario thinking when planning. Despite preparation of a baseline and a scenario, there are always questions pertaining to scenarios you anticipated as well as those you didn't consider.

Our app demo was used to demonstrate a case study concerning the impact of capacity change as well as the effects of capability specialization and demand changes when exploited, among other things. Scenarios are calculated and visualized on the spot; so that the power of scenario analysis and optimization capabilities are immediately available during a meeting. However, do be aware of the pitfall 'analysis paralysis'. By over-analysing a situation, a decision may never be reached. And in the end, the goal of the S&OP process is to make well-informed decisions!





**Getting S&OP to work; 12 building blocks for process design and implementation**

A successful S&OP process is often hampered by complexity. 80% of the audience attending this PID session, evaluated their S&OP maturity no higher than Gartner level 2.

In an interactive session, EyeOn guided participants through the 12 essential building blocks to make S&OP planning work.

Within this implementation framework, the audience concluded that the top 3 challenges for making S&OP a success, are in the following areas:

1. Gathering accurate supportive data and using enabling tools which integrate the input and output of processes.
2. Achieving plan integration across disciplines.
3. Establishing a collaborative mindset that supports decision making.
4. The framework offered participants a set of guidelines on how to tackle these challenges.



**Machine learning – the planner of the future? The technology behind the hype**

Best-in-class machine learning technology is currently beating world champions in games such as Go and Poker. These machines can even teach themselves how to dominate Atari. Will machines replace planners? Machine learning covers an entire range of techniques, many of which are already used to produce better forecasts or optimize inventory in supply chains. While no one can say for sure how far these techniques will evolve, the best way to find out is to get started! Ironically this is very much a people business. It takes a smart data scientist to convert machine learning techniques into planning applications. So, hire data scientists to ramp up your analytical capabilities, start datafying your organization and explore possibilities in your organization on how to conquer the modern age!





### From local to global APS at Janssen

During the 60-minute breakout session, Bram Bongaerts, Sr Life Science Consultant at EyeOn, handled Janssen's (a pharmaceutical company) global APS implementation. Representatives from different life science companies were really interested and curious about the process, pitfalls, the result, as well as the next steps to be taken in such an implementation. Questions were raised concerning whether their companies are on the right track and what should be considered when starting an APS project.



### ERP: Master or Monster for engineering to order companies

In the discussion to which extent ERP adds value to project planning tools, guidelines have been offered to consider, when configuring and implementing ERP. Company scale and volumes, the use of critical shared resources, and the desired detail level of project management and financial reporting impact the relation between ERP and Project management tools, for both tools overlap in their functional capabilities.

Shipbuilding companies, like Damen, Huisman, de Vries and van Lent, but also NXP Semiconductors and Voortman Steel construction joined this session. Attendants questioned the role of master data and specifically for product data management. With whom should lie the responsibilities of data accuracy and completeness? What kind of interfaces are possible and how should these interfaces be arranged?

### Driving towards optimal inventory levels

In the session "Driving towards optimal inventory levels" we discussed two examples from practice on making a change. Involvement and fact-based were the key-words. In the first case we discussed how various stakeholders need to be involved from the start in defining inventory strategy and policies. Once these are accepted, manual deviations are the exception. In the second case we discussed the importance of early consideration of inventory and customer service in strategic network optimization, even if transportation and warehousing costs are a multiple of inventory costs. Indeed, alternative scenarios may result in largely equal logistics cost while having an impact on inventory and customer service.

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### 4D PLANNING

With 4D Planning tools, engineering-to-order companies can add the dimension of time to their planning and construction documents. The combination of a schedule (Primavera, MS Project) with the 3D model (Nupas, Aveva) enables companies to visualize and communicate their plan.

Imagine the benefits of seeing what you are doing as well as seeing what you've planned to build. For example, 4D planning can identify and eliminate rework in advance, whereas this is not always visible when using traditional schedules. You can also run scenarios to assess how feasible your assembly sequences are.

4D Planning makes your plan more reliable, improves the productivity and profitability of your organization as well as project predictability at an early stage.

### INVENTORY QUICK CHECK

The Inventory Quick Check offers an automated assessment of inventory improvement opportunities based on inventory levels and sales history.

This can be accessed online and includes the following steps: a kind of benchmark questionnaire including upload of customer data, quick assessment of the optimal safety stock level, ABC-XYZ classification and a graphical presentation of improvement potential.

After customer's input is provided, a report is generated that indicates improvement opportunities: inventory classification and health check, balancing safety stocks, improving forecast, differentiated service levels and reduction of MOQs.

Do you know how healthy your inventories are? Go and check online now (free): <http://eyeoninventorycheck.azurewebsites.net/datafiles/>

### DIGITIZATION OF RETAIL

During the past decade digitization entered the retail market. During this session we re-examined how this has influenced the customer experience and impacted retail businesses. We used digital masters' three key competences (hyperawareness, informed decision making and fast execution) as a starting point.

Valuable insights are generated for both retailers and manufacturers when digitizing the customer, and can be useful for planning and forecasting. Research has already shown that companies that apply these techniques (known as 'digital masters') are able to outperform their peers. This insight fuelled discussion on the necessary steps needed to become a 'digital master'.

### BLOCKCHAIN APPLICATIONS IN THE SUPPLY CHAIN

We discussed various blockchain applications in the supply chain. Blockchain was a new concept for most participants. Although most of them were familiar with the term, how you should use the blockchain in the supply chain and its implications for the supply chain were unclear. After a brief explanation, the group consensus was that its potential is significant but that it could take a while before such applications are implemented for daily use.

### SUPPLY CHAIN COLLABORATION: KEY DRIVERS TO SUCCESS

During this session, EyeOn shared findings on academic research regarding collaboration. The topic handled collaboration factors that are positively correlated with success in collaboration processes. The audience used smartphones to interact (‘real time’) with the presentation. They learned where to focus their efforts to increase their success rate in providing cost and service benefits.

‘Trust’ and ‘Coordination’ are the two factors that explain the highest variance in collaboration success. One of the presentation’s key takeaways. Therefore, companies should spend time and resources in establishing these two factors first as a foundation for a well-structured collaboration process.

### REVENUE MANAGEMENT TO THE NEXT LEVEL: ‘HOW DIFFICULT CAN IT BE?’

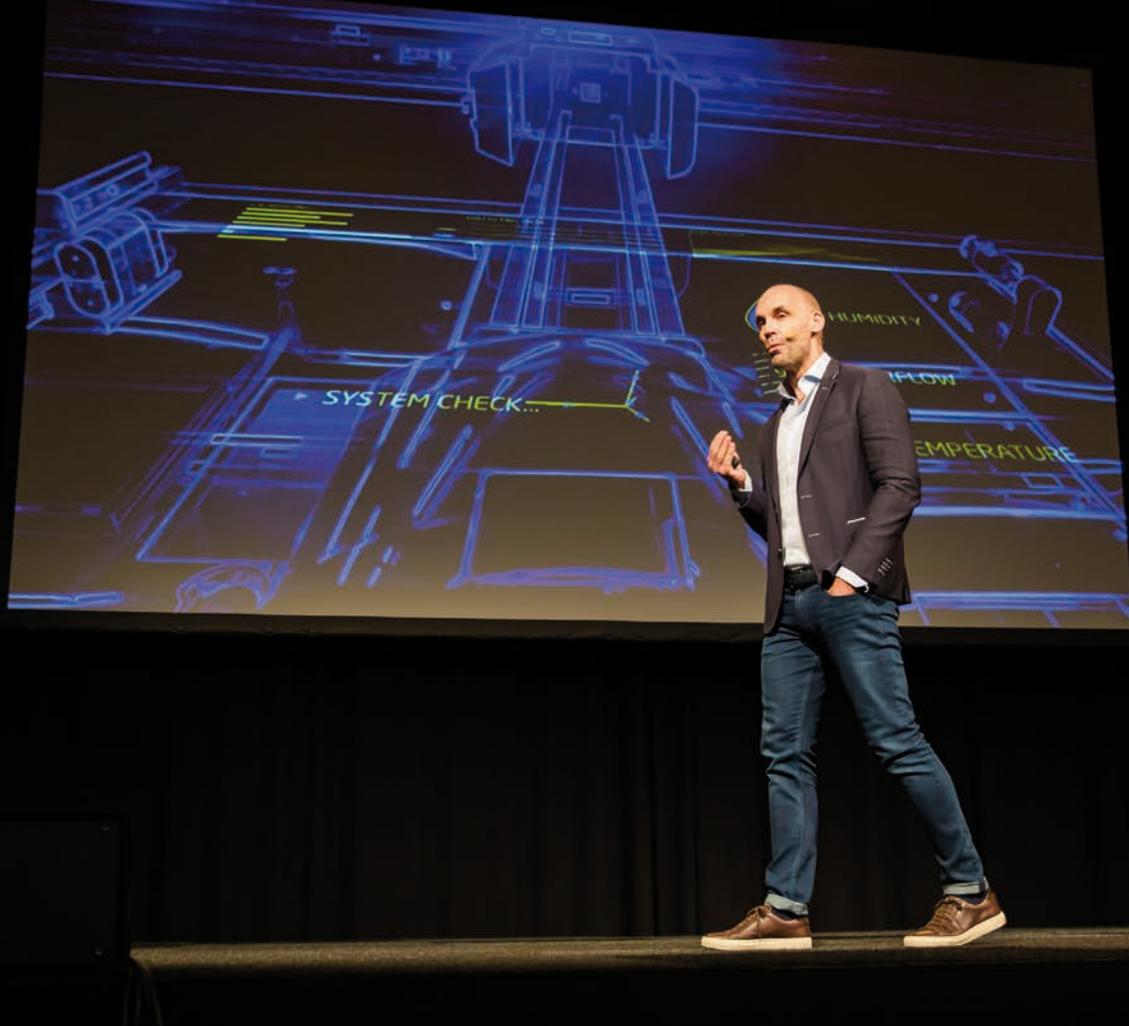
Even though research shows increased trade spending, it often seems that promotional effectiveness is not as optimal as it should be; nor does it drive desired results. Phrases such as: ‘we have disconnected plans’, ‘we do not learn from the past’ or ‘we have no view on real return’ were familiar to participants. We asked them which factors they consider when planning promotions and where organizations feel the pain when we do not step up. The absence of an aligned strategy that maximizes effectiveness is not surprising when you consider how many parts of an organization are involved.

Our conclusion is that we potentially miss important angles. In the end, it is a journey in which you do not want to skip steps. Go for a controlled process first. Then build insights and analytics, and aim to optimize in the third phase. Create your own journey!

### THE ROAD TO EXCEL HELL IS PAVED WITH GOOD INTENTIONS: HOW TO SELECT THE RIGHT IMPROVEMENT INITIATIVES?

Doing the right things is often more important than doing things right. When stuck in low maturity "Excel Hell" situations, focusing only on acquiring a better tool will drop you back into Hell if performance is low on process, people or data. Iterative steps using light-weight approaches are available in all 4 dimensions: overstretch yourself will risk to travel inward on the spiral. If Excel stays part of your planning landscape, ensure it is treated as such: develop a shared approach in your team so that your team can collaborate using proven best practices for applying Excel in a planning environment!

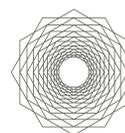




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KEYNOTE RICHARD VAN HOOIJDONK

## TRENDZ! TOWARDS 2030



*We ‘...are sitting on the forefront of great changes that will take place in the fields of economy, work, society, technology, media, marketing, entrepreneurship and science. Robots, drones, big data, Internet of Things, virtual reality, biotech, neurotech and blockchain create new opportunities and new business models emerge. You need to be prepared for the future.’*

Certainly, Trendwatcher and Futurist, Richard van Hooijdonk, already is. He’s part of the Internet of Things. He’s had a RFID chip implanted in his body and plans to swallow an electronic pill to detect health problems (viruses, heart attacks) in six months from now.

During this entertaining presentation, Richard told us about our technological world in 2030 and beyond. You must take the initiative, explains Richard. Passionate and curious inspirators will be rewarded. Those who don’t adapt will be left behind. It happened to Kodak and Blockbusters. Companies that don’t evolve most

likely will not survive. Large companies will downsize, acquire new management, outsource work and become more flexible. Algorithms will play a significant role in running businesses. A clear strategy, managing uncertainty, investing in innovative technology, are all key to business survival.

Predictions are that the job loss rate will hit 70-80% in the near future. For one, repetitive tasks will be automated and done by robots. For example, they’ll build our houses and do the driving. Our job descriptions will radically change: passion, curiosity, imagination and resilience are a selection of the new skills we will need. A universal basic income is necessary since we will work fewer hours. Fortunately, due to robots and 3D printing, products will be less expensive.

Change is the only constant factor. Disruption can trigger huge opportunities. Welcome to the future.

NETWORKING MOMENT



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## PARTICIPATING COMPANIES

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ADVANCED IMAGE SYSTEMS - AKZONOBEL  
AMGEN - ARCHER DANIELS MIDLAND  
ARCHROMA - ARKEMA - ARLA FOODS  
ASML - ASPEN - ASTRA SWEETS  
B.BRAUN - BACARDI - BANKETGROEP -  
BECTON DICKINSON - BERRY PLASTICS  
BOL.COM - BOLSIUS - BOSCH REXROTH  
BOSE - BUSINESS FUSION CONCEPTS  
& CREATION - C VAN LENT & ZONEN -  
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SCIENTIFIC - TOTAL - UNILEVER - VADIGRAN  
VALEANT PHARMACEUTICAL - VARIAN  
MEDICAL SYSTEMS - VEZET - VIFOR  
PHARMA - VION FOOD GROUP - VLISCO  
VOORTMAN STEEL CONSTRUCTION -  
XYCARB CERAMICS - ZIMMER BIOMET



Full documentation on  
[pid2017.eyeon.nl](http://pid2017.eyeon.nl)



Contact EyeOn  
for in-house  
inspiration sessions



The story goes on: see  
agenda for masterclasses  
and networkmeetings at  
[www.eyeon.nl/knowledge](http://www.eyeon.nl/knowledge)



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