

CREATING SPACE FOR GROWTH



NICE TO MEET YOU!
How are you **growing?**

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elpnetwork
realising breakthroughs

ARE YOU CREATING OR REACTING?

The same letters, but very different dynamics!

We realised in 2001 that there must be **a better way to architect the growth of a business**: ELP Network was born. We saw the rate of change, as well as the demand for new ways of growing businesses, accelerating ever since. **Sustained relevance** - for customers, investors, talent and society - demands new ways and practices for people to grow the business. This is where the vision, the aspiration, the methods and the competences of ELP Network come together.

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For us, growing organisations are **purposeful** communities that **move together** to create **better, different** and **more value** for their customers, and to capture that value. To stay and be relevant, today and tomorrow.

Through our **hands-on executive experience**, our **20 years track record** in numerous projects and our **research partnerships** with leading academics, we have developed a holistic view, leading edge repertoire and tested methodologies **to make organisations thrive** in today's volatile and fast changing landscape.



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Identifying and realising the **unique 'critical path'** for your organisation is about deciding on when, what and how you enact your key business practices - from direction setting and roadmapping, to the hard and soft building blocks of your operating model, all the way to the leadership behaviours and people capacity and mindset.

- ✘ ELP Network is run as a private company, and fuelled as a community of 'likeminded shapers and movers' that strive for impact.
- ✘ Over the years we worked with a wide variety of companies – from small and fast growing challengers, to medium sized family owned businesses, and big international corporations – in a wide range of industries.
- ✘ We operate from offices in Leuven (Belgium) and Rotterdam (The Netherlands) and through our network partners we have a presence in major European markets, are building up our practice in Asia and working with local partners in The Americas.
- ✘ Through our ELP Foundation we support initiatives to grow ideas, people and communities around the world.

6 PILLARS OF OUR WORK



LASTING IMPACT

We design and intervene, for result and impact. No 'l'art pour l'art'. We leave behind the capabilities, mindset and drive for people to think, do and behave differently. We groom 'fishing capacity' over 'selling you fish'.



LEADING EDGE

Through our Value Creation Initiative, a research-in-action project with leading academics like Prof. Paul Verdin and Prof. Amy Edmondson, we continue to discover and apply new practices to grow leaders, teams and businesses, together.



INTERNATIONAL NETWORK

Our network provides you with the scope, depth and variety to meet your needs. Our professionals have diverse backgrounds, combining business savvy with behavioural sensitivity, rigour with playfulness, care with dare, to team with you.



RAPPORT, NOT REPORTS

We work with you, not to you. You are the builder, we are the architect. Jointly creating space for growth. Working with the people in the field, on the issues on (and below) the table, in real time. Going beyond power points sitting in a folder.



FIT-FOR-PURPOSE, DELIVERED PLAYFULLY

Your organisation is unique and different. We start from what is already there, adding tools, instruments and approaches, that work, for you. Creating a can-do climate and playful context to try and experiment. Bespoke experiences that last.



ONLINE AND OFFLINE - S, M, L AND XL

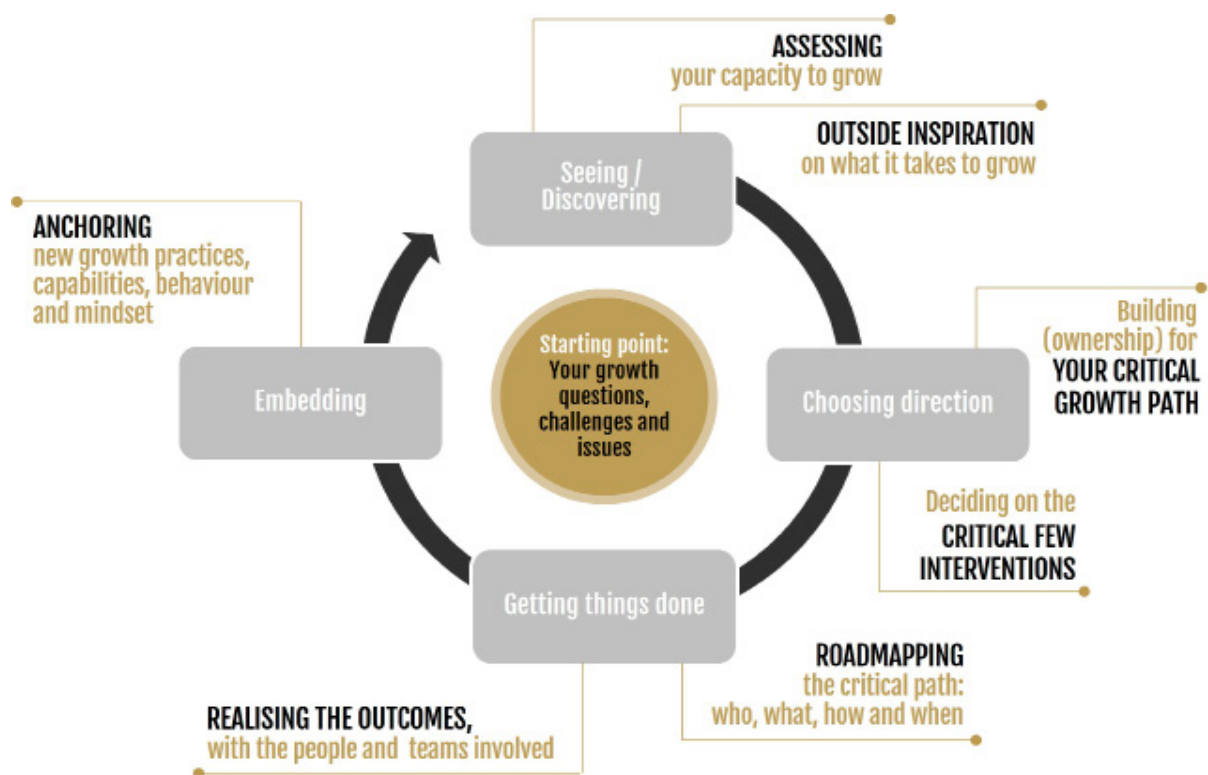
Our hybrid approach combines the powerful experience of face-to-face interactions, with the efficiency and convenience of online formats. Our tailored app creates the depth to touch people, beyond a pure cognitive level.

CREATING SPACE FOR GROWTH, WITH YOU

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We experience that growth is the reward for courageous leaders, curious to **look at what is** (next), **outside and inside**, daring to **choose** the critical path forward, willing to take the **deliberate actions** needed, over and over again.

- ✖ We work **as a team of ARCHITECTS**: together with you and your team as the **CLIENT**, to identify, design and realise your unique 'critical path' towards growing your business, your teams, your people.
- ✖ The **scope, scale and intensity** of our support and interventions are depending on your question, our joined assessment and the current state and availability of resources within the organisation.



- ✖ We **start from your growth question(s)**. The starting point is often described in terms of business strategy (e.g. digital transformation, strategic reorientation, next generation value model, scale up targets), operating model (e.g. rebalancing global versus local functions, new organisation chart, new ways of working) or leadership capacity issues (e.g. capability building, leadership succession, behavioural misalignment, culture shift or interpersonal conflicts).
- ✖ We use our (scalable) VCA-methodology - **Value Creation Accelerator** - to identify the breakthroughs yet to realise and to align on the critical interventions needed, to gather the crucial coalition of people and the resources and expertise ELP Network needs to add.
- ✖ We selectively expose the organisation to outside sources of inspiration, from leading edge players or experienced professionals (often outside of their traditional industry boundaries) to have you challenge yourself on the topics where it matters the most.
- ✖ We realise the required change in such a way that it **permanently embeds agility in the organisation** - shared ownership for (re)balancing focus, speed and flexibility in the context of changing external dynamic - rather than installing a new (static) state of working.

STARTING POINTS FOR CREATING GROWTH WITH YOU

We start from what is there and tailor our approach to make it work for you.

We share four potential starting points – with different intensity, deliverables, and impact – for ‘architecting your growth in co-creation mode.

1

OUTSIDE INSPIRATION

“I want to be inspired by what and how to grow”

- 2-hour (virtual) session where we share and discuss with your team a selection of cases from our Value Creation Initiative research-in-action projects, connected to the challenges you are facing. A dynamic and content-rich way to get to know each other, based on the challenges and lessons learned by peers on their growth journey.
- A keynote or workshop (90 min. / half-day / full-day formats possible) to plug into a planned offsite or conference to inspire a wider group of leaders / high-potentials in your company on the latest thought-provoking insights on growth, strategy, agility, leadership.

2

BREAKTHROUGH STUDIO

“I want a different angle on a key topic / issue / opportunity”

A one-day working session helping to re-frame your thinking, being and doing. You bring yourself and others you'd like to have around the table. We propose a team from our network that we jointly agree would bring valuable insights/inspiration for the issues/themes/topics you want to address. Past topics have included (but not limited to) new product/service, stakeholder/ecosystem engagement, new strategic initiatives, new team setup, etc. Outcomes from previous sessions have included (but not limited to) getting unstuck from set patterns of thinking, getting new and fresh ideas, getting clarity on what the real problem and root causes are, etc.).

3

LEADING YOUR TEAM FOR GROWTH

“I want to strengthen teaming and re-align on ambition”

A growth acceleration experience involving your team during 4-6 man-days spread over a period of 8-12 weeks (can be combined with an already planned team offsite).

- Phase 1 – Assessing Readiness to Grow: Applying our Value Creation Accelerator (questionnaire, interviews, business data) and in a live session, mirroring back team conversation on reported findings and selected outside inspiration.
- Phase 2 – Acceleration and Roadmapping – Transposing findings from assessment to own growth journey going forward. Working sessions with interactive inspiration, discovery, and learning. Transposing to concrete options on how to proceed, decision making on options and action planning.
- Phase 3 – Implementation and Embedding – Short check in meeting(s) in 4-6 weeks after work session, to consolidate conclusions, agree on next steps and allow for evaluation of progress made, re-balance monitoring and address issues and bottlenecks already experienced.

Outcomes & actionable deliverables include clarity & alignment on readiness to grow and clarity on critical growth path including a mix of multi-year business story translated into 12-18 months roadmap, team charter to step up performance, personal growth plans, engagement plan for wider organisation.

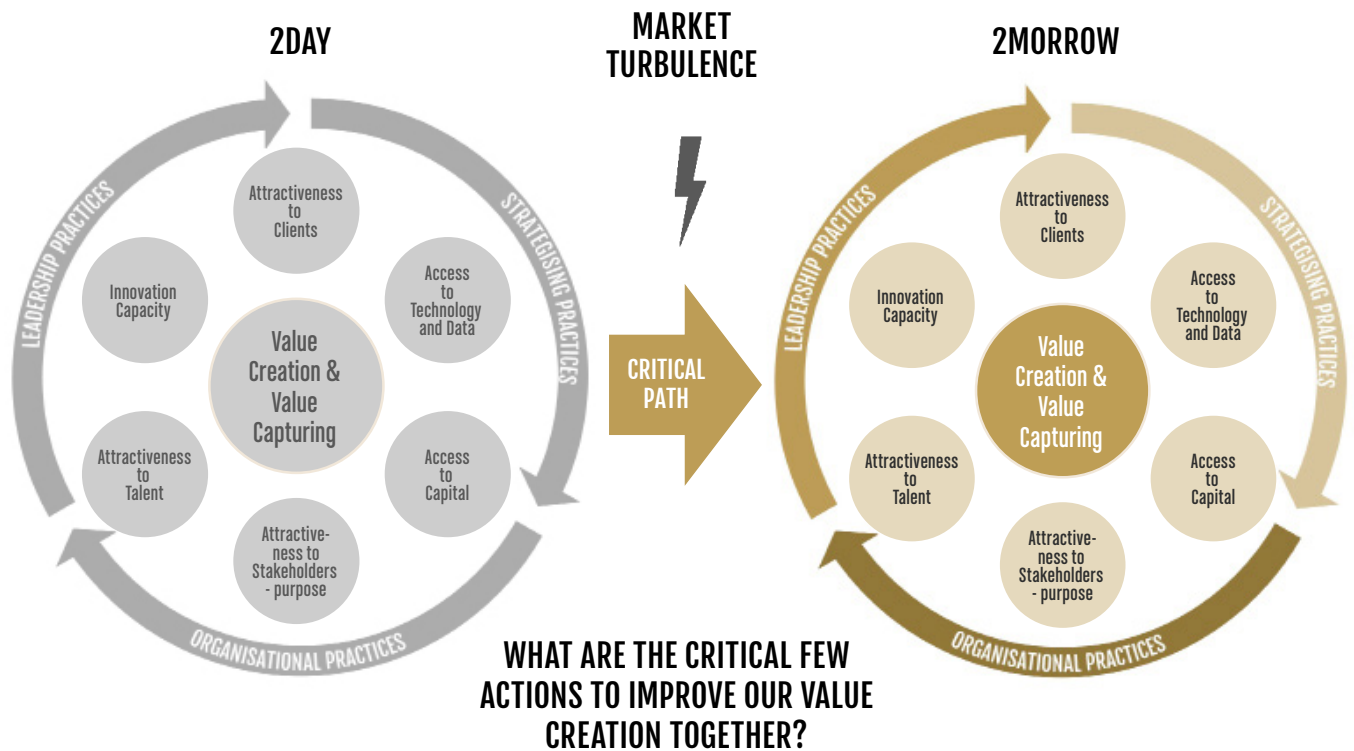
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WHAT IS NEXT FOR GROWTH

“I want to drive growth by learning from and with my peers”

A four-month peer-to-peer learning journey (can include peers from own (supplier) ecosystem or non-compete peers), guiding by senior advisors and coaches, include asynchronous and synchronous learning, resulting in a business & personal roadmap for scaling up growth.

MAKING GROWTH CREDIBLE, CONCRETE AND COMPELLING



Our **Value Creation Accelerator** approach is anchored into the **Value Creation and Value Capturing** framework, developed by Prof. Paul Verdin, and the **High Performance and Learning** framework of Prof. Amy Edmondson. We accelerate the business imperative of delivering unique, more and better 'customer value' through efficient and effective operating models, with the leadership imperative and internal climate that grows ownership and commitment with psychological safety. This dynamic view on business, organisation and leadership development is key for growing leaders to grow businesses, in a VUCA environment (the Value Creation Initiative is aimed at continuously improving our methodology).

Your critical path that:

- ✕ reduces complexity without stepping in to the trap of (over)simplification.
- ✕ keeps an eye on the bigger picture.
- ✕ leverages the strengths and the current potential.

OUR GROWTH ACCELERATORS...

We bring together the right combination of professionals from our 300+ international ELP Network to work closely with your team, to design and intervene for result and impact.

Meet our architects (click through to our website):



Araz
Najarian



Bertien
Kamping



Nick
Van Heck



Raymond
Hannes



Paul
Verdin



Wim
van Hennekeler



Rien
van Lent



Sandra
van der Maarel



Casper
Schoenmakers



Martin
Aalders



Michael
Newman



Patty
Annicq



Shalini
Sarin



Ravi
Bhogaraju



Curd
Vandekerckhove



Hans
Böttzow



Joachim
Fischer



Chris
Parker



Cathalijne
Van Melle



Gert
Achten



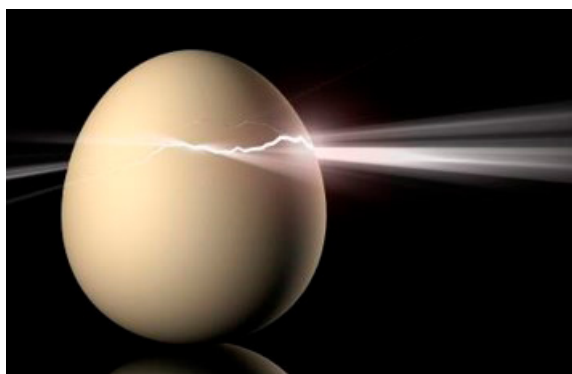
Jan Karel
Mak



Rob
Rutten

...REALISING BREAKTHROUGHS, WITH YOU

The best feedback our clients can give us, is that 'we moved their organisation: they now work in a new paradigm, and have shifted their ways of thinking, (inter)acting and behaving, allowing them to keep growing and evolve, together'.



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*If an egg is broken by outside force, life ends.
If broken by inside force, life begins.
Great things always begin from inside.*

— Jim Kwik

OUR VALUE CREATION FOR OUR CLIENTS

Please find a selection of relevant reference projects.
Specific references can be provided upon request.

FROM POST-MERGER INTEGRATION TO NEWCO DYNAMICS, FAST!

We supported an international material trading company (NL) to define and realise the required new business dynamics, in the build up to and following the acquisition of a large German competitor (DE). Defining and working on key business priorities, operating model and required leadership dynamics in the new combination to launch the new organisation successfully into their first critical 12 months.

TRANSFORMING OPERATING MODEL OF A SUCCESSFUL DIGITAL SERVICE PROVIDER

A successful high tech company in Germany, owned by private equity and working on the implementation of a new growth strategy – required by the entrance of new competitors into the German market – was struggling with exactly that: bringing the new operating model to life, fast enough. Working with the CEO and his core team, we succeeded to bring the new strategy to life in all relevant functions and cross-functional teams across the company. Adapt KPI's, ways of working and grow agility in the organisation in an intense trajectory which contributed to revitalising engagement, attractiveness to talent, achievement of aggressive growth targets and realisation of a successful IPO.

LEVERAGING DIGITALISATION AND ACCELERATE INNOVATION IN LEADING BIOTECH FIRM

A third generation family owned biotech player, successful market leader in global vegetable segments, needs to speed up innovation to stay ahead in their 'winner takes all' markets. We supported the board and separate business units to leverage digital technologies across the group - going beyond one off or isolated efforts - to speed up innovation and accelerate growth. Choosing why, where and how to focus digitalisation effort, mapping and aligning on consequences for ways of working and key business processes. Building ownership and commitment for a digital strategy and roadmap. Rebalancing standardisation, autonomy and collaboration while growing an agile way of working to speed up new product development.

GROWING THE MARKET LEADER TO LEAD THEIR INDUSTRY ACROSS THE CONTINENT

For a retail organisation (ASIA), we are helping to realise a breakthrough in their multi-strategy for growth (multi-format, multi-segment, multi-channel and multi-country). We co-created the long term strategy and are consulting the CEO on the new organisational set-up. We are coaching the Executive Teams in different BUs and the new CEOs of these, and are grooming their next generation leaders with the business leadership capabilities that are key for the future.

CONTACT

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