



FABER-CASTELL

since 1761

Our Company – Global | Regional | Local Topics – Special issue 2018/19



Our ninth chapter

This is how we keep our success story going

After eight impressive family generations, we are now opening our ninth chapter to continue to write the success story of Faber-Castell together!

We live in dynamic times: the market and society are changing, and we are facing new challenges. The retail landscape is in a state of upheaval and digitalisation is progressing. This presents opportunities for us: a longing for haptic experiences is emerging as a counter-movement to digitalisation, and interest in creative activities is growing. Creativity is becoming the mega trend of the future.

It is important that we understand social developments, global connections and identify new opportunities at an early stage in order to respond to them. Faber-Castell has always strived to continuously improve itself. That is why we have reviewed our Brand Essentials and company guidelines. Large parts are still valid today. We have adapted them to today's requirements and further developed them to remain viable in the future. The result is our new mission statement: the Corporate Essentials. It is no longer just about the brand, but the company Faber-Castell as a whole.

The Corporate Essentials describe what we stand for, what we want to achieve, which principles we follow and what drives us. They consist of our vision, our values and our mission. They describe our self-image and constitute the framework for long-term success. If we internalise and live the Corporate Essentials, we will be successful.

One thing is for sure:

We need you!

Executive Board of Faber-Castell AG
The Faber-Castell Family



C o n t e n t



Our vision

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Vision

Our vision: We unleash creative potential

And our vision guides us in this. It defines what Faber-Castell should stand for in future. Our vision is: **“We unleash creative potential.”** It’s what drives us. Our goal is to be a pioneer in encouraging creative potential in children and adults. Creativity has always been the driving force for our business; it is strongly rooted in our DNA. Through us people can make their ideas reality and give them expression.

We can look back on a long history and a lot of experience. Lothar von Faber recognised the importance of creativity in each of us. Since its foundation in 1761, Faber-Castell has proven itself to be a dependable companion for creative diversity and has long been a strong and unmistakable brand. We are proud of this.

Every single employee contributes to this strength every day – no matter in which position or department. We are one team and want to grow with each other. Together with our strong brand our employees are our most important asset.

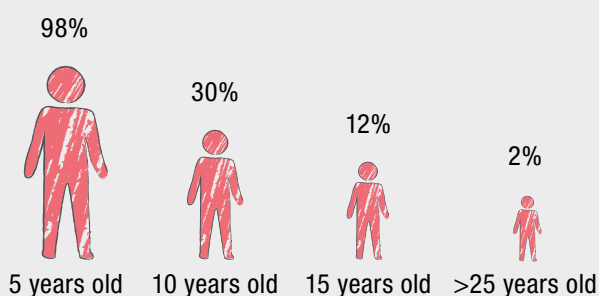
Which is why we want to think and work in a more interconnected and agile way. At the same time, we intend to enhance our ability to continuously improve and further develop from within. Personal responsibility, efficiency, teamwork and self-organised learning are therefore key factors for success with respect to the future viability of Faber-Castell. We want to think laterally and look at things from new perspectives.

Top ten skills in working life

2020	2015
1. Complex Problem Solving	1. Complex Problem Solving
2. Critical Thinking	2. Coordinating with Others
3. Creativity	3. People Management
4. People Management	4. Critical Thinking
5. Coordinating with Others	5. Negotiation
6. Emotional Intelligence	6. Quality Control
7. Judgment and Decision Making	7. Service Orientation
8. Service Orientation	8. Judgment and Decision Making
9. Negotiation	9. Active Listening
10. Cognitive Flexibility	10. Creativity

The World Economic Forum’s Job Study predicts that creativity will be among the top 3 professional skills by 2020. It is regarded as an essential characteristic that differentiates human beings from artificial intelligence (AI), which will increasingly take over standard processes as the world of work becomes more and more digital.

Creativity decline throughout one's lifetime*



*Source: NASA

Are we losing our creativity?

Children are tireless in expressing themselves: verbally and creatively. Their imagination knows no bounds. This ability to think imaginatively, openly and playfully (divergent thinking) declines once they start school. At school we learn to think critically, analytically and correctly (convergent thinking). The older we get, the more convergent and divergent thinking clash and the belief “I am not creative” emerges. Questioning this conviction is the first step towards reviving one’s own (natural) creativity.

How do I become more creative?

We have compiled a few tips for you

Writing morning pages

This method is recommended by many authors and artists. The German filmmaker and writer Doris Dörrie, for example, uses it regularly. Mark Twain is said to have used it too. Here's how it works: in the morning, before you do anything else, sit down and write at least one A4 page by hand – without thinking, without stopping and without rewriting. It is not a question of putting certain content on paper. The goal is simply to clear your head and stimulate your creativity in the morning.



Writing morning pages

Free association

Stuck on a problem? Can't get any further? Simply can't find a way out? Then take a step back in your mind, take a piece of paper and – similar to brainstorming – write down all the terms that come to mind about the situation and the topic. You can also do this as a MindMap (see QR code), on a flipchart, or on a tablet. That's entirely up to you.



Free association



Thinking like a child

Thinking like a child

A child's point of view serves primarily to break down bias and traditional thinking. Behind this is a mental reset switch: question all established processes, accept nothing as set in stone and ask (seemingly) naively: why is that? Does it have to be that way – or can I get rid of it?



Leave your comfort zone

Leave your comfort zone

Literally! Those who always work in the same environment and under the same conditions are less and less likely to come up with new ideas. So, make a conscious effort and go to unknown (creative?) places. This could even mean taking another route to work in the morning or heading to your desk in the office via different stairs and corridors.



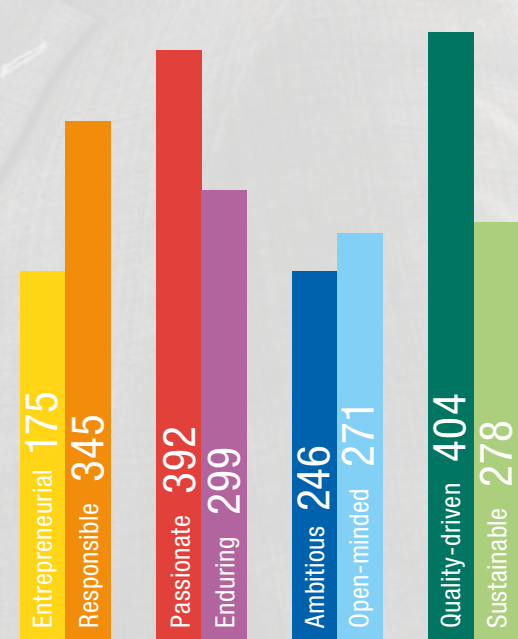
Follow the QR code for tips on creating a MindMap.

A QR (Quick Response) code is a kind of two-dimensional barcode that allows access to stored information. You can download one of the numerous free apps onto your smartphone and hold the camera over the QR code you want to scan. The encrypted address or action is opened automatically.



Our values

Over the next nine pages, we want to talk about our values and thus the question of how we behave in our daily business. Our values are the foundation of our work, they safeguard our identity and provide a frame of reference. They apply to the company as a whole and to each of us individually. To ensure our future viability as a business, we have carefully developed our Brand Essentials and summed them up in four pairs of values.



Which of these values are particularly important to you personally? Colleagues had to ask themselves this question at the Corporate Essentials introductory event at the Faber-Castell Academy in Stein and then take the corresponding badge from the wall. The participants identified with "passionate" and "quality-conscious" in particular, as the graphic shows.



Scan the QR code to see the video on our Corporate Essentials.



Entrepreneurial & Responsible

We act with entrepreneurial spirit. We are alert and seek out new opportunities. In the process, we work in a target-oriented manner weighing up costs and benefits. We take responsibility for our actions – small and large. This means, for example, that we constantly critically review our attitudes and ways of thinking: does this make sense? What can we do better? Is this decision reasonable?



Passionate & Enduring

We promote a tradition of constant questioning and improvement because we want to keep the engines running. Previous generations have laid the foundation for our company and each generation has written its own chapter of success. Building on this, we are now starting the ninth chapter together.



Ambitious & Open-minded

We are pioneers with high expectations who dare to think laterally. We deal with new ideas openly and constructively. We learn from and with each other and share our knowledge on a global scale. This enables us to develop new and better products and services.



Quality-driven & Sustainable

We are determined to be the best and extraordinarily good at what we do. And we strive for quality and are constantly looking for environmentally friendly and socially acceptable solutions.



Fifth in the group: André Wehrhahn (outside left) completes the Faber-Castell executive team as Chief Financial Officer. Next to him (from left) Daniel Rogger (Chairman), Countess Mary von Faber-Castell (FC Cosmetics), Rolf Schifferens (Europe/North America) and Dr Hans-Kurt von Werder (Technology).

Become active yourself – in a climate of trust

André Wehrhahn (Chief Financial Officer) on entrepreneurial thinking and acting



As CFO, André Wehrhahn joined the Executive Board on April 1, 2018. The manager has many years of experience in international companies in the logistics sector and industry. FC Topics asked him about his impressions and his first projects. “What impressed me right from the start was that Faber-Castell is a people business: personal contact plays a major role in our family business. I took the time to get to know the company and its foreign subsidiaries.”

The Executive Board (*see photo*) is currently working primarily on the strategic future focus and

on greater regionalisation of the organisational structure. “It is important to strengthen the regional decision-making bodies because they know the local markets and their cultural characteristics best,” explains Wehrhahn. This is the only way to satisfy customer wishes even more – wholly in line with the company’s mission (*page 18*) to create inspiring customer experiences.

He sees the Corporate Essentials as extremely important, and he can identify well with the values: “At a certain management level, entrepreneurial thinking is essential. It is necessary to stand up for one’s area of responsibility as if it were one’s own company.” Does the value

‘entrepreneurial’ transfer to every employee, even if not a manager? “Everyone should take responsibility for their own area and think for themselves.” However, managers have to create the conditions for this: “It is important to build a climate of trust in which it is easier for each individual to admit mistakes. This is the only way to encourage team members to become active, try things out and gain new experiences.”

Strategy for a successful future

By defining its values, vision and mission, Faber-Castell has created a mission statement that applies to all business units and subsidiaries equally. It answers questions about our aspiration, our motivation and visionary targets. These expectations are then specified in more detail in the Corporate Strategy, which the Executive Board will communicate at the beginning of 2019. It addresses the question of how we can achieve our mission statement: which goals must we set for ourselves? Which processes do we need to establish?

From this we have to derive measures, timelines and responsibilities. Each functional area will be involved here: so every employee has a role to play in our long-term success!



How we act fairly and correctly

The new Faber-Castell Charter

The corporate success of Faber-Castell is based on trusting and fair dealings with employees, business partners, customers and suppliers. These values have not only been practised in the company for many generations, they are also the principles of the “Honourable Merchant”, a model dating back to the Middle Ages, which is still relevant centuries later. The honourable merchant is committed to adhering to values and rules, but also creates the conditions for honourable action and assumes responsibility for his deeds.

As part of the Compliance Management System (“CMS”), a code of conduct was drawn up in cooperation between the Faber-Castell family, the Supervisory Board, the Executive Board and the Compliance Committee: the Faber-Castell Charter. It lists 15 points that help every employee to act fairly and transparently – in line with our corporate values. “The binding code of conduct is intended to give employees throughout the company guidance and security,” says Thomas Wagner, Head of Compliance.

An independent lawyer also provides support as an ombudsman, whom employees can contact anonymously. The code of conduct sets out what has been part of our philosophy for centuries: fairness, transparency and respect. Only in this way can we maintain the high brand confidence among our customers and ensure the profitable growth of the company – in the spirit of an honourable merchant.



Scan the QR code to read the Faber-Castell Charter and the 15 points of the code of conduct.

Passionate

Katharina Countess von Faber-Castell wants more lateral thinkers in the company

In February 2018, Daniel Rogger, Chairman of the Board of Faber-Castell AG, founded the “Corporate Development” unit to set innovative processes in motion more quickly. It is headed by Katharina Countess von Faber-Castell, the eldest daughter of the late Anton-Wolfgang Count von Faber-Castell.

“I am delighted to be part of a team that sets innovation processes in motion and that is helping to bring about cultural change at Faber-Castell. Our primary concern is to become more agile and to think from the customer’s perspective.” Lateral thinkers who set fresh trends with new ideas are welcome.

With the persistence inherited from her father, Countess Katharina was the one who finally convinced the innovation evangelist of Google, Dr Frederik G. Pferdt, to speak to staff about the “healthy disregard for the impossible”. An inspiring lecture in which he encouraged his audience to think big and develop confidence in their

own creativity (see page 14).

Countess Katharina is not only passionately taking on the sponsorship of “Innovation Coaches” (see page 16), but also helped to develop the new “Corporate Essentials” mission statement.

The project in February 2019: a “Nightmare Competitor Challenge”. In a two-day workshop, Faber-Castell employees worked together with external trendsetters (start-ups, customers, professors, etc.) to develop a hypothetical, disruptive competitor in order to identify new business opportunities.

In addition to her work, the young manager is also completing her MBA. On the future of the company the Countess says, “I am firmly convinced that we will continue to be successful with analogue creative products. We can’t dictate digitalisation, but we can take advantage of it to continue our success story in Chapter Nine.”

Faber-Castell and Google cooperate
Faber-Castell, a manufacturer of creative tools,
and Google cooperate for the worldwide
roll-out of the Faber-Castell Academy –
CREATIVE EDUCATION FOR EVERYONE!

Faber-Castell
Faber-Castell launches an
innovation campus and
presents revolutionary
novelties

FABER-CASTELL
WINS NOBEL-PRIZE
FOR Creative Education



FABER-CASTELL

Passionate



There was a lot to celebrate: 40 years of Faber-Castell Malaysia and the 40th year of service of its managing director Y. P. Toh. Among the well-wishers were board members, the Faber-Castell family and employees.



Y. P. Toh shows how it's done

Long-term success requires perseverance and commitment

There are employees who have been with the company for 40 years. They have built up an invaluable wealth of knowledge and identify themselves to a great extent with Faber-Castell. Y. P. Toh, Managing Director of Faber-Castell Malaysia, is one such shining example. This year he celebrated his 40th year of service for the company, which not coincidentally marks the 40th anniversary of Faber-Castell Malaysia as well. Both were duly celebrated with over 1,000 customers.

The highly deserving manager built up the eraser production facility in Malaysia from the smallest beginnings. Even in the face of economic crises and strong competitive pressure, he could not be deterred from his plan to lead Faber-Castell to market leadership for writing instruments in Malaysia – with success! Production and sales volumes rose continuously, production facilities were gradually enlarged, and the product range expanded. Today, Faber-Castell Malaysia is one of the most important production sites of the Faber-Castell Group.

In 2011, Y. P. Toh received the Castell-Ring from A.W. Count von Faber-Castell for his services to brand development in Asia, an award for special achievements. Now the top manager has announced his gradual withdrawal from active business life. However, he will remain a role model to us all with his tireless commitment and perseverance.



111 years of brilliant colours: homage to the Polychromos

The sun sets on the horizon of a flowering meadow and dips the evening sky into a strong yellow, soft orange and delicate pink. This motif adorned the metal case of the Polychromos pencils in 1908. Count Alexander von Faber-Castell (sixth generation) brought them to market at the time. This is how he launched the success story of the “Art & Graphic” range. The 111th anniversary will be celebrated in 2019 with a special edition in homage to the “best artist’s pens in the world”.

The vintage cases have been finished with the 1908 design using an elaborate printing process. “For us, this faithful presentation is not just a decorative element, but a statement. Polychromos has been a traditional, reliable and high-quality product for 111 years,” say Silke Bachmann and Holger Unfried from the Art & Graphic field of competence. “Being among the top products worldwide after such a long time is not a given and speaks for the popularity with artists worldwide. What makes these pens so special is the excellent quality of their colour stroke, brilliance of colour and easy mixing.”



Holger Unfried (left) and Silke Bachmann are inspired by earlier packaging designs from the archive – and thus create real collector's items.

The limited anniversary edition has been available since January 2019 in four different sizes of metal cases. Consumers can also find out everything they need to know about the coveted pen and its history online and via social media. They are also invited to take part in a drawing competition to draw the world as they imagine it to be in 111 years' time.



Taste it!

In Argentina, the children's products in the "Playing & Learning" range are extremely popular. Products for office and study receive less attention. Our colleagues there wanted to change that and have come up with a tasteful concept – in two respects: marker meets macaron.

The cream-filled French temptation can be found in stylishly furnished patisseries in various flavours and above all in many colours. "We wanted to present our pastel highlighters to be as desirable as macarons in a patisserie, so that teenagers and young adults would get excited about our products as well," explains Jan Bruschi, Head of Marketing, Faber-Castell Argentina.

In addition to a colourful print and online campaign, our Argentine colleagues have also launched a partnership with the premium Duhau Pâtisserie of the legendary Park Hyatt Luxury Hotel. ¡Buen provecho!



Scan the QR code
to watch the video of the
social media campaign.





More space for creativity

Faber-Castell Brazil motivates children to design bold innovations and fosters long-lasting creativity

The speed at which the world is changing also has an impact on the youngest in our society. We need new learning models for children: skills such as critical thinking, communication, creativity and cooperation will be essential in the future. For this reason, Faber-Castell Brazil launched the 'Creative and Innovation Space' at the MIT Media Lab together with the Lemann Creative Learning Program. In order to lend the learning project a more fun and adventurous character, Faber-Castell Brazil invented the 'Eureka' gang. The three cartoon characters and their trusty dog guide the children through tasks which they need to solve as a team.

Innovative workplaces, 3D printers, laser cutters and a wealth of different materials (including cardboard, plastics, adhesives and, of course, pens) await the children in an area covering 800 square metres. Children and young people can play, try out different materials and make their wildest ideas a reality in this space. The focus is not on how realistic their ideas are, but simply on the process of discovery and

giving expression to their own imagination. They jointly create prototypes and document their progress using a video camera, which enables the children to acquire reasoning, teamwork and communication skills through play – whilst cementing their own creativity.

"We want to support parents, schools and teachers by creating a space which is perfectly tailored to the needs of the modern world. Today, creativity is one of the three crucial skills which prepares children for everyday life as well as for their future careers", explains Eduardo Ruschel, Director of Marketing and Innovation at Faber-Castell Brazil.



Scan the QR code and experience the "Creative Space" from a child's perspective.



Our quality motto: improve, improve, improve



Quality is an essential part of our corporate philosophy – this is true of both products and services: if a Faber-Castell product shows a defect despite the high requirements, the end customer can contact one of the worldwide Customer Care Centres by post, email or telephone – and be met with exemplary customer service.

“Our aim in the event of complaints is to satisfy our end consumer as quickly as possible, but within a maximum of two weeks. Within Germany, children’s products are exchanged in a maximum of three days in order to quickly make our smallest customers happy again,” says Louisa Lippl of the Customer Care Centre (CCC) at the Stein headquarters.

In the US, customers can even contact employees via live chat and get a real-time response. “They can evaluate our advice found within our online knowledge base and give direct feedback on the written articles. This helps us to continuously improve our services and ultimately contributes to building brand loyalty,” says Renee Lamb, CCC in Cleveland, USA. The quality of service is crucial to our business worldwide. Our Indian colleagues who opened their customer centre last year are also aware of this: “The better the service, the more word gets around and strengthens brand loyalty,” says Smita Soni, CCC in Mumbai, India.

The individual approach is important, which is why customer service employees like to surprise the end consumer with a handwritten card, beautiful packaging and a small gift. These efforts are often rewarded with thank-you cards and paintings or drawings that decorate the rooms of customer care offices around the world.



A hand-made and painted calendar as a thank-you: the gift from a hobby artist for the colleagues of the quick and friendly Customer Care Centre in Stein.



Boom in the production of wooden pens – but sustainably managed!

At Faber-Castell, the term “sustainability” is written in particularly elaborate handwriting – and has been for decades. Around 30 years ago, the company initiated the forestry project in Brazil, which not only ensures sustainable timber stocks but also represents a significant CO₂ sink.

It is not just the procurement of wood that is sustainable, but the production too: despite the colouring book trend of recent years and an increase in the production of wood-cased pens of 15 percent in 2016/17, our production is still climate-neutral – thanks to our forests. This is clearly shown in the current Sustainability Fact Sheet, which compares the data from 2013/14 to 2016/17. In addition, more than 90 percent of the thermal energy consumed in our plants comes from renewable sources. Moreover, the Faber-Castell Group uses more than 60 percent renewable power worldwide.



Ecological assessments are now used to help uncover even more detailed information about potential environmental impacts of our products – over the entire life cycle: starting with the raw materials used, the production process, transportation and disposal. These will aid us in identifying optimisation potentials in the entire value chain. In this way the company can continue working successfully in line with the three pillars of sustainability – economy, ecology and social issues – in the future. Detailed information on sustainability and ecological assessments can be found in the current Fact Sheet (*see QR code*).



Our forests in Brazil are FSC® certified – what exactly does that mean?

The Forest Stewardship Council is an international non-profit organisation founded in 1993. The FSC system ensures forests are used in accordance with the social, economic and ecological needs of present and future generations. It has defined globally uniform basic principles one of which is: “The forest manager shall maintain and/or enhance the high conservation values in the forest through applying the precautionary approach.” The FSC label on wood and wood products ensures that people and nature are treated fairly and responsibly.

PS: our FSC-certified paper feels good too, doesn't it?





A healthy disregard for the impossible

Innovation evangelist from Google visits Faber-Castell

What if all information were available at all times, to all people everywhere? What seemed impossible, Google founders Larry Page and Sergey Brin accomplished and in doing so created the world's largest search engine of all time.

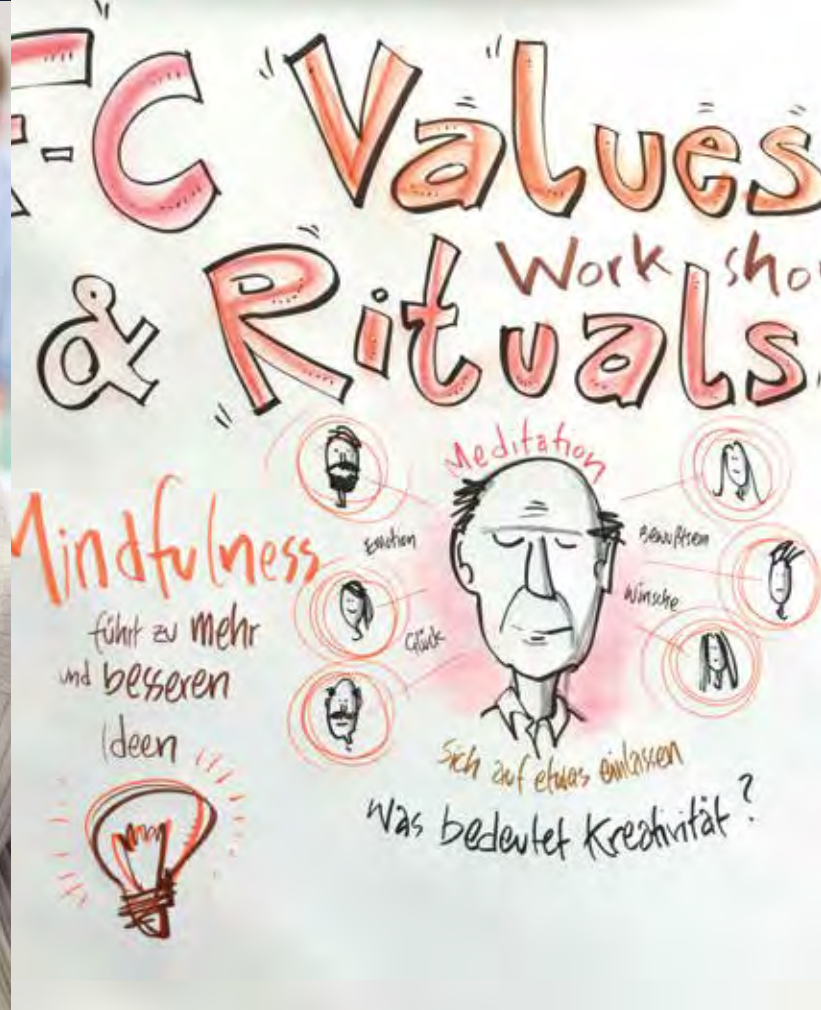
What if...?" is also the favourite question of Dr. Frederik G. Pferdt. At the invitation of Countess Katharina von Faber-Castell, the innovation evangelist from Google spoke to over 300 Faber-Castell employees at the company headquarters in Stein about the growing importance of creativity and the innovative power that can be drawn from it. His message: simply imagine that utopia is possible. In order to awaken the spirit of innovation, an almost childlike, naïve approach to problems is required. Creativity is not a divinely gifted talent of individuals but

can be learned by everyone. And creative thinking is the initial spark of every innovation process.

In his inspiring lecture, he pleaded for the establishment of creative methods in the company and the breaking of old thought patterns. He also sponsors the targeted training of "Innovation Coaches" at Faber-Castell. The method established by Google is based on "Design Thinking" – a concept for creative problem solving: user orientation, radical thinking in tenfold steps and fast experimentation are learned through interactive, practical and intuitive elements.



Scan the QR code to download a video of Dr. Pferdt's (German with English subtitle) presentation.





“We bring a new momentum!”

Lateral thinkers from the company get down to it as Innovation Coaches

The Innovation Coaches are a cross-departmental project team made up of 18 colleagues who have been bringing new ways of thinking and fresh approaches to Faber-Castell Germany since autumn 2018. They are intended to provide inspiration and ideas that will allow a new corporate culture to flourish. After all, the corporate vision is to promote creativity and innovation at all levels. The Innovation Coaches come from all areas of the company and were selected by the Executive

Board and Human Resources according to the following criteria:

- ☉ Ability to enhance strengths
- ☉ Good disseminators of information
- ☉ Well-networked within the organisation
- ☉ Open mindset
- ☉ Recognised in the company
- ☉ Not necessarily a manager

The group was trained in creative methods for one day

by Dr Frederik G. Pferdt, innovation evangelist at Google, who also teaches as adjunct professor at the Hasso Plattner Institute for Design at Stanford University (commonly called the d.school). He also meets regularly with team leader Countess Katharina von Faber-Castell to exchange ideas.

What is “agility” anyway?

A buzzword of the digital age – in simple terms

The term “agile transformation” dates back to 2001, when 17 software industry leaders were sitting by the open fire in Utah’s mountains looking for common ground in their work and beliefs. They agreed on four principles, defined in the “Manifesto for Agile Software Development”, which were roughly:

1. **Humanity and togetherness**
instead of processes and tools
2. **Pragmatism**
instead of meticulous documentation
3. **Cooperation with customers**
instead of drafting contracts
4. **Adaptability**
instead of stubborn pursuit of a plan

What was originally considered the revolutionary approach of Silicon Valley became the blueprint for other industries. Being agile now stood for cultural change within a company: turning away from process-driven, tedious planning towards solution-oriented, self-organised



work. One large task is divided into many small intermediate steps in order to adapt quickly and flexibly to the constantly changing requirements.

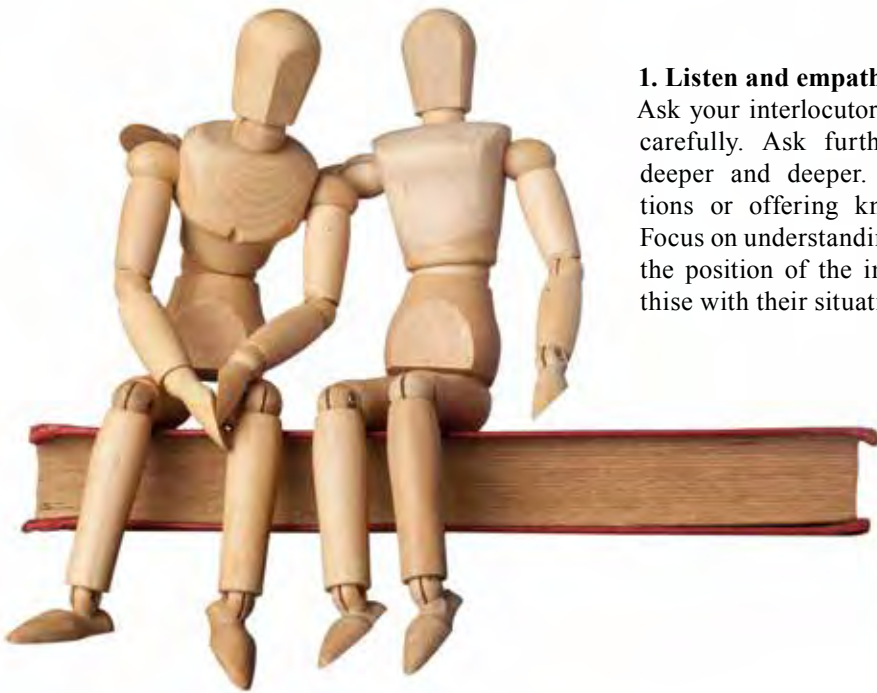
In connection with innovation processes, agility also includes the idea of transparency (instead of secrecy) in idea generation and product development, the production of prototypes (instead of the ready-to-go final result) and joint development (and thus the involvement of target groups as early as the development phase).

Last but not least, it is essential to be prepared to react to changes during the project phase and not to insist on the original plan. People who bring these skills with them can become pioneers in their organisations and move their business a decisive step forward.

“Design Thinking” as creative methods

How an innovation culture emerges

“Routines create security and save energy,” says Dr Frederik G. Pferdt, innovation evangelist at Google. However, in future we will be increasingly confronted with ambiguity. “We are required to be able to deal with these rapid and uncertain developments. This can only succeed if we manage to break routines.” Using the creative methods of Design Thinking applied by Google, for example, it can work a little like this:



1. Listen and empathise

Ask your interlocutor questions. Listen carefully. Ask further questions, go deeper and deeper. Avoid interpretations or offering knee-jerk solutions. Focus on understanding. Put yourself in the position of the interviewee. Empathise with their situation.



2. Think big

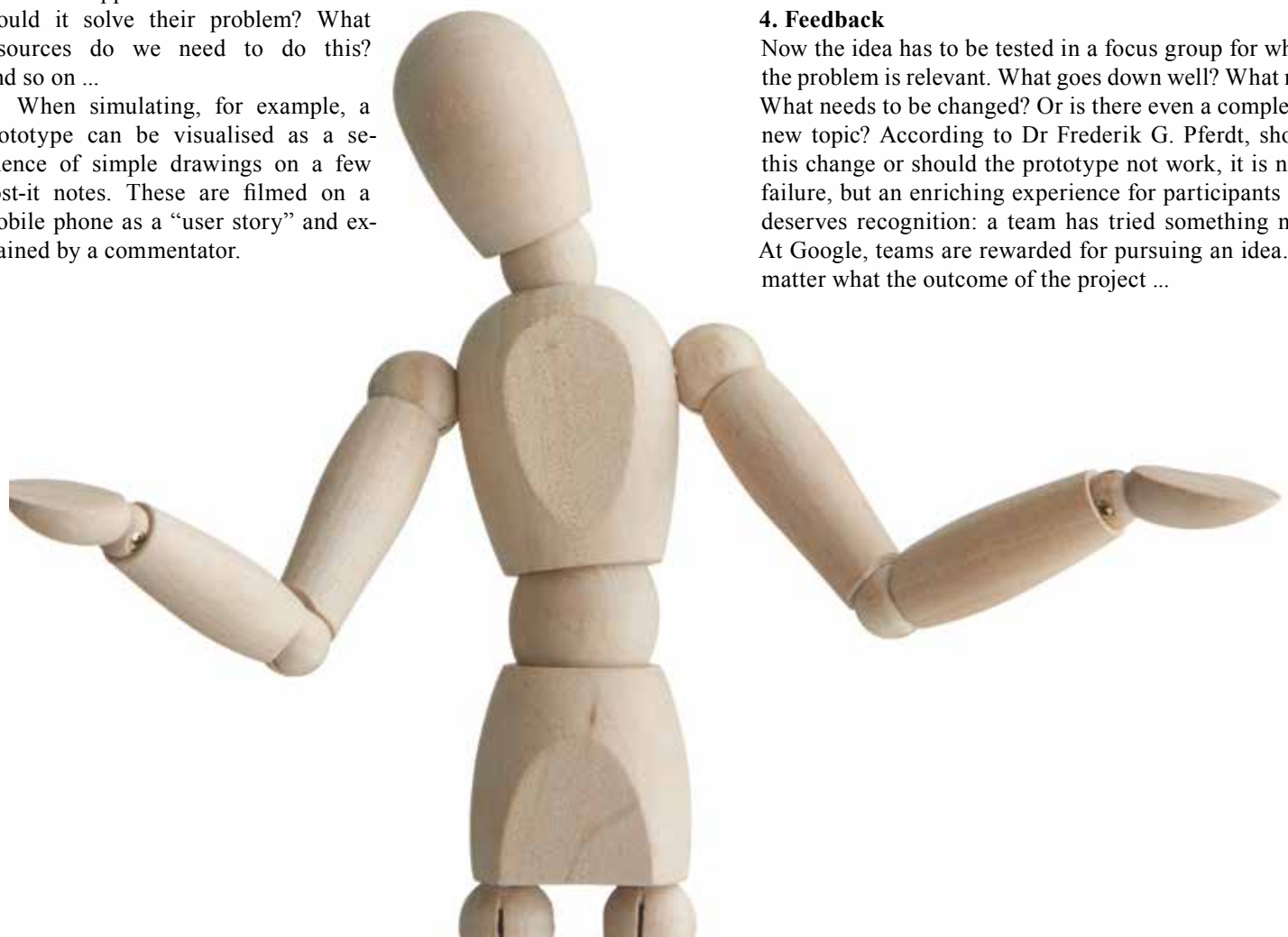
Now discuss the subject in your team. Sentences beginning with “Yes, but ...” are taboo. Try to think bigger by commenting and expanding on suggested solutions or other people’s ideas with “Yes, and ...”. Each team member outlines their ideas on the defined topic as images, not as written text. Within the team, vote on which of the ideas presented is the best. Now, as a team, follow up on these together.



3. Experiment

Before investing larger resources, the team must ensure that it is working on the right idea. How? By either building or simulating a prototype (“fake it or make it”). The team asks itself the following questions: would this idea appeal to our customers? Would it solve their problem? What resources do we need to do this? And so on ...

When simulating, for example, a prototype can be visualised as a sequence of simple drawings on a few post-it notes. These are filmed on a mobile phone as a “user story” and explained by a commentator.



4. Feedback

Now the idea has to be tested in a focus group for whom the problem is relevant. What goes down well? What not? What needs to be changed? Or is there even a completely new topic? According to Dr Frederik G. Pferdt, should this change or should the prototype not work, it is not a failure, but an enriching experience for participants that deserves recognition: a team has tried something new! At Google, teams are rewarded for pursuing an idea. No matter what the outcome of the project ...



Our mission: We create customer experiences

that inspire self-expression

We motivate people to realise their ideas by providing inspiring product concepts and themed worlds. We allow our customers to express their thoughts in various ways – such as fine arts, decorative cosmetics or their own handwriting.

We've always been good at this. We have selected examples of outstanding customer experiences. As a historical source, a letter from Vincent van Gogh to his friend Anthon van Rappard and as current examples customer testimonials that describe special experiences with our products.

We would like to continue creating such experiences in future. That is why we will focus our thoughts and

actions even more strongly in the future: from a product-oriented company to a customer-focused one. To do this, we need to understand their expectations and needs very carefully and change perspectives. We seek to increase our customers' brand loyalty through tailored products and services so that they opt for Faber-Castell time and time again.

In order to fill our Corporate Essentials with life, all employees are involved and supported in this process. We also need to change how we communicate among each other and move more to a direct, open exchange. We've already started with this: as an example, we have improved the "management information" format into a



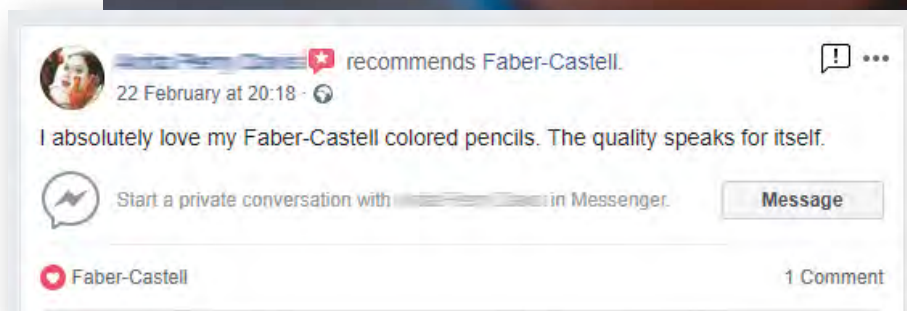
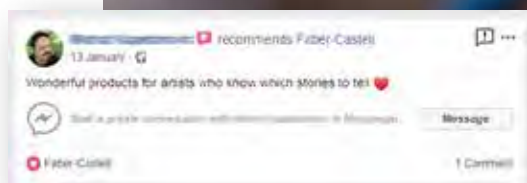
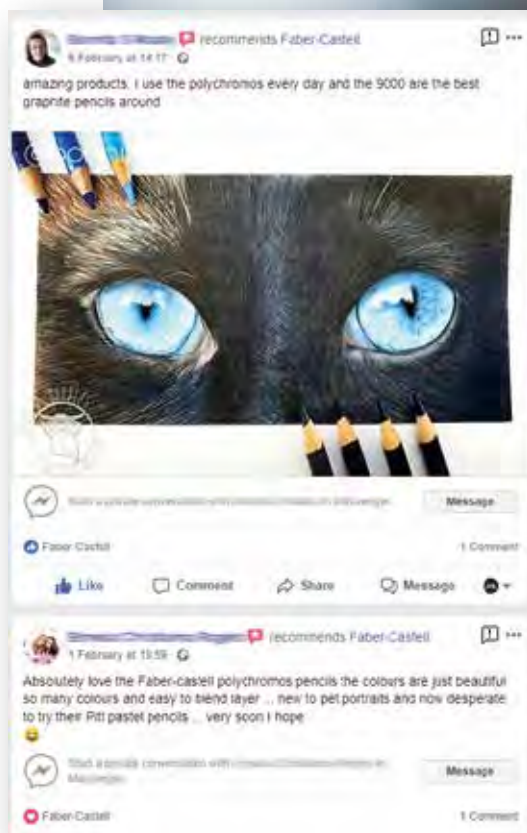
Vincent van Gogh praised the softness and quality of our pencils. They "[...] give a splendid black and they are very pleasant to work with on large studies [...]" he wrote in 1883 in a letter to his friend Anthon van Rappard.

management dialogue. And the CEO breakfast is also a sign of a new kind of informal exchange.

As for what the Corporate Essentials mean for each individual and how they can be integrated into daily work, that's something we want to answer together. We will also focus on creativity and develop various academy offerings specifically for our employees.



Customer praise is our motivation





We are
creative
when ...

... we don't see
flashes of inspiration
as a looming
thunderstorm.

... we involve
all employees from
all areas as well as
our customers.

... we
exchange
ideas in a
team.

... we try
new things
and keep
tried-and-tested
ones.

... we take
a break
from routine.

... we marry
the best ideas of others
with our own.

... we just
give it a go.

We need you!

At the Corporate Essentials introductory event, we wanted to know from our colleagues when they get really creative and innovative. They always keep the customer in mind in this as well. Here is a small selection of the many ideas:

We are
innovative
when ...

... we give Utopia
a chance.

We think and
act from the
customer's
perspective ...
when

... we create new and
preserve the old.

... we ourselves
take up a pen
purely for fun.

... we regularly ask
our customers
whether we still
understand them
correctly.

... customer
praise becomes
a measurable
variable.

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