



Well-performed music not only evokes emotions, but also serves as a stimulus for effective management. Both music and management are a matter of finding the right tone. In search of examples of operational excellence, I was therefore especially pleased to meet Professor Gesa Lücker from Hanover, a star pianist. We talked about playing the piano and about ways to achieve top-notch performances. In the process it became clear that success is not based on a secret ingredient—as often assumed—but rather is born primarily of passion and unwavering commitment to a cause.

Another interesting point is that mistakes in music, unlike those in management, are immediately apparent. It's impossible to amend an error during a concert. Despite that, superior musicians should not concentrate solely

on preventing errors or on mechanical skill alone. Instead, it's just as important to constantly seek sources of inspiration outside your core area of concentration. If you wish to venture beyond solos and make first-rate music together with others, you not only have to master your instrument, but also and especially know how to listen. The combination of a sense of takt, concentrated commitment, constant communication, and well-placed pauses is what makes multiple individual voices into a powerful and harmonious ensemble. This in turn creates added emotional value for the listeners, or in the case of a company, enthusiasm on the part of its customers.

In this issue of the magazine, we would like to show you how these virtues can enable companies in different sectors to improve on a continuous basis, and to reward both themselves and their customers with first-class results. For example, you can read how the software giant SAP has increased its innova-

tive power, and how “hidden champion” Tesat-Spacecom became the world leader in satellite communications. We also traveled to China to visit the site of our fourth foreign subsidiary. There too they play music by the notes but, to continue the metaphor, the melodies they produce are consonant with the different features of their culture.

I wish you much inspiration as well as excellent ideas for your own businesses, and yet more courage and drive in putting them into practice.

Eberhard Weiblen
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