Dear colleagues,

2013 was to be a turning point, and so it turned out to be. With 8% growth we managed to achieve most of our objectives. As I have said more than once, this is something we can really be proud of.

And now, in 2014, we have to prove that we can hold on to this and even improve our performance. We have to show that we can realize top-line growth. The objectives are ambitious: growth by at least 10% is quite something. But I am convinced that our objectives are not only ambitious but also realistic. To achieve this growth, three rules are important, as you probably already know. The first rule: better before cheaper, in other words, quality reigns supreme. Quality in the widest sense, so also in terms of service, new products and support, is what makes us stand out in the market, and therefore is the key to success. Rule two: revenue before costs. It’s all about selling, selling, selling. Naturally, we also keep an eye on costs, but that’s not what driving us. And the third rule: there are no other rules!

What I want to say with these three, or rather two, rules is that we need to keep focus. We need to know what we want to achieve and how we want to go about it: through management of costs and leadership in sales. And this is not a task just for Marketing & Sales, it should be the focus of our entire organization. The themes from the DSM Culture Agenda, Collaboration with Speed and Accountability for Performance, will help us.

Investing in growth
To realize growth, we also need to invest in it, and that’s exactly what we are going to do. In Greenville we will restart up a yarn line, besides the tape line. Furthermore, we will step up our investments in innovation. In 2013 we launched and further developed a number of exciting innovative platforms: Dyneema® Force Multiplier Technology, Dyneema® Diamond Technology and Dyneema® Max Technology. These platforms give us a lead over our competitors. If we want to retain our lead, ongoing innovation is essential. The innovation funnel must always be filled with new products and applications that have a good chance of success. To realize this, we are working together with external partners, while the Ideation Battle also yielded a number of well-developed ideas. What’s more, the Ideation Battle made it clear that there’s a lot of enthusiasm within the organization to contribute to the growth of Dyneema®. This is another confirmation of the culture change that has taken place in our organization.

Excellent market orientation and clear goals
I have high expectations of 2014. Last year we proved that we can achieve a lot with a relatively small workforce. We have built up an organization that has excellent market orientation and insight, better than ever before. An organization that also has clear goals (KPIs), which have been translated into individual roles. The challenge will not diminish this year, but I am fully convinced that this will be a very successful year. The first sales successes have already been notched up, let’s hope that many more will follow.

Gerard de Reuver
Point Blank Enterprises rolls out revolutionary Alpha Elite™ Series armor systems

Point Blank Enterprises successfully launched their first-of-its-kind Alpha Elite™ series ballistic system in an unique multi-event approach. The state-of-the-art Alpha Elite™ was first previewed at the International Association of Chiefs of Police trade show in Philadelphia in October 2013. A few weeks later, it was demonstrated at a shoot during the 31st Annual SWAT Round-Up International in Orlando, Fla.

Joining DSM Dyneema in Paris at Milipol last November, Point Blank was able to be a large part of our technology launch for Dyneema® Force Multiplier Technology and provided a solid proof point of our technology in a soft ballistic application. After providing this sneak peak of the technology and creating a buzz in the law enforcement market, Point Blank announced and unveiled its full line of Alpha Elite™ Series NIJ Level II and IIIA tactical and concealable body-armor systems at the annual Shooting, Hunting, and Outdoor Trade Show (SHOT Show) and Conference in Las Vegas, Nevada in January 2014.

20% lighter, 6% better performance

“Rigorous testing by independent labs has shown the Level II and Level IIIA Alpha Elite products are the best performing and lightest-weight products on the market today, and we are able to offer them at a cost that is comparable to other soft-armor ballistic solutions,” says Michael Foreman, vice president of government and international sales and head of product-line management at Point Blank Enterprises. “We are thrilled that we can offer this revolutionary product that was designed to meet the rigorous demands of U.S. Special Operations forces deployed in the world’s most dangerous regions to law enforcement, federal, military and special-ops personnel at home and around the world.”

Foreman adds, “We are particularly proud to be featuring, for the first time at SHOT Show, the Alpha Elite Level II product, which has proven to be 20 percent lighter and six percent higher performing than the best NIJ .06 Level II models previously on the market. The array of products provides consumers with a broad spectrum of choices to fit the strategic needs of their missions.” Alpha Elite armor packages are now available in Point Blank’s new Elite concealable carrier and the Alpha-1 tactical armor systems for both male and female officers.

Sizeable offshore order for DSM Dyneema

Offshore production platform Aasta Hansteen, which is located 300 km from the Norwegian coast to the west of the town of Bodo, has placed an order for 17 polyester mooring lines. The platform lies at around 1300 meters below sea level. The ropes, which have a combined length of 43 kilometers, are being supplied by Lankhorst Ropes. Integral with the rope construction is a cut-resistant jacket, based on Dyneema® fibre.

Jorn Boesten, Senior Marketing Manager: “The order was placed by HHITECH (Hyundai Heavy Industries and Technip USA consortium). Lankhorst Ropes will be supplying the lines for Statoil’s Aasta Hansteen Spar platform in the Norwegian Sea. It is probably the largest ever order for deepwater mooring lines made from synthetic yarn. HHITECH chose Lankhorst following on from its previous experience with Gama98® polyester mooring lines. Integral with the rope construction is a cut-resistant jacket (based on Dyneema® fibre) developed by Lankhorst Ropes using patented technology from Offshore & Trawl Supply AS to meet Statoil’s stringent requirements to minimize the potential damage of trawl wire impact. This represents a very sizeable order for DSM Dyneema. The ropes are due to be delivered in the first quarter of 2015, and we will be supplying the yarn from March 2014.”
Collaboration with speed
Stanley boosts SHE and SEC

In January of this year, 2014, an Internal Audit of Stanley’s SHE and Security performance was conducted. The auditors found much that the site can be proud of. Ken Giese, ADTS in Stanley: “Many new systems were built and initiatives rolled out that involved all of the associates in keeping everyone safe in their work, protecting the companies property and keeping our information secure.”

Collaboration is key
Collaboration with speed was a critical factor in the team’s success. “No one could do all this alone” said Ken Giese, who was asked to organize the effort. Ken involved everyone he could in identifying the gaps in Stanley’s SHE and SEC efforts and closing them with new and improved systems, policies and procedures. Since Ken was new to the Safety Culture, he sought and received professional help. From the Greenville NC Dyneema Facility, Tom VonLehmden and Diederik Zwart, of the SHE department there, both helped by reviewing Stanley’s safety management systems and suggesting improvements. Locally, the Dyneema Team also began relying more on the Safety Professionals of their Landlord DFM. Laura Pirtle, Safety Manager, and Alicia Denlinger, SHEQ Coordinator, both jumped in and helped. In fact, both the DSM Dyneema and DFM Safety Committees now have cross over members for improved collaboration.

“Probably the most important factor in the projects overall success was the cooperation of the DSM Dyneema Tech Center’s Employees,” says Ken. “They really stepped up and helped get everything done. The Tech Center local manager, Sarah Kelley Padilla organized the effort and all of Tech Center Associates, Barry Cox, Mathew Craig, and James Rogers did the real work of reviewing Work Instructions, Job and Machine Safety Assessments and other procedures.”

“The end result, we believe is an even safer work environment where everyone goes home every evening just as arrived that morning.”

Collaboration with speed
Stanley boosts SHE and SEC
DSM Greenwille rewarded for worksite health and prevention

Prevention Partners awarded DSM with the Excellence Recognition for reaching the highest standards in worksite health and prevention. DSM achieved the recognition by earning straight As in four modules -- Physical Activity, Nutrition, Tobacco Free and Culture of Wellness – of WorkHealthy America, a Prevention Partners program which draws on evidence-based best practices for the workplace.

The Excellence Recognition honors DSM’s commitment to employee health as demonstrated by its policies, programs and benefits to support employee health, optimize employee productivity, and integrate wellness into daily operations.

High bar
“DSM sets a high bar in establishing a workplace where employees can make healthy choices,” says Meg Molloy, President and CEO of Prevention Partners. “I applaud this great effort and the commitment of DSM’s leadership to sustain a culture of wellness.”

Prevention Partners honored DSM on January 23 at the 2nd annual Healthy Eastern NC Prevention Academy, in front of 27 fellow organizations participating in WorkHealthy America, as the first North Carolina manufacturer to receive the Excellence Recognition.

About Prevention Partners
Through its suite of web-based products, the nonprofit Prevention Partners helps schools, workplaces and hospitals address the leading causes of preventable disease and early death: tobacco use, poor nutrition, physical inactivity and obesity.

Learn more at www.forprevention.org.

Saving time? Then double-check!

Combining ultra low creep (DM20) with XBO appeared to be a simple task, but in reality it was rather difficult. But with the help of the Project Management Process (PMP) the job was still finished on time.

Hans Schneiders, Application Development Specialist, explains the background to this. “DSM Dyneema has developed ultra low creep yarn (DM20), a low-creep HMPE yarn which can be used, among other things, in permanent mooring lines on oil platforms. XBO (extra bending optimized) is an additional protective coating on the fiber which provides it with additional longevity in rope applications in which the rope continually bends and stretches. Why not combine these two features in one super-strong, low creep yarn for bending applications?”

Slow down to speed up
“It looked great on paper,” says Hans. “The idea was presented with great enthusiasm during the OTC. But when we set to work on it, it was a real disappointment. This project taught us a great many lessons! We could have fallen flat on our face if we hadn’t launched PMP.”

Hans continues: “It’s vital to know what you’re embarking upon. Everyone knows that at DSM Dyneema we still tended to spring into action straight away, but experience has taught us that we usually come up against challenges during the course of the project. The motto
‘Slow down to speed up’ sums it up. Taking the time to make sure the project is started off properly, arranging a front end loading (FEL) session with various disciplines, setting out the facts, double-checking assumptions first, carrying out a thorough risk analysis and only then launching the project based on all the results. This all sounds rather bureaucratic, but it is worth it. Experience has shown that the Project Management Office is happy to act as facilitator where necessary and has all manner of highly useful tools at its disposal, which can be customized.”

Discussing assumptions...
“We assumed that it would be easy to coat the DM20 yarn. We also assumed that we could rely on our toller Gruschwitz. Luckily we arranged for a FEL risk analysis to be carried out, as well as a feasibility check. These showed us that it was not easy to coat the yarn and the toller did not have adequate capacity. This also taught us that in the future we need to make clear agreements with our partners at an early stage with regard to the availability of equipment! Luckily, Gruschwitz is a very loyal and professional partner, and the company did everything it could to still help us.”

Timing was also a major issue, says Hans. “We promised the product to customers before we even had anything to give them. It is down to great teamwork that we were ultimately able to provide sufficient testing material for two important projects.

The right team
“In the end, it’s the team that makes the difference,” says Hans. “It’s essential to have the right people from the right disciplines on board, preferably in a good mix of thinkers and doers and on the understanding that there is a shared interest. And when success is achieved, that this is also celebrated and the project is concluded effectively!”

Shift
Hans believes that there has been a shift at DSM Dyneema since Reset. “Increasing use is being made of PMP, and the benefits of this are clear. We are working much more efficiently. This has also been the case in this project. If we hadn’t carried out FEL, double-checked our assumptions or performed a risk analysis, we wouldn’t have managed to achieve so much within such a short space of time. I would like to congratulate the members of the team, who have all put so much hard work into this project. The product is currently being tested by several market players. We are in the process of having the product validated, and the aim is to launch it onto the market in mid-2014.”

Heerlen Site the ‘spider in the web’ for UH
Stamylan® UH is somewhat of an oddity at the production site in Heerlen, where the emphasis lies predominantly on Fiber Solutions and UD. Although Stamylan® UH has been under the ownership of DSM Dyneema since 1 January 2008, the plant is run by SABIC. However, the responsibility for getting UH to the Dyneema® production sites on time lies with the Heerlen site. The Planning, Purchasing, Quality and Logistics departments are tasked with making sure that this is done successfully.

John Noevers, Supervisor Site Purchasing and Planning, gives a brief historical review. “In 2008, DSM Dyneema took over the UH plant from DEP. The reason for the takeover was to guarantee supplies of this raw material, which is essential to us. The plant at the Chemelot Site in Beek-Geleen is our sole supplier of UHMWPE. Given the high risk associated with having only one supplier (without UH we cannot produce Dyneema®), capacity was increased a few years ago by means of debottlenecking. An additional benefit of the integration with Stamylan® UH is that we are able to work on innovations in a more targeted manner. Although DSM Dyneema determines production and acts as supervisor, the plant is run by SABIC.”

Wide range of activities
Almost every day in Heerlen there is a team of people working on the purchasing, planning, quality control or logistics for UH. Complaints and problems with supplies are also dealt
Looking for a document? Piece of cake!

“It may not be the sexiest of projects, but it will make life a lot easier for the DSM Dyneema employees.” Maica Schilt, BPE Master Data & Document Management, is referring to the EDM project. EDM will replace DSMStore by the end of this year.

EDM stands for Electronic Document Management and is based, just like DSMStore, on EMC Documentum software. Maica: “DSMStore is no longer supported, so we have to switch to a new system. But that’s not the only reason. For some time already we felt the need for a validated document management system. Industries, such as the food and medical industries, increasingly require their suppliers to use a validated system, and EDM is such a system. Other advantages of EDM are: a work flow for document review and approval, electronic signatures, automatic registration of actions, and automatic generation of PDFs, which are then published on the DSM intranet. Moreover, the system offers better reporting facilities. The big difference with DSMStore is that in the present situation everything is done manually. This costs a lot of time, while the risk of errors is much higher.”

From folders to filters
EDM will comprise collections of so-called controlled documents, which are sets of documents that belong together, like the documents within the Quality Management System or contracts. These documents will be created, reviewed and approved within EDM. After that, they are published in Sharepoint, where they can be accessed by all authorized users. Finding documents will in future be much simpler. Maica: “That’s because document users will no longer have to log in the system, but can go to an intranet search page where they will quickly find their documents on the basis of filters (properties).”

Choices
Before that, all documents in DSMStore must be assessed. “That’s relatively easy for the controlled documents to be included in EDM, they are already in the system the way they should be,” Maica says. “For all other documents we will be contacting the owners in the next few months. They will have to make a choice between deleting, archiving or migrating the documents, to the G drive or Sharepoint. That will be quite a job, but one that we have to do to ensure good migration.”

Incentive
EDM is a corporate project that will be rolled out in all business groups. By the end of 2014 all business groups must have implemented EDM and DSMStore must be empty. If we don’t realize this, it will cost Dyneema a lot of money. “Of course that’s already a good incentive to comply. What’s much more important, however, is that the new system will really help us. Document management will be properly optimized and the new system will be more user-friendly. The document users will also benefit. Finding a document will become a piece of cake. EDM is very practical, certainly in combination with Sharepoint.”

Safety first
The Logistics department has a relatively small, but nonetheless essential, role to play when it comes to UH. Ron Fleuron: “We take delivery of the bulk trucks, carry out quality checks, inspect the documents and pass UH on for production. It goes without saying that safety is high on the agenda. During unloading operations, the drivers of the bulk trucks are therefore accompanied by DSM Dyneema employees. Bagged goods are kept in the warehouse. The Logistics department is also responsible for the administrative processing of both bulk goods and bagged goods.”

Planning and innovation
Jos Schuffelen has his hands full with the planning of UH. He explains: “Stamylan® UH is in first instance for DSM Dyneema. Any remaining capacity is sold to third parties, the ‘non-captive’ market. The plant always runs at 100% capacity, but the captive to non-captive ratio is dependent on the sale of yarn and therefore changes constantly. Where the UH is ultimately delivered to also affects how it is delivered; in bulk which is loaded into silos or in 20 kg bags or big bags.” Jos is responsible for production planning for the UH plant, coordinates this with logistics provider KTN and handles transportation to the United States. “I am also frequently involved in innovation projects using UH.”

John states: “In other words, a great many lines converge around UH in Heerlen, an aspect which is still given too little attention.”

with in Heerlen. Wilma Coumans, Gonda Driessen and Victor Knubben all work within the Purchasing department. Wilma: “We buy in the raw materials and other materials for the UK plant. We prepare and send out the monthly forecasts, verify purchase requisitions, convert these into orders and ensure that these are followed up. Purchasing is also involved in the subcontracting of processors.” Victor: “We also maintain contact with KTN, the company that transports and stores the UH and turns bulk goods into bagged goods.”
European customs certificate for DSM Dyneema

It did look quite impressive: the customs officers who visited DSM Dyneema on 24 January in full attire to present the company with the AEO certificate. AEO stands for Authorized Economic Operator, and the AEO certificate offers internationally operating companies advantages in trade. During a brief ceremony, Marcelo Castenares, VP Finance & Business Support, expressed his appreciation for the teamwork thanks to which this certificate has been obtained in a relatively short time. Adding a personal note to the meeting, he revealed that his father had for years been a customs officer in Argentina.

Jaap Hartsema, sr. Supply Chain Engineer: “The AEO certificate has actually been developed because the customs service has to do more work with less people. It is based on self-assessment by the company. Once you are AEO-certified, the customs formalities at the border will be less strict, for instance, or you will be given preferential treatment. This means less delay at the border. The auditing frequency will also be lower. An added advantage is that AEO makes us stand out for our customers. Moreover, this certificate makes it clear, both internally and externally, that we have appropriate processes in place for the import and export of goods. The risk of non-compliance with customs regulations and legislation is high, as it may result in fines, late deliveries or reputation damage for our brand.”

Improved logistic flows
The AEO certificate is not just handed out to anyone; you first have
to meet a number of requirements. Jaap: “At the start of this project we found that 95% of these requirements were being met. This included things like proper protection of the goods and clear statistical codes for the different product groups. We used this opportunity to optimize our logistic flows. All our processes were scrutinized, and all people involved were asked to fill out a questionnaire with 400 questions, on the basis of which we improved processes. One key requirement was that there should be a single point of contact for all customs matters. Marco de Vries has accepted this Customs Officer role. A welcome by-product of this exercise, which was carried out in close cooperation with Corporate Fiscal Affairs, is that it has also resulted in savings.”

Meetings and more
While the certificate has been received, the work is not done yet. “The next steps include workshops within DSM Dyneema for further optimization of customs-related processes, regular operational meetings with DSM Corporate, tactical meetings with DSM Corporate, the BG Customs Officers and customs officers, and training of the Customs Officer and other customs-related roles.” Jaap concludes: “In principle, the certificate has unlimited validity, but you are expected to actively report any errors. It is an EU certificate, but it is recognized by the US. In this respect it will offer us worldwide advantages.”

Safety within hand’s reach

DSM Dyneema has a reputation to uphold when it comes to cut-resistant gloves. With our ‘Zero excuses’ and ‘Let’s create the world’s safest hands’ campaigns we are raising global awareness of the need to work safely and prevent hand injuries. High time, therefore, to make sure that our internal awareness in this area is improved even further. Our Heerlen Site rolled up its sleeves.

Herman Bruns, Operations Manager Fiber Solutions in Heerlen: “Use of (cut-resistant) gloves has for years been sound practice in our production organization. Nevertheless, in 2013 four incidents took place at DSM Dyneema worldwide, including one in Heerlen, that could have been prevented if gloves had been used.”

Gloves policy dusted off
“In Heerlen we have for some years already been producing—as the only Dyneema® plant—Dyneema® Diamond Technology, the perfect grade for the latest generation of gloves. The external focus on safety, the incidents, plus our personnel’s unwavering commitment to meet the constantly increasing demand for Dyneema® Diamond were the reasons why we decided to dust off our gloves policy. We organized five sessions to inform the entire DSM Dyneema workforce about the solid reputation DSM Dyneema has built up worldwide as supplier of fibers used in gloves. We put the spotlight on our campaigns, and we also tightened up our own gloves policy.”

Gloves station
One visible result of this policy is the gloves station. Herman: “The gloves station contains different types of gloves to be used for different activities, like working with wood, metal, decalin or cardboard. Thanks to the gloves station every type of glove is always at hand, so there is no reason not to wear gloves. Since cut-resistant gloves may also come in handy in the home situation, everyone has been given a pair of gloves made with Dyneema® Diamond to take home. In this way we also wanted to thank our employees for their tremendous contribution to the success of the Dyneema® Diamond grade.”

Gloves station in Heerlen
The golden book of Operations

Which grades do we produce? How do we obtain the lowest possible cost price? What quality issues do we face? Are we actually working on the right projects? How do we deal with overcapacity? How can we increase output from the production lines? These are just some of the questions for which answers can be found in the Business Operations Strategy (BOS), which has been regarded as ‘the golden book’ of Operations for two years now.

The first BOS was published two years ago, with help from consultants from Functional Excellence & Operations (FE&OPS). Two updates later, the BOS is a tool with proven value which is used to coordinate production, projects and stocks as efficiently as possible to market developments. Program manager Hans Bindels: “The BOS sets out the strategic objectives of the Operations department. Previously, the sites formulated their Manufacturing plans individually on the basis of the BSD. We now have a much better understanding of demand and this ensures that we work on projects which actually help us to achieve our strategic objectives. In order to ensure that projects are prioritized clearly, portfolio management was introduced last year. Depending on market developments and the performance of projects, the priority can change. This can mean that one project is suddenly prioritized at the expense of another. This requires a great deal of flexibility on the part of the organization; we can now very easily explain the need for this.”

Good performance in 2013
Dirk Dupper, VP Global Operations: “Last year, the BOS found that we will have to contend with a lack of production capacity in 2015. As we were not keen to invest in new lines at the time, a decision was made to increase the output of the existing lines. OEE (Overall Equipment Effectiveness) projects were launched in both Greenville and Heerlen to make this possible. These led to a 4% improvement in efficiency in Heerlen, with Greenville achieving a figure of 14%. In the UD lines, we focused mainly on reducing waste. We also took a critical look at stocks.”

Saskia de Theije, Global Supply Chain Manager: “UD and yarn stocks were excessive, and this cost a great deal of money. Working in partnership with DSM and Marketing & Sales, we changed our philosophy in ‘make to order’ instead of ‘made to stock’. This means that we only manufacture grades when an order has been received. The project has led to a reduction in 24% of stock in the end product. In 2013, a look at our essential raw materials led to a change in supplier of (the distillation of) solvent. It goes without saying that we are also working on SHE and on improving the quality of our products and processes.”

Wide support
At the end of 2013, the BOS was updated once again. Hans: “Our new grades Dyneema® Diamond and Force Multiplier Technology are...”
seeing great success on the market but in terms of production have the drawback that they take a long time to produce and therefore “consume” a great deal of capacity. It was for this reason that the OEE project received an additional focus aimed at dramatically increasing the speed at which these grades can be produced. In 2014, we will also have to invest in hardware, among other things, in order to make further improvements to our output. The studies relating to these matters are currently underway, and a decision will be made in the middle of the year.” “It is important to accept that it is not up to Operations alone to draw up the BOS and put it into practice,” says Dirk. “We do, of course, work closely with Marketing & Sales, DSCM, Purchasing, Innovation and R&D. The result of this is that the BOS is widely supported throughout the organization. The BOS also ensures a much more intensive cooperation between the two production sites; we share knowledge and staff much more than we used to. The BOS provides transparency; we are able to see where things converge, how developments affect one another and as a result are much better able to make considered choices so that our strategic objectives are given the maximum support possible.” “DSM Dyneema is one of the first BGs within DSM to embrace the BOS, and now that we have achieved good results, other BGs will follow suit. This comes as a welcome boost.”

A brown paper bag lunch will be held in Urmond on 24 April to discuss the BOS.

IDEATION BATTLE:
Platform for creativeness within DSM Dyneema

Generating more innovative ideas, better idea selection and improved idea process management. These were the reasons to initiate the ‘Ideation’ process, which was started by the end of 2012. A year later the first ‘harvest’ took place and the best ideas were extensively celebrated. We look back together with Ideation Manager Hans Plug.

Hans outlines the situation as it was before the end of 2012. “We had no clear process for generation and selection of innovative ideas. It was not clear what exactly makes an idea a good one. What selection criteria do you apply? And subsequently, when an idea appears to be worthwhile, how do you get it into the innovation funnel in the right way?”

Assessment criteria
The ‘Idea selection process’ was developed and implemented. “This involves assessment of each idea on the basis of a number of questions: does it solve a problem and in what way? For what market is it suitable? Is there a match with DSM Dyneema? When all these questions, which are usually discussed with the submitter, are answered in the affirmative, the idea is evaluated further together with a number of experts. They look at the technical and commercial viability, the market potential, and the fit with the DSM Dyneema strategy. Where necessary, prototypes are made or patent applications are filed. Based on the outcome of these analyses it is decided what will be done with the idea: a project proposal and transfer to Innovation/New Business Development, to the running business or as a spin-out. Of course an idea may also be binned or shelved.”

1 in 100
In early 2013 the process was clear. Now all that was needed were ideas. Hans: “To actively gather ideas we started the Ideation campaign in Q1 2013, both internally, for instance with a poster campaign, and externally, using our website. You should know that of every 100 ideas there may be just one with real potential. We therefore needed everyone to delve deep into
their creative powers. To provide an extra boost we launched the ‘Ideation Battle’ to decide what was the best (internal) idea. All participants received a Survival Bracelet, of course made of Dyneema®. The number of entries exceeded our expectations: some 200 ideas were submitted, though I must say that the quality varied. However, some of these ideas undeniably were very interesting. The best ones were presented by the originators themselves at town hall meetings in both Urmond and Greenville. The winners were David Cummins (Urmond) and Mitch Manning (Greenville), who both were very surprised and felt honored! Their ideas are now being investigated further.”

To be repeated in 2014
“The enthusiasm shown by the participants and the quality of some of the entries surprised us. It taught us that our organization harbors an incredible amount of creativeness, which deserves to be given a platform. The Ideation Battle will therefore certainly be repeated in 2014.”

Dyneema also keeps bikes safe
Product Development Manager Life Protection David Cummins came up with a bike lock made with Dyneema®. “I have been brooding on this idea for a couple of years and have already discussed it previously. In fact it is very simple. I often have a ride on my racing bike, and you don’t want to leave it unlocked when you take a break. At the same time you don’t invest in an expensive carbon bike to carry a heavy chain lock on it. A bike lock made with Dyneema® can solve this problem, since Dyneema® not only weighs next to nothing but also is cut-resistant and extremely flexible. Dyneema® is flammable, so it is essential to add a thin steel wire and a special coating. Such a lock can of course also be used on any other bike or motorbike.”

So actually the idea was already there, and the Ideation program refocused attention on it? “That’s right. I was very enthusiastic about the Ideation Battle, certainly when I heard my idea had been selected for participation. Ideation Manager Hans Plug invited me to hold a presentation, but unfortunately I was in Greenville at the scheduled time. To still be able to participate I prepared a video message that was shown during the event. When I woke up in Greenville the next morning I found a message on my phone saying that my idea had been chosen as the best one in Urmond. I was elated! I consider this a great honor and recognition.”

In-house production of the first prototype bike locks has meanwhile taken place, and the prototypes have been presented to a number of bike lock producers. “One of them, a big player in the market, is genuinely interested in the concept. The lock differs a bit from what I had in mind, but the principle remains the same. Of course I’m very curious to see where it will go from here!”

Other participants in Urmond:
- Protective sleeves for cables (Dietrich Wienke)
- Ice safety net (Maica Schilt)
- Hybrid yarns for Life Protection (Michela Padovani)
- High strength fibers (Harm van der Werff)
Mobilizing creativeness

Stan Veltman, Global Vice President HR, commented as follows on the Battle: “I had the pleasure to witness the Ideation Battle in the Netherlands. It was a splendid event, for more than one reason. First, it is a great way to mobilize the creativeness among the DSM Dyneema employees. Moreover, the Ideation Battle offers a fantastic platform to present this creativeness. It gives employees an opportunity to come up with, and get recognition for, their good and out-of-the-box ideas. I hope the Ideation Battle will become a yearly tradition, certainly now that a number of ideas have already reached the next viability phase. It is impressive to see what people in an organization can generate if only they are given the opportunity.”

Enthusiasm in Greenville

Randy McGowan: “Our employees in Greenville have enthusiastically embraced the Ideation Battle. Many of them were looking for a structured way to bring forward their ideas. This process offers such a platform. I want to thank the employees for participating and I encourage everyone to submit new ideas that can help us grow our business.”

Safety from head to toe

The army boots of Advance Manufacturing Systems Engineer Mitch Manning keep the soldier, and especially his feet, healthy. Mitch’s idea actually comprises four ideas. The laces are made with Dyneema® and can also be used as a multifunctional lifeline. Shafts made with Dyneema® offer good support to the feet and are better resistant to extreme temperatures so that the feet don’t get too hot or too cold. Dyneema® yarn keeps water out, protects the feet against sharp objects, breathes and keeps the feet healthy. And, finally, Dyneema® is processed in the army boot toe caps for extra protection.

Mitch explains how he got his idea: “I have a lot of friends and relatives in the army, and I feel they need optimal protection. In advance I had expected that we could get ‘a foot in the door’ in the military apparel market. I really enjoyed the Ideation Battle. I’m creative but I’m also a competitive person, and I’m excited to be able to share my ideas this way. At this moment my idea is being evaluated by experts, the aim being to prepare a project proposal. I hope the army boots, vests and helmets made with Dyneema® keep my relatives and friends safe from ‘head to toe’.

Other participants in Greenville:

- Tornado protection (Gary Mayo)
- Swimsuits (Bedie Kohake)
- Prosthetic liner (Stephanie Sullivan)