



GROUPE **B**ENETEAU

INDUSTRY FOCUS: PRODUCT DEVELOPMENT

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An aerial photograph of a white sailboat with a large black sail, sailing on a vibrant blue sea. The boat is viewed from a high angle, showing its deck, mast, and the large sail. The water is a deep blue with white foam from the boat's wake. A dark blue curved line is visible in the upper left corner of the image.

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1. AN INNOVATIVE GROUP
2. R&D MANAGEMENT: OBJECTIVES AND TARGETS
3. DESIGN TEAM TRANSFORMATION
4. ACCELERATING TIME TO MARKET AND COST TO MARKET

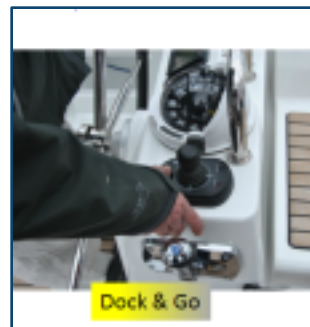
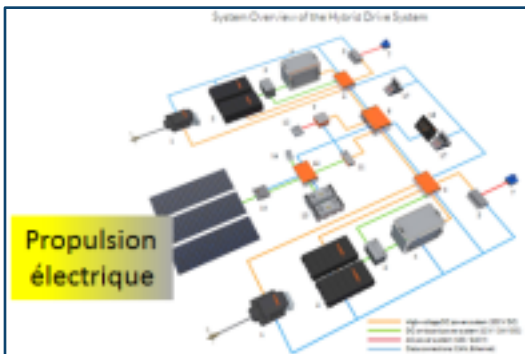


1. AN INNOVATIVE GROUP

"INNOVATION, WHAT DIFFERENTIATES A LEADER FROM A FOLLOWER"

- Imagining and developing tomorrow's innovations thanks to an innovation process
- Offering more services for customers:
 - Ease-of-use and simplicity
 - Stronger performance levels
 - Comfort on board

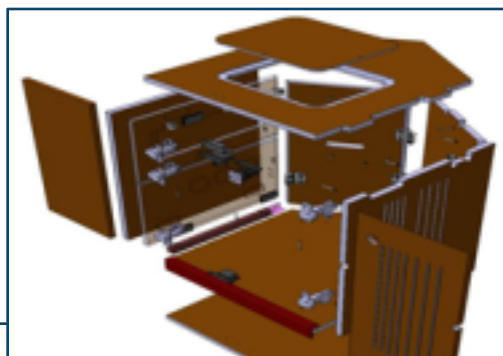
OVERVIEW OF CURRENT INNOVATIONS



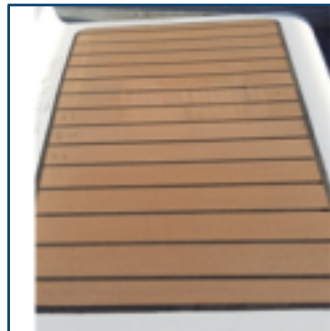
OVERVIEW OF CURRENT INNOVATIONS



Douche rotative



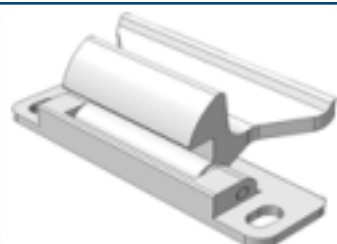
Panneaux âmes légères



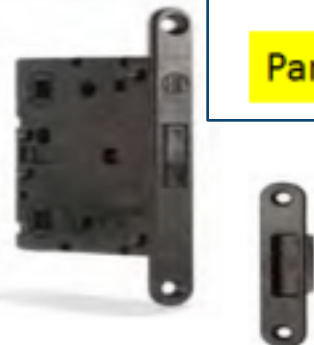
Teck synthétique



Placage sur chant coupé



Cocotte luxe



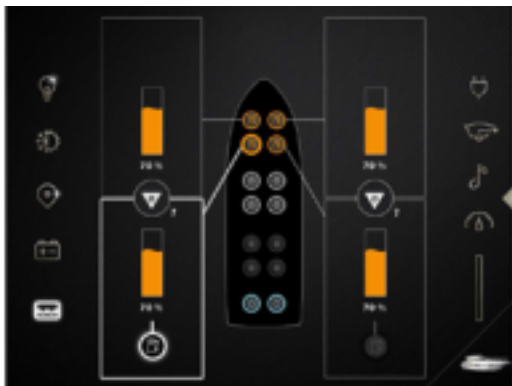
Serrure aimantée



Anneau



CONNECTED BOAT



Historique trajet

➔ 12/11/2016

15/09/2016

25/08/2016

14/07/2016

11/06/2016

05/05/2016

15/09/2015

24/08/2015



2. R&D MANAGEMENT: OBJECTIVES AND TARGETS

INTEGRATED R&D MANAGEMENT

5 indicators / ratios	2017	2020 target
Revenues / research time based on model, range, brand	€1800	€2400
R&D headcount / Group headcount	5.7%	6.5 to 7%
Research time / innovation time	19% (high)	15 to 20%
Supervisor / supervised	2.5% (low)	2.5%
Subcontracting (ratio / panel)	25% / 9 companies	20% / 3 companies

2 measures

Design team transformation (point 3)

Acceleration of Time to Market and
Cost to Market (point 4)



3. DESIGN TEAM TRANSFORMATION

DESIGN TEAM TRANSFORMATION UNDERWAY

30%
Percentage of
design office in
development
costs

UPSTREAM:

Robust and reliable pre-project
management

UPSTREAM – FEASIBILITY –
PRE-PROJECT

Upstream management for Bénéteau
sailing and motorboats: 3 people

Upstream management for Jeanneau
sailing and motorboats: 3 people

Upstream management for multihulls:
1 person

DOWNSTREAM:

Zero-defect transition from prototype to large-scale production

DEVELOPMENT AND LAUNCH

STANDARD PRODUCTION
PHASES

Pooling of sailboat and motorboat services

1 Design team

1 Launch Methods team

Pooling of designer-technician team

Pooling of sailing and motorboat services:
Architecture, Calculations, Digital Modeling

EXPECTED RESULTS WITH THE TRANSFORMATION

From an industrial perspective	From a financial perspective
Improving product and process quality	Reducing costs linked to non-compliance cases and customer complaints
Pooling resources	Saving time and reducing costs
Raising standards for parts and processes	Reducing production costs
Improving workplace relations	Motivating employees



4. ACCELERATING TIME TO MARKET AND COST TO MARKET

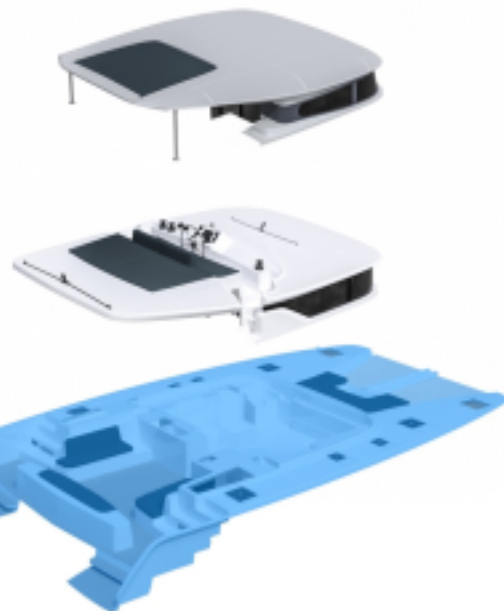
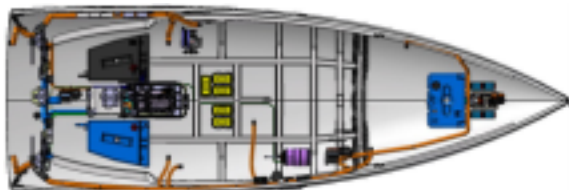
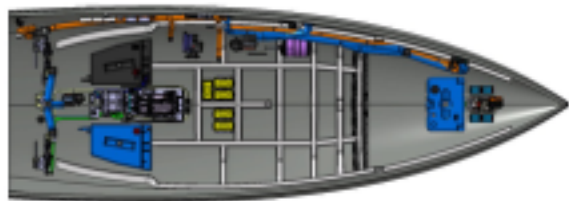
3 KEY AREAS FOR ACTION

STANDARD COMPONENTS AND PLATFORM STRATEGY

ENSURING THE PROFITABILITY OF PROJECTS

TIME TO MARKET / COST TO MARKET INDICATORS

STANDARD COMPONENTS AND PLATFORM STRATEGY



ENSURING THE PROFITABILITY OF PROJECTS

OBJECTIVE: Facilitate investment decisions while limiting costs



Pre-project end focus D02: Go / No Go decision for each project

INDICATORS FOR
TIME TO MARKET / COST TO MARKET

GAINS

- 20% reduction in the number of design team hours
- Reduction in the duration in months

Current load curve versus **target**

CONCLUSION

High-performance R&D must have several qualities:

- Being visionary
- Creating
- Transferring / creating value

$\text{R\&D performance} = \text{People} \times \text{Process} \times \text{Product}$



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