

units just over a year ago. “When I came here [four-and-a-half years ago] we were just operating with one big P&L; it was very difficult to get visibility of the different performances of the business,” he said. “So, we created five business units and one of them is for the dealer channel, meaning we now have a dedicated organization.”

Today, there are marketing, finance, HR and supply-chain personnel serving the dealer business unit who have the same “mindset” of how Ricoh can best serve the dealer channel, Bruhn said. “In a lot of corporations, the front line understands the customer [dealers], but really, a lot of people in the back office ... [are] totally disconnected. I wanted to make sure we brought everybody to the front.”

Bruhn also noted that Ricoh corporate personnel are now more focused on the dealer channel. “Even in Japan, they are starting to organize themselves into channel divisions,” he said. “So, there are dedicated people just for the dealer business, meaning they work every day with Jim’s team and Scott Dabice’s [vice president, commercial strategy and operations, Ricoh North America] team to make sure we — more and more — stay relevant by communicating ... For the first time in a long time, I feel that the corporate organization is getting closer to the

“Change is inevitable now ... We need to welcome new talent. We need to welcome people with a skill set that is very different from the skill set of yesterday.”

customer [dealers] ... I think that is going to help a lot of us going forward.”

Concluding his remarks, Bruhn emphasized the importance of a Ricoh and dealer operating model that provides for more agility and the ability to more readily react to change. “Change is inevitable now; it will never stop,” he said, adding that both Ricoh and its dealers need to refresh talent. “I don’t mean fire people, but get new people; we need to welcome new talent. We need to welcome people with a skill set that

is very different from the skill set of yesterday.”

Both Ricoh personnel and dealers need to have an attitude of “this is the moment,” Bruhn said. “But I don’t think we should do it alone. I think we should work together on that journey ... We do want to hurry up and we do want to get it right, but we don’t want to make mistakes that hurt this great business that you have built over many years. So, stay calm, be focused and let’s make sure we build that operating model where we’ll have a very agile mindset.” ■

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