

# Driving Growth: Innovation, Value Chain, Transformation

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# Driving Growth

- Innovate with conviction
- Transform the value chain
- Lead the transformation





**Brian France**  
CEO NASCAR



**Nick Lazaris**  
CEO Keurig



**Chuck Swoboda**  
CEO Cree







# 1998

\$0 Sales



# 2014

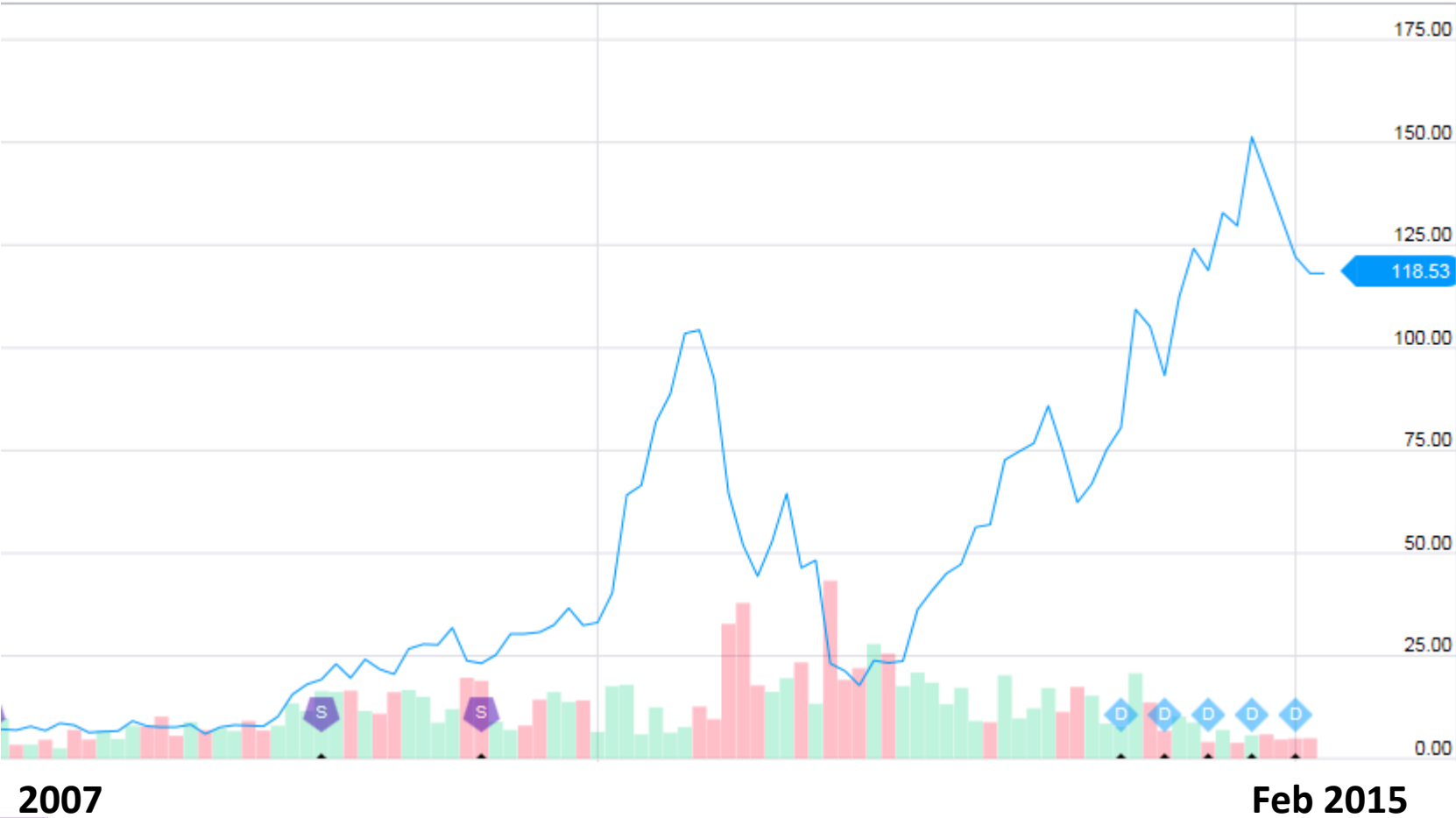
\$4 Billion Sales



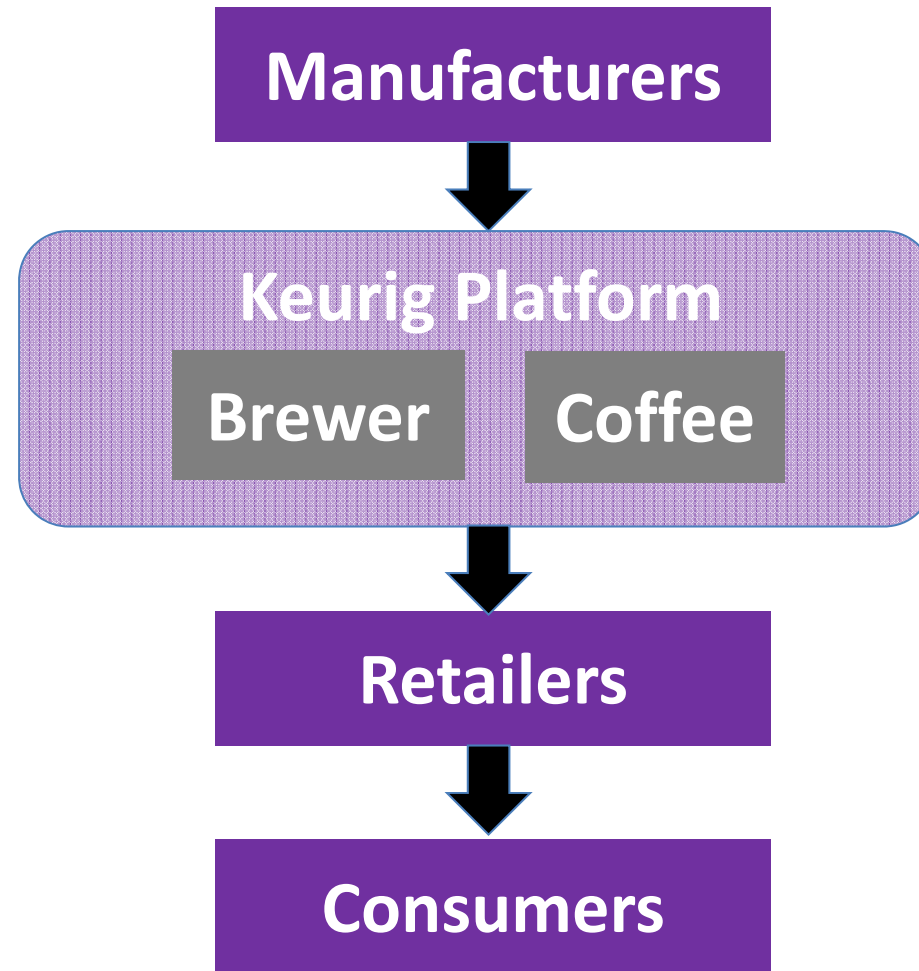
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# Keurig Green Mountain

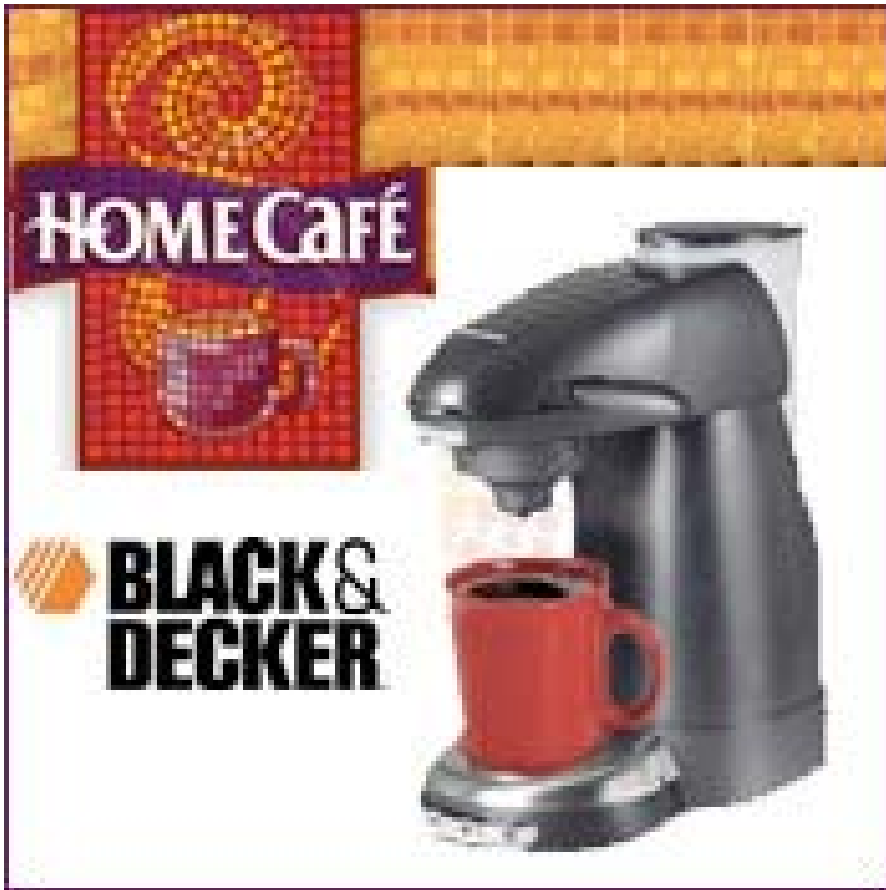
\$19.2 Billion Market Cap (Feb 13, 2015)



# Keurig grew by effectively managing a complex ecosystem

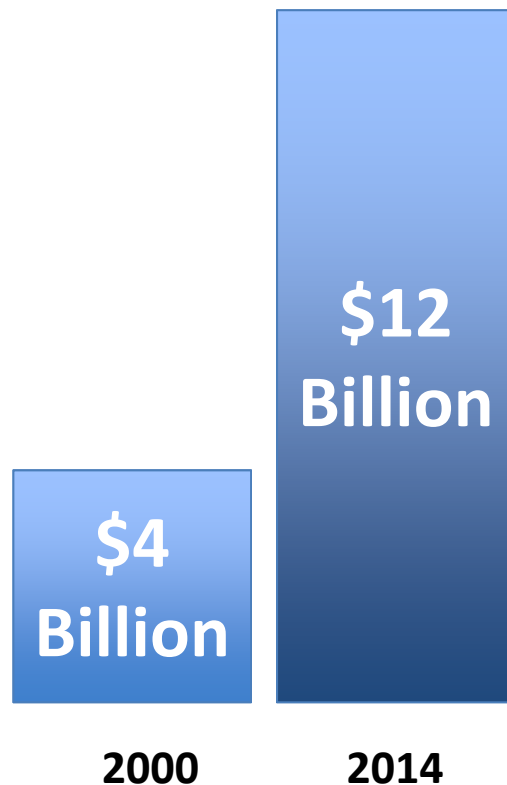






# Keurig transformed an entire category

Coffee Category Sales



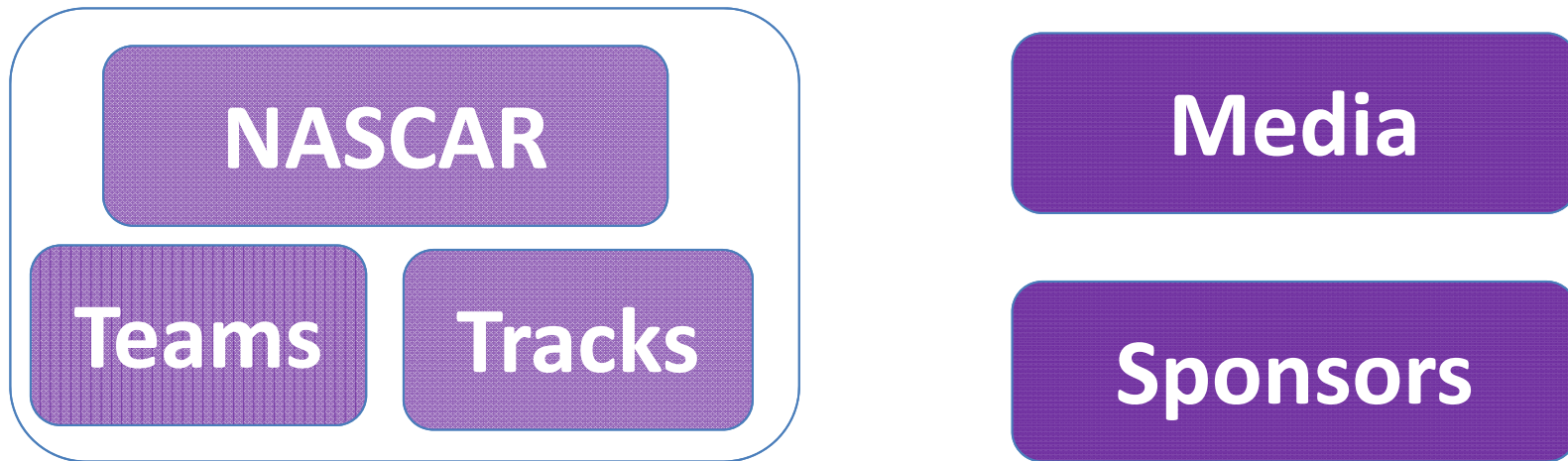
- **Innovation**
- **Transformed the coffee ecosystem**
- **Leadership**







# The NASCAR is part of a complex ecosystem





# Recent innovations have failed

“I can’t stand these new cars ... they suck”

-- NASCAR Winner Kyle Busch



# The customer experience at NASCAR





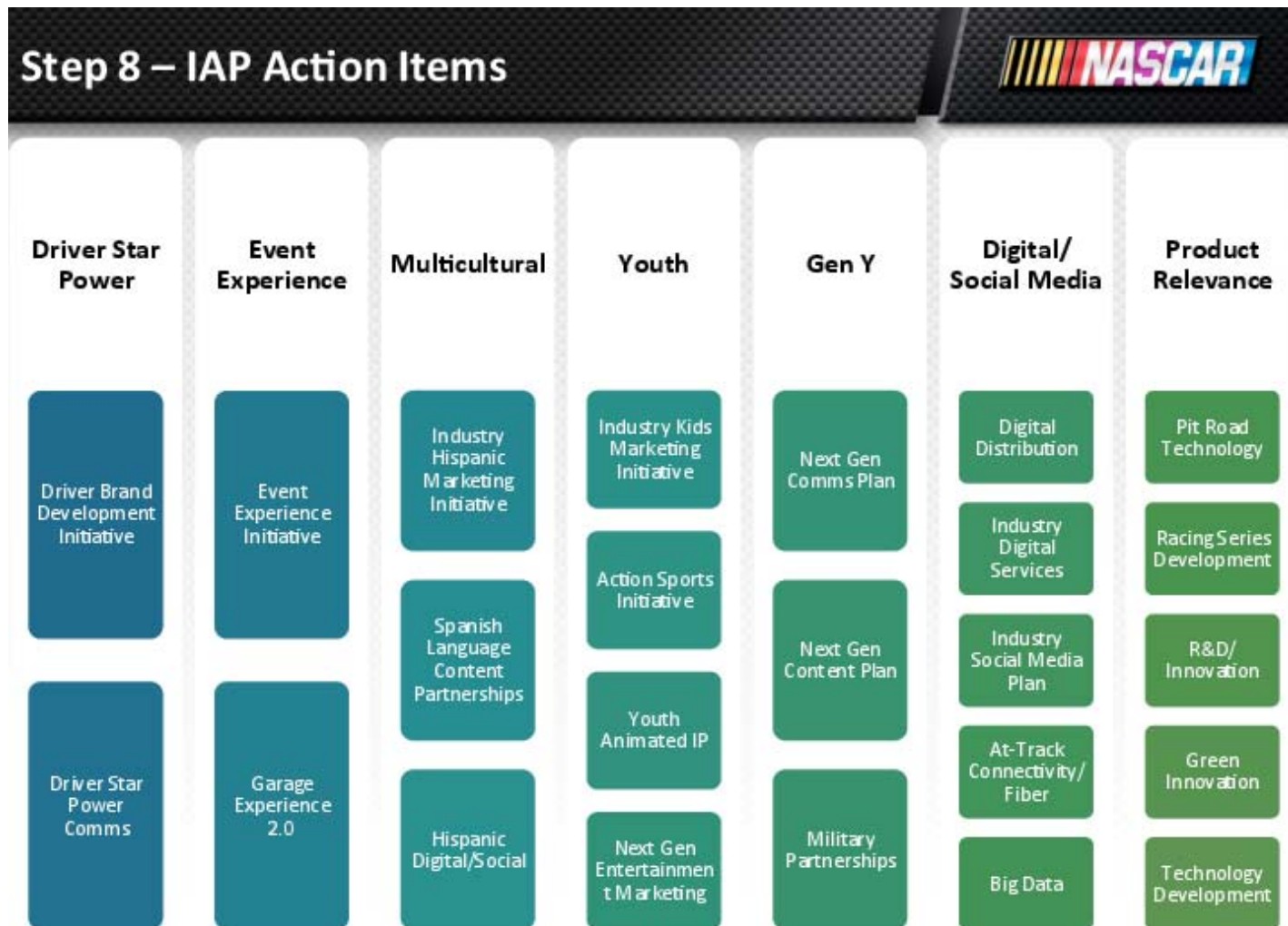
# Digital Marketing was ....



***Dangerously  
Irrelevant***



# NASCAR CEO Brian France led a transformation of the ecosystem



# Keys to Success

- Innovation
- Transform the drivers & teams
- Transform sponsorships & media partnerships
- Leadership: Brian France



**2007-2014**

\$560 million/year



# 2015

\$820 million/year

46% Increase



**CREE** ™

**TRUE WHITE**

TECHNOLOGY







K

# \$10 for a single bulb



# The Cree Journey

- GE, Philips and other lighting giants failed to deliver innovative lighting solutions
- Cree focused on the consumer experience – not just saving money
- With zero market share, Cree led the transformation of the retail lighting industry
- The value proposition to Home Depot was critical to success



# **Sustaining Growth: The next chapter**

# Keurig Green Mountain \$9.3B Market Cap (Sept 11, 2015)




Keurig Green Mountain, Inc. (GMCR) ★ Watchlist

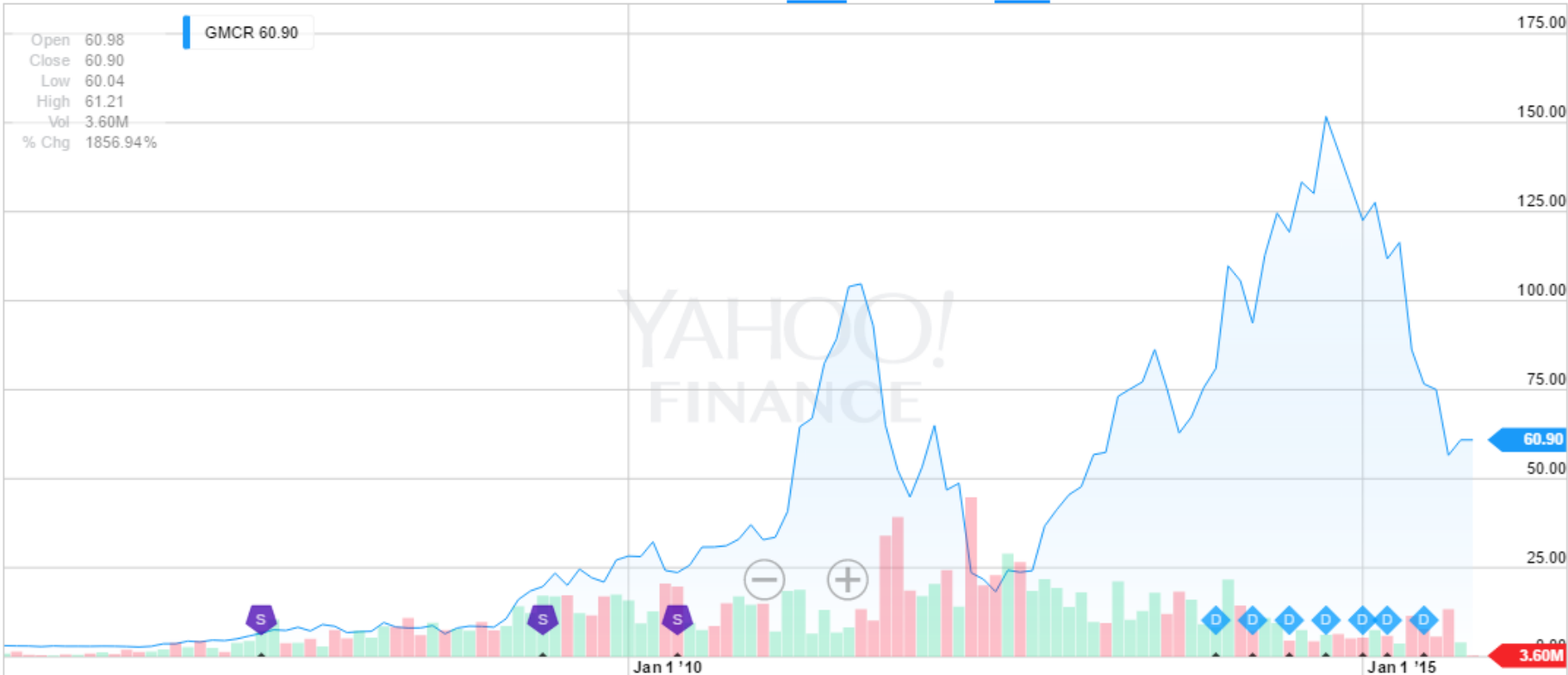
**60.90** +0.01(+0.02%) NASDAQ - As of 4:00PM EDT

After Hours: **60.88** ↓-0.02 (0.03%) 7:32PM EDT

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+ Indicator + Comparison 1d 5d 1m 3m 6m YTD 1y 2y 5y **10y** Max   Linear  Go To Symbol →   



Jan 2006


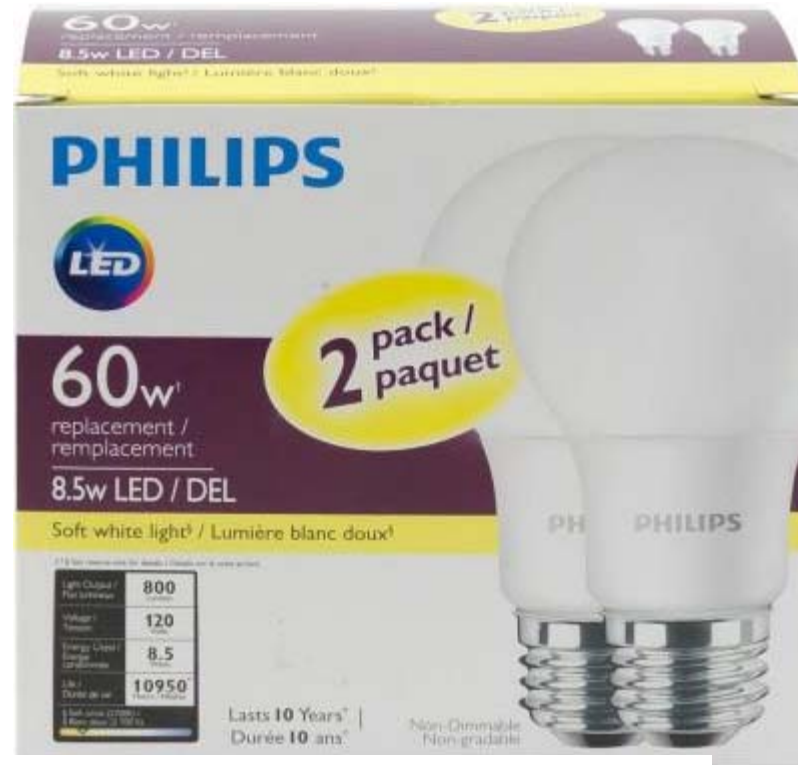
Sept 2015



# Spring 2015

**Philips:**  
**\$5 for two bulbs**

**GE:**  
**\$9.97 for 3 bulbs**




## Light that's just right.

It's easy to replace your traditional 60-watt bulbs with GE's new LED Bright Stik™. It fits more fixtures than CFL and rated to last 14 years.

\*Based on 3 hours per day use. Provides nearly the same light output as a 60-watt incandescent (760 vs. 840 lumens).

**3-pack for \$9.97 at The Home Depot**

[Buy Now](#)



LED bright stik™

60-100

3 PACK

uses 182 13.7

760 1.20

3-pack only \$9.97

Available at THE HOME DEPOT