



# Vision ))) Mission

-Heel



# Vision

**We build the bridge between homeopathy and conventional medicine.**

We achieve the vision of our company founder with passion and expertise, making Heel the global leader in the field of scientifically-based modern homeopathy as an integral part of medicine.

Our medications are easy to use and gently activate the body's self-healing powers - as intended by nature and requested by health care professionals and patients around the world.

vision



# Mission

We accomplish our vision within the framework of our mission, focusing on the creation of benefits and added value for our customers, shareholder and employees in an international environment.

*Customer orientation:* We aim to satisfy our customers' need for effective, gentle, scientifically-based therapies by providing healthcare solutions based on the unique system of homotoxicology. That is why we invest in proof of the efficacy of our products and the underlying therapy system.

Our relationship with partners and customers is characterized by trust, reliability and professionalism.

*Shareholder value:* We aspire to further increase the value of our business through sustainable profitable growth in accordance with our shareholder's vision and mission.

This requires an awareness of the state of the art at every step in our value chain.

*Our employees:* We act according to our Principles of Cooperation and Management Style, thereby showing that we regard dedicated employees as the most important factor in our success.





# Interview with Ralph Schmidt, CEO Heel

*"If you look at Heel's communication worldwide, you'll find that the 'bridge' has been a red thread for us for decades."*

**Eds.:** Mr. Schmidt, why does a business need a vision and a mission statement?

**Ralph Schmidt:** With the 2006 World Soccer Championship coming up soon, let me use an analogy from sports. The team's "vision" sums up what unites the players and what they're attempting to achieve together – in other words, that they're playing soccer, not rugby, and that their goal is to become world champions.

A mission statement, such as the new one we've developed, describes the circumstances under which the vision will be implemented. In soccer, this would mean mobilizing the best players and adopting the appropriate strategies in a way that best serves the interests of the team's fans and sponsors, too.

So both vision and mission also focus on economic success.

**Eds.:** In the case of soccer, that's obvious. But what can you tell us about developing Heel's vision?

**Ralph Schmidt:** At one point during the Reckeweg Centenary festivities, I found myself standing between two posters. One showed Dr. Hans-Heinrich Reckeweg with the sentence "One day I will build the bridge between homeopathy and conventional medicine" and was captioned: "A vision has become a reality." The title of the second was Heel's vision at that time: "Heel in every home." So there I was, standing between two visions, and I wondered why.

I valued the slogan-like "Heel in every home" because it was easy to remember and displayed a certain confidence. I still agree with it as a goal, but I've had concerns about it for some time. As a vision to be communi-

cated outside the company, it was of limited suitability. In addition, I wasn't completely clear what Heel's "game" was – were we doing homeopathy or conventional medicine? How scientific were we attempting to be, and were we succeeding? But these are exactly the kinds of questions that we're always trying to come to grips with internally, and that are being asked of us from outside.

Formulating the new vision didn't happen in a single day. The process took me several weeks and I went through several interim versions, helped along by conversations and thought-provoking comments from people in various divisions of the company. For the record, all of this initial work was done in English, and I tackled the German translation only afterward. The reason for this was to do



justice to the fact that the major part of our sales are generated outside of Germany, where almost half of all our employees work.

**Eds.:** Why did you decide on the bridge analogy?

**Ralph Schmidt:** If you look at Heel's communication worldwide, you'll find that the "bridge" has been a red thread for us for decades. It reappears repeatedly and never seems to lose its relevance or importance. It's an authentic metaphor for everything that has made Heel a success – and made us rack our brains – for the past seventy years. That's why I chose to head up our vision with the sentence "We build the bridge between homeopathy and conventional medicine."

**Eds.:** Tell me about what the "bridge between homeopathy and conventional medicine" embodies.

**Ralph Schmidt:** It speaks to our market positioning, our claim to fame, and our name recognition. We're working – even fighting – to abolish apparent contradictions that don't really exist. Discussions of how homotoxicology relates to homeopathy and to so-called conventional medicine affect most of what we do, and we're often not even aware of it. We're part of homeopathy because most of our products are homeopathic and regulated as such, but our "modern homeopathy" or homotoxicology is unique, and as a result we're closer to conventional medicine than so-called classical homeopathy is. This distinguishing characteristic – our unique position – is expressed in the image of the bridge.

At the same time, this uniqueness makes us conspicuous. We must constantly ask ourselves what we have in common with each of these two poles and how we differ from them. This means that we're encountering increasing resistance both from classical, single-remedy homeopaths and from the hard-liners of conventional medicine. Realizing our vision will require constant attentiveness and action on our part. To integrate modern homeopathy into the structure of modern medicine as a whole is a big challenge.

**Eds.:** Is there a defined market for homotoxicology?

**Ralph Schmidt:** Due to homotoxicology's uniqueness and the specific therapeutic attributes of its medications, the potential really does exist for us to develop a market of our own. Homotoxicology and its scientific

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orientation can be understood and implemented by practitioners with no background in complementary medicine, while for experts in this field, it can serve as a distinct and holistic approach to therapy. To make this possible, we now support medical training in homotoxicology/homeopathy in association with approximately thirty universities and medical training centers throughout the world. For simple health problems, patients can even take responsibility for their own treatment using our basic medications.

So the concept and the products related to it can be applied successfully at any of these levels.

**Eds.:** What connection do you see between passion and expertise?

**Ralph Schmidt:** Both are necessary for success. I'm frequently inspired anew when I experience the great enthusiasm and commitment of those who present "Second-Generation Homeopathy" to medical professionals and the general public. I wish this could be true of all of our employees, worldwide. That's why it's included in the vision.

At Heel "expertise", or in-depth knowledge means: "We're the experts; we lead the way." We aspire to being world leaders in serious, scientifically-based – in other words, "modern" – homeopathy. We cannot focus exclusively on the successful international marketing of medications. Taking the lead also means personifying a high degree of competence in the method itself. It means offering practical and theoretical knowledge. It involves not only providing continuing education for medical professionals but also conducting clinical studies and basic research. It

also means collaborating with noted experts and academic institutions.

**Eds.:** How scientific is Heel, really?

**Ralph Schmidt:** As a further development of homeopathy appropriate to its time, homotoxicology definitely is science-based. Nonetheless, its pharmacology is not governed by the same laws as conventional medicine. But we will prove our foundations using the methods of conventional medicine wherever appropriate. Our therapeutic model has been implemented successfully for decades, so we already know a great deal. It is not necessarily our intention to "verify" every single one of our empirical results through placebo-controlled studies.

Our vision states that we are developing modern, scientifically-based homeopathy into a significant and integral part of the field of medicine. This claim is truly visionary – just think of all those negative media reports on homeopathy – and it determines which studies are necessary, whether they involve products or our therapeutic model.

Above all, however, this part of our vision requires commitment and involvement on all levels, both in our professional and private lives. By representing our company with well-founded self-confidence, we engender recognition and understanding and will be taken seriously in all respects.

**Eds.:** Heel's vision concludes with "Our medications are easy to use and gently activate the body's self-healing powers - as intended by nature and requested by health care professionals and patients around the world." Does that make us "trendy"?



**Ralph Schmidt:** I'm afraid it's not that simple. For one, we're also successful in markets where natural healthcare isn't the "in" thing yet. And not only that, our products and the related therapeutic options are already setting the standard where integrative medicine is in demand. In that sense, we are trendsetters – setting the trend toward "natural" medicine that is effective, proven, and easy to use. There's no doubt that the best and most sustainable healing methods involve working with the self-healing forces of the human – or animal – organism. We have an outstanding contribution to make here with our top-quality medications based on homotoxicology. That's where our value lies: Patients get better!

**Eds.:** You already mentioned the new mission statement. Could you summarize its main points?

**Ralph Schmidt:** First, one comment: The new vision bears my "handwriting" whereas the mission statement is basically the product of an international project group that has been working hard on strategic issues and whose members I hereby want to thank for their contributions.

I began by comparing the mission statement to the rules in soccer, and then we talked about fans, players, and sponsors. In our case, too, the target group consists of three sets of stakeholders:

**The customers:** Like "fans," of course our customers come first. Our intention is to interact with customers in a reliable, trustworthy and professional way. This is also especially applicable to our collaboration with our for-

eign partners in their respective national markets. In that context, mutual trust and professional reliability are the prerequisites to the success we've experienced in many countries. Customers and partners must be able to grasp this in every area that is relevant to them. That's why I place great importance on having frequent personal contact with our customers in their market environment.

**Our sole shareholder:** We seek to justify our shareholder's confidence in Heel at all times. That means continuing to increase the value of our business through sustained, profitable growth. It also means that we are aware of the state of the art and that we assess whether we need to incorporate it into our business. Examples include capital investment in selected national markets or upgrades to our biggest production site located in Baden-Baden. Such decisions, however, cannot be merely self-serving. They must always be made in the context of increasing benefits to our customers.

**Our employees:** We confirm our sole shareholder's statement that committed employees are the most important factor in the success of the business. Among other things, commitment means a high degree of loyalty to, and identification with the company, as well as continuous learning – all resulting in the capacity to inspire and motivate others.

Our Principles of Cooperation and Management Style contain some very well-described thoughts on this subject, formulated by our employees.

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