

A woman with dark hair is smiling and washing a young child's hair in a white rectangular sink. She is holding a black handheld shower head over the child's head. The child is laughing and splashing water. The sink has a modern black faucet. In the background, there is a glass shower door, a towel rack with towels, and a window looking out onto greenery. A semi-transparent white circle is overlaid on the left side of the image, containing the text.

Hansgrohe Group

**Strategy and Culture Change,
the Role of Controlling in
Business Transformation**

Conference of Controllers, Hans-Jürgen Kalmbach

Hansgrohe Group – What we do

hansgrohe

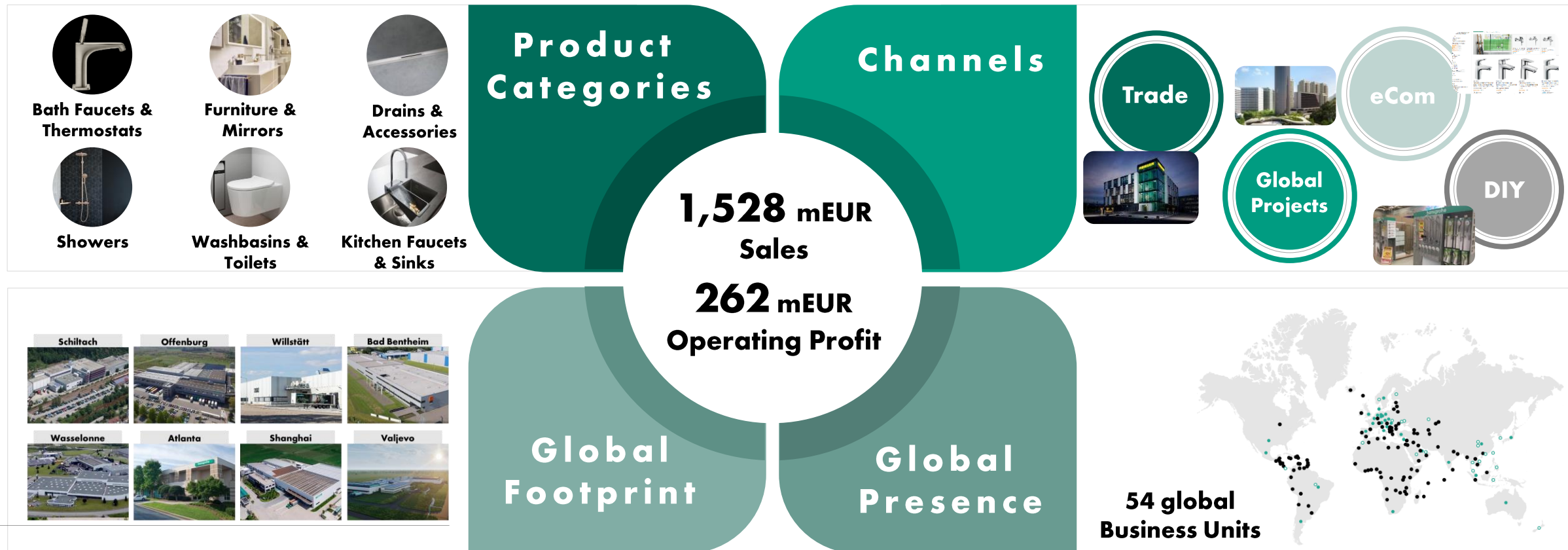
Meet the beauty of water



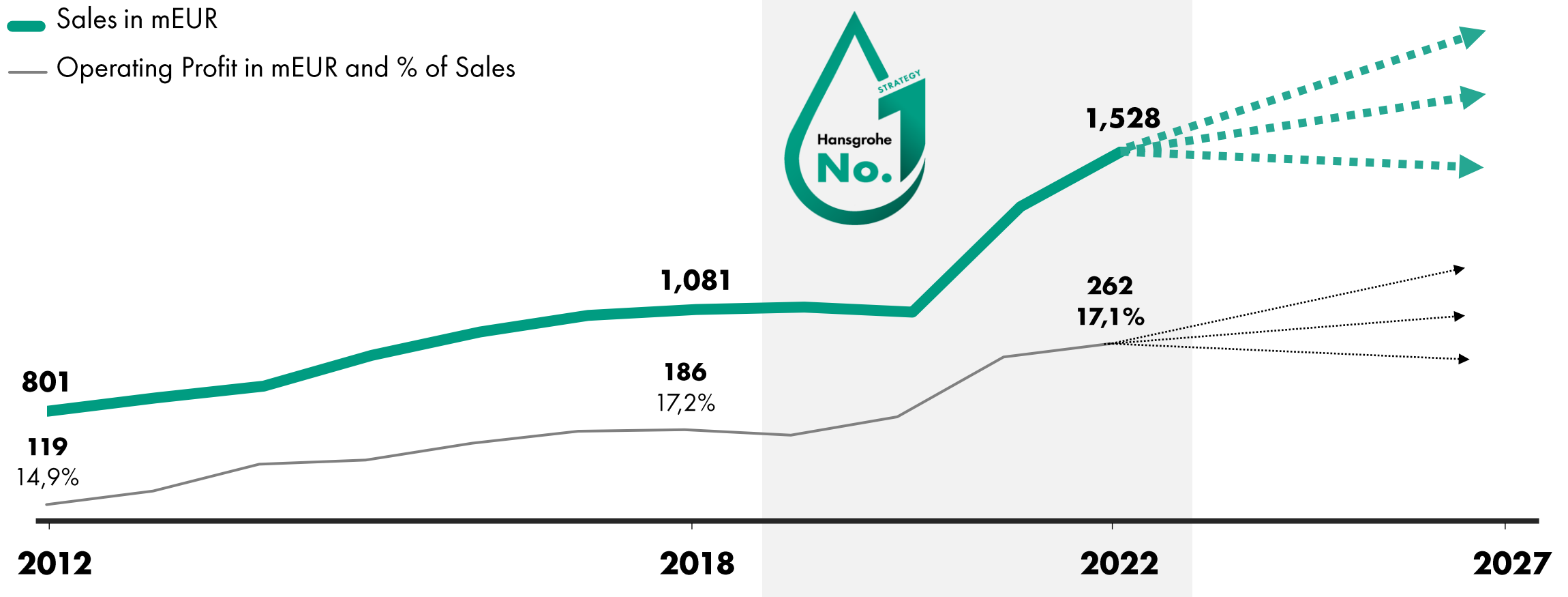
AXOR From Personalities for Personalities



Hansgrohe Group – How we do it



Hansgrohe Group – Aiming to be No. 1



Our Vision

We strive for Number 1.
With everything we do we set the benchmark of tomorrow.

Our Mission

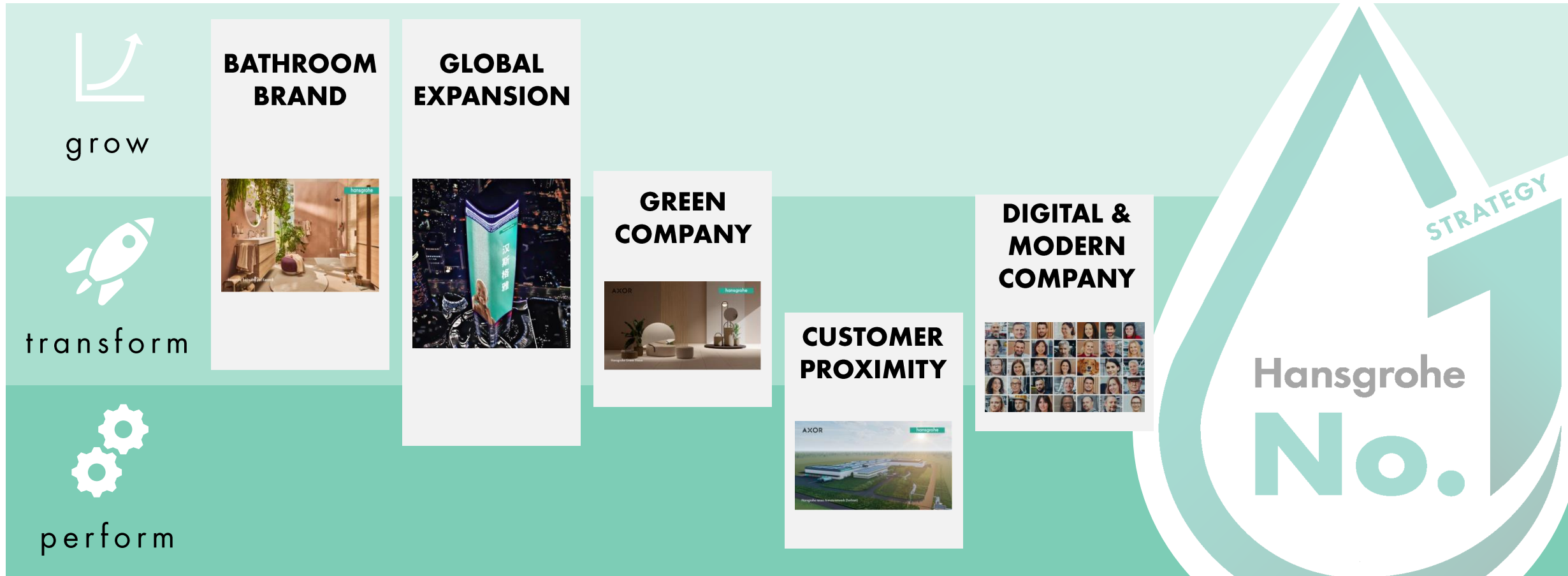
We create **CUSTOMER
EXCITEMENT** through
innovation, design, quality
and sustainability

We take
RESPONSIBILITY for
the society and the
environment

We are the **BEST
EMPLOYER** in the region
as well as in our industry

We generate
PROFITABLE GROWTH
as industry leader

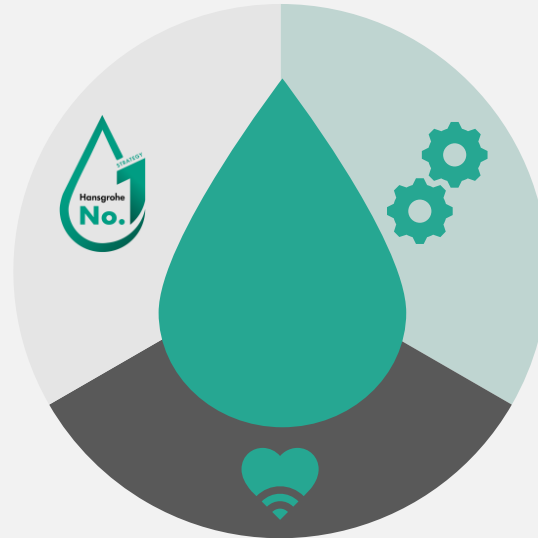
Strategic Transformation of Hansgrohe – Our Main Priorities



We achieve our Ambition thanks to our Management Model – The Hansgrohe Way

Hansgrohe No. 1 Strategy

Clarity on our future direction.



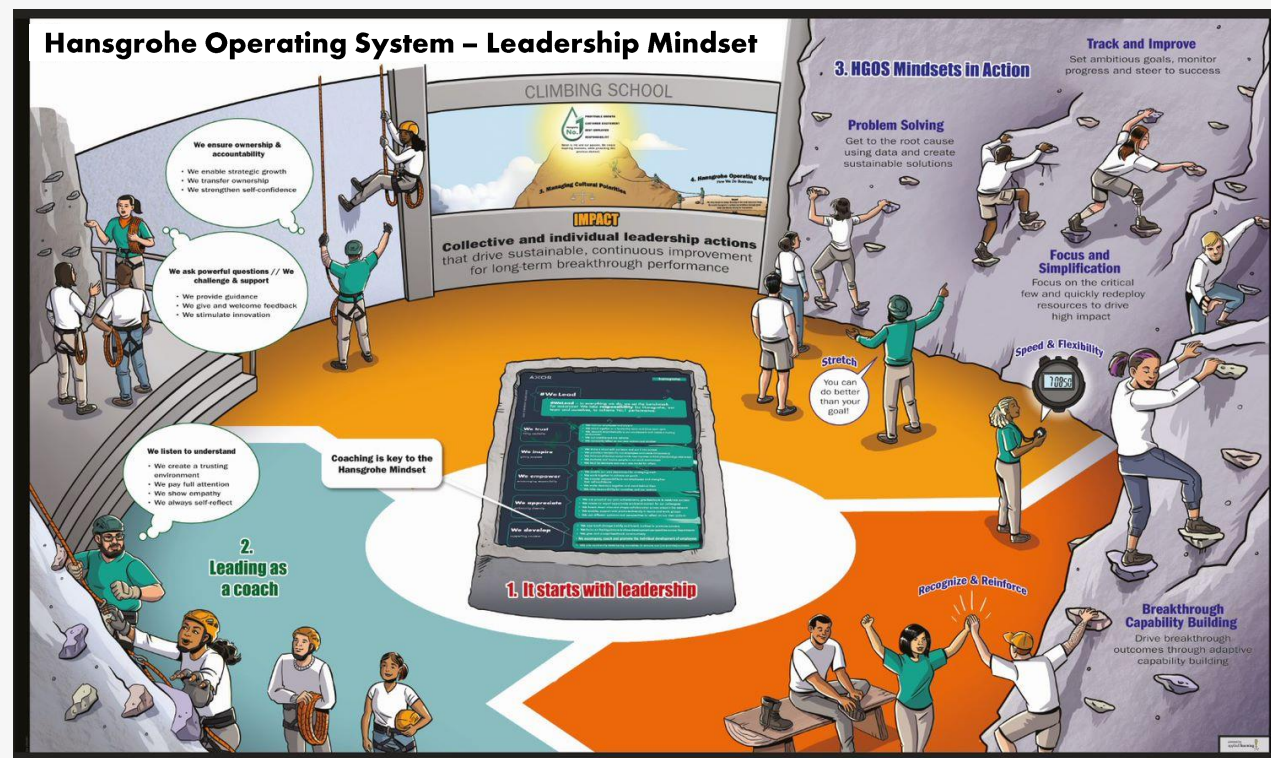
Hansgrohe Operating System

Approach of how we achieve our goals – principles, methods and processes.

People and Culture

Our Culture, Values and Leadership Guidelines.

Alignment of Leadership Team to create Growth Mindset and Culture for Transformation and Change



Our Controllers play a Key Role in the Strategic Transformation – the Controller as a True Business Partner



Improve Operational Business Performance



Invest in Capabilities for future Business Growth

Controller's evolution towards a true Business Partner:

NAVIGATE

CHALLENGE

CONNECT

MANAGE RISKS



Be a **Business Challenger** and **Performance Driver** with valuable insights from business analytics and active business steering. **We encourage 3 mindsets ...**

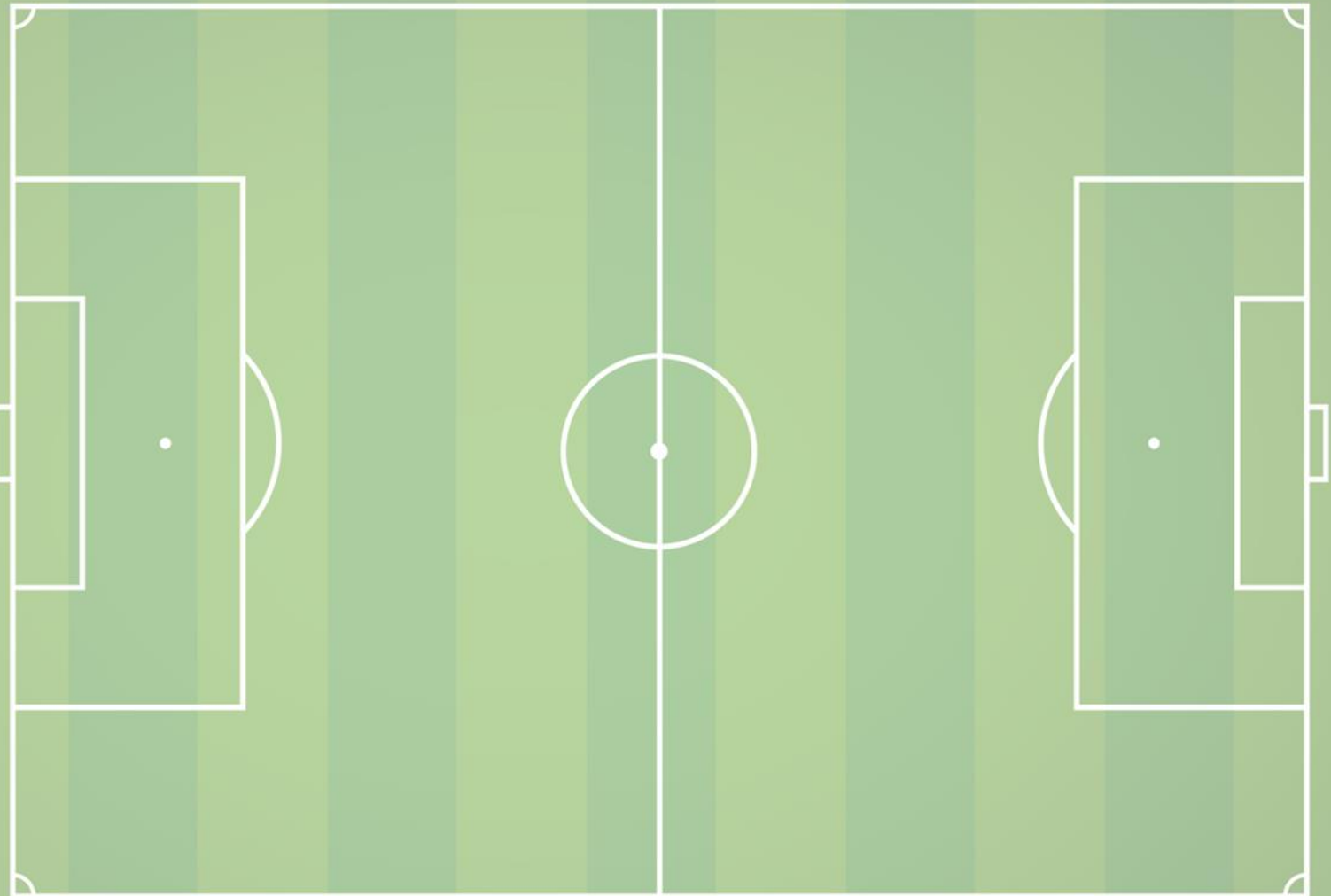
Mindset No. 1:

Where you play
is more important
than how you play !

**Business
Strategy**

SCOPE

**Functional
Efficiency**



Data

VALUE

Insight

Hansgrohe Group

Mindset No. 1:

**Where you play
is more important
than how you play !**

Takeaway:



**Efficient supply of
data is important,
but not sufficient
for Growth and
Transformation**

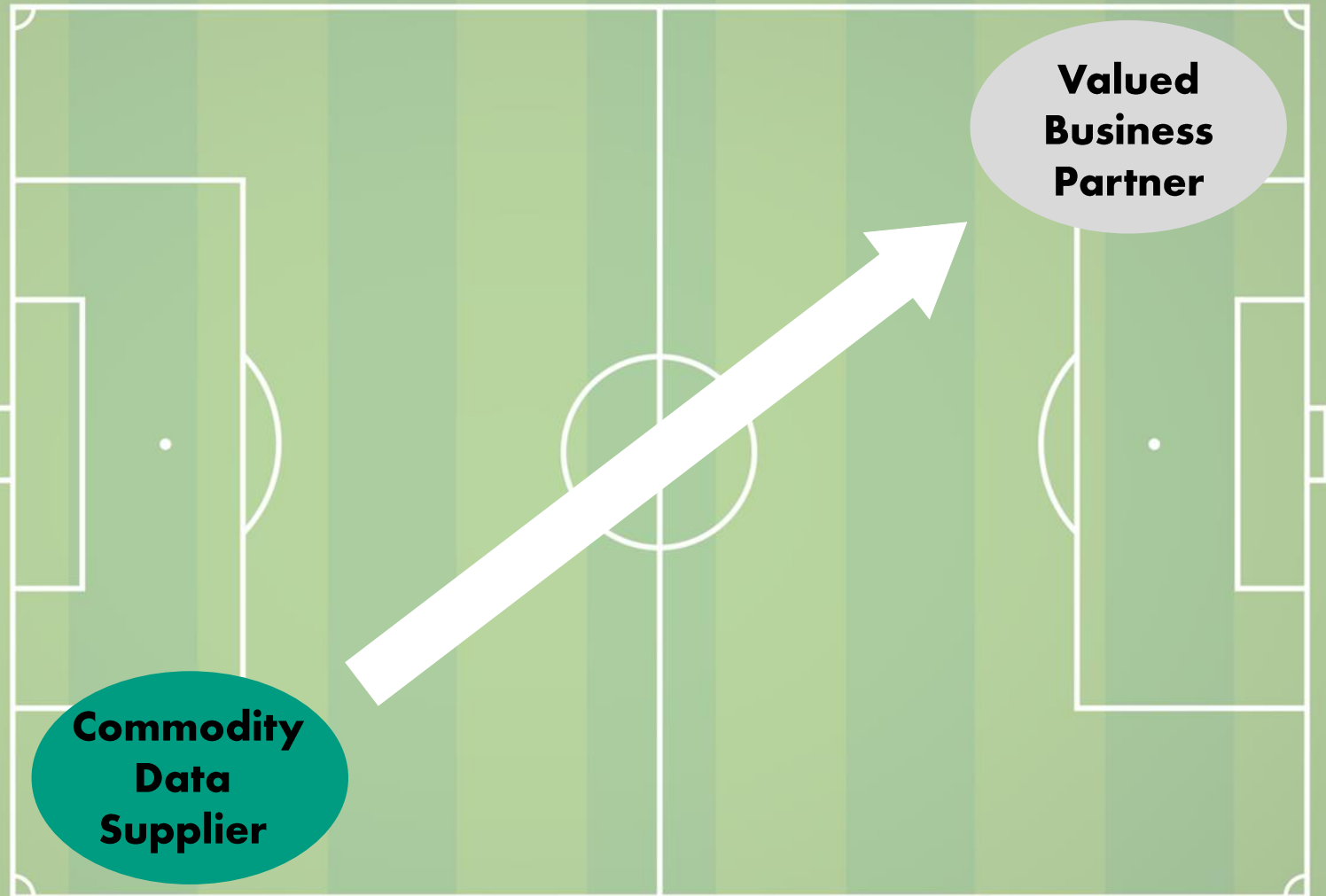


**Valued Business
Partner supplies
insights and
Motivation to
execute Strategy**

**Business
Strategy**

SCOPE

**Functional
Efficiency**



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Mindset No. 1:

**Where you play
is more important
than how you play !**

Tools:

- Policy deployment
- Alignment check
- Presentation rigor



Mindset No. 1:

**Where you play
is more important
than how you play !**

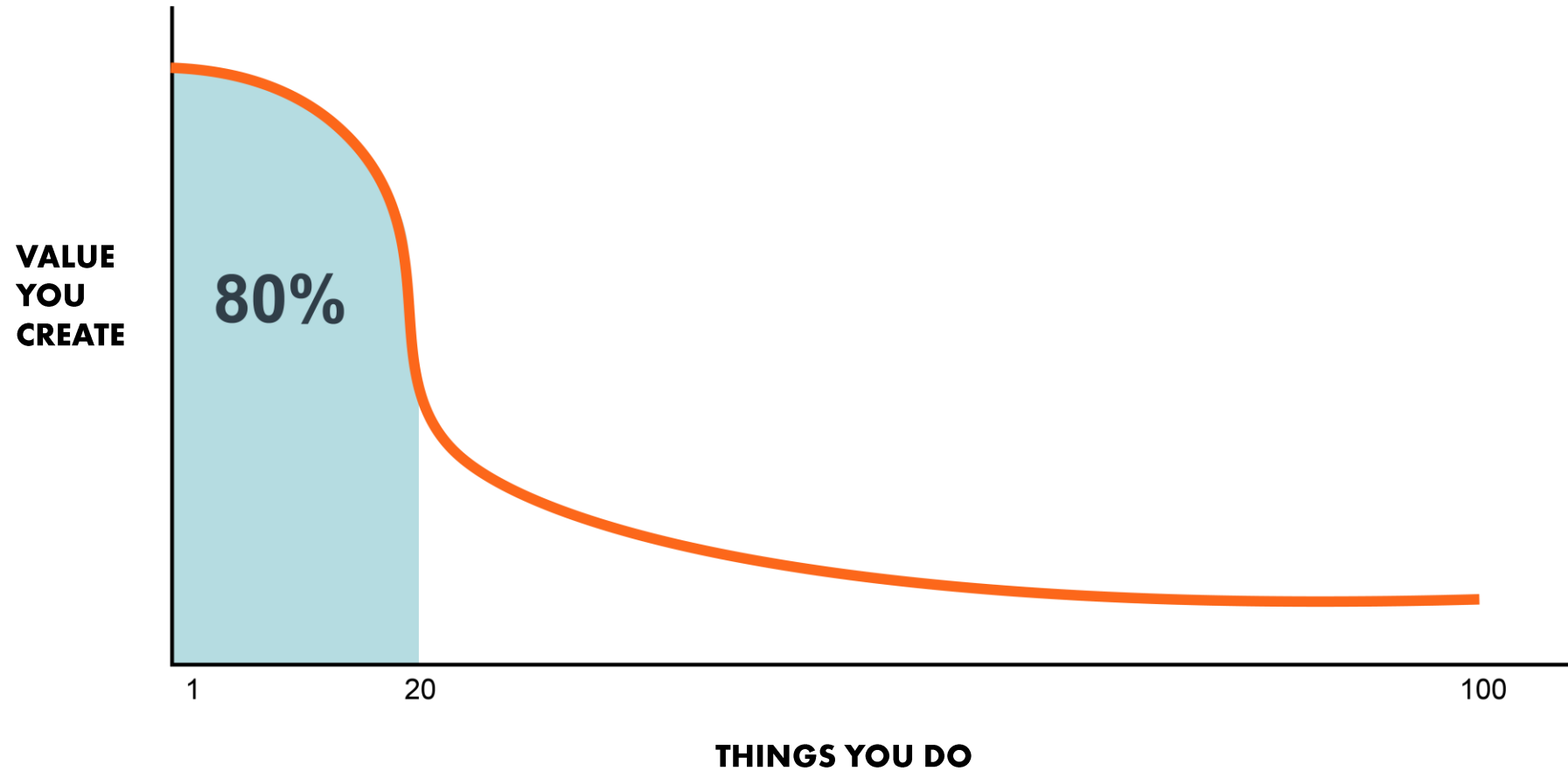
Watchouts:

- **Uncomfortable
for some**
- **Policy Deployment
is not Management
by Objectives**
- **Don't disregard
small habits**



Mindset No. 2:

**80% of Value
comes from the
20% of Things
you do !**

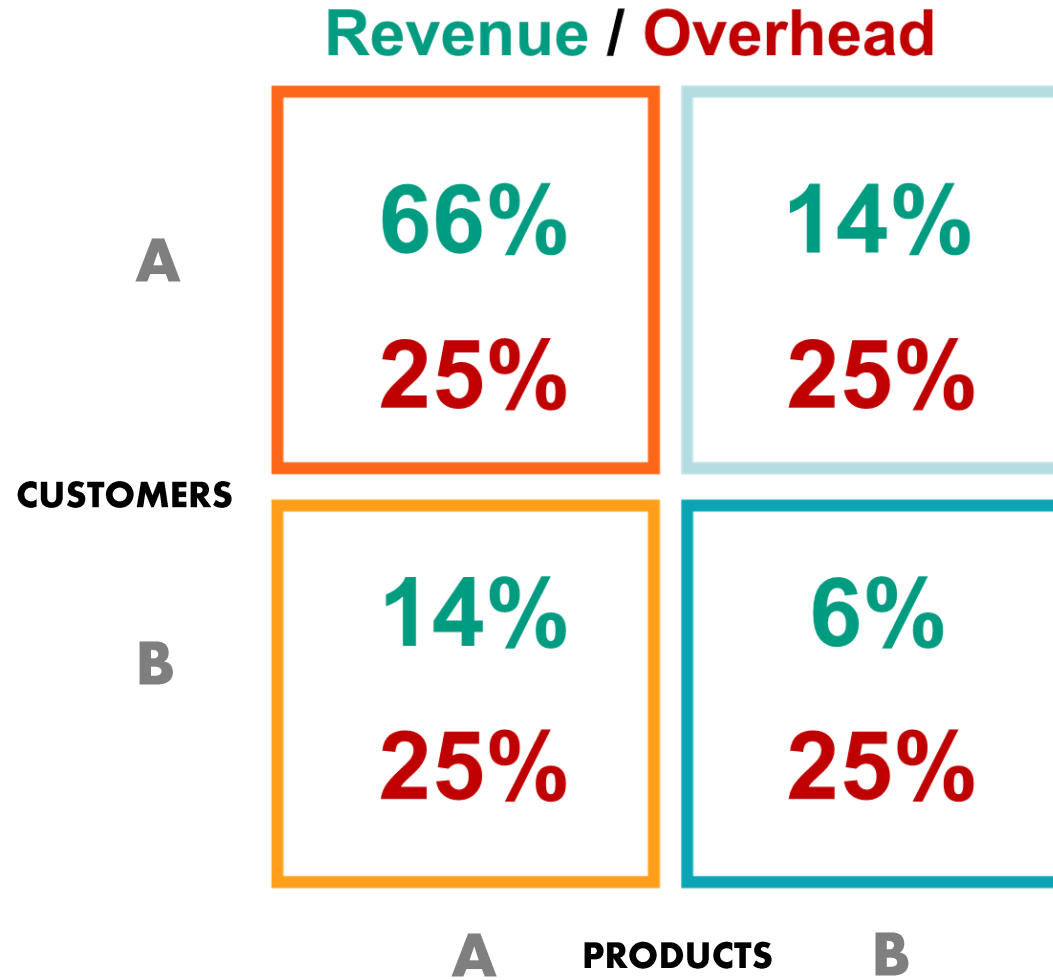


Mindset No. 2:

80% of Value comes from the 20% of Things you do !

Takeaway Quad Analysis:

- Top 20% of Customers and Products
- Bottom 80% of Customers and Products
- Resources often split equally



Mindset No. 2:

**80% of Value
comes from the
20% of Things
you do !**

Tools:

- **Analytics**
- **Zero-Based
Budgeting**
- **Performance
Differentiation**



Mindset No. 2:

**80% of Value
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20% of Things
you do !**

Watchouts:

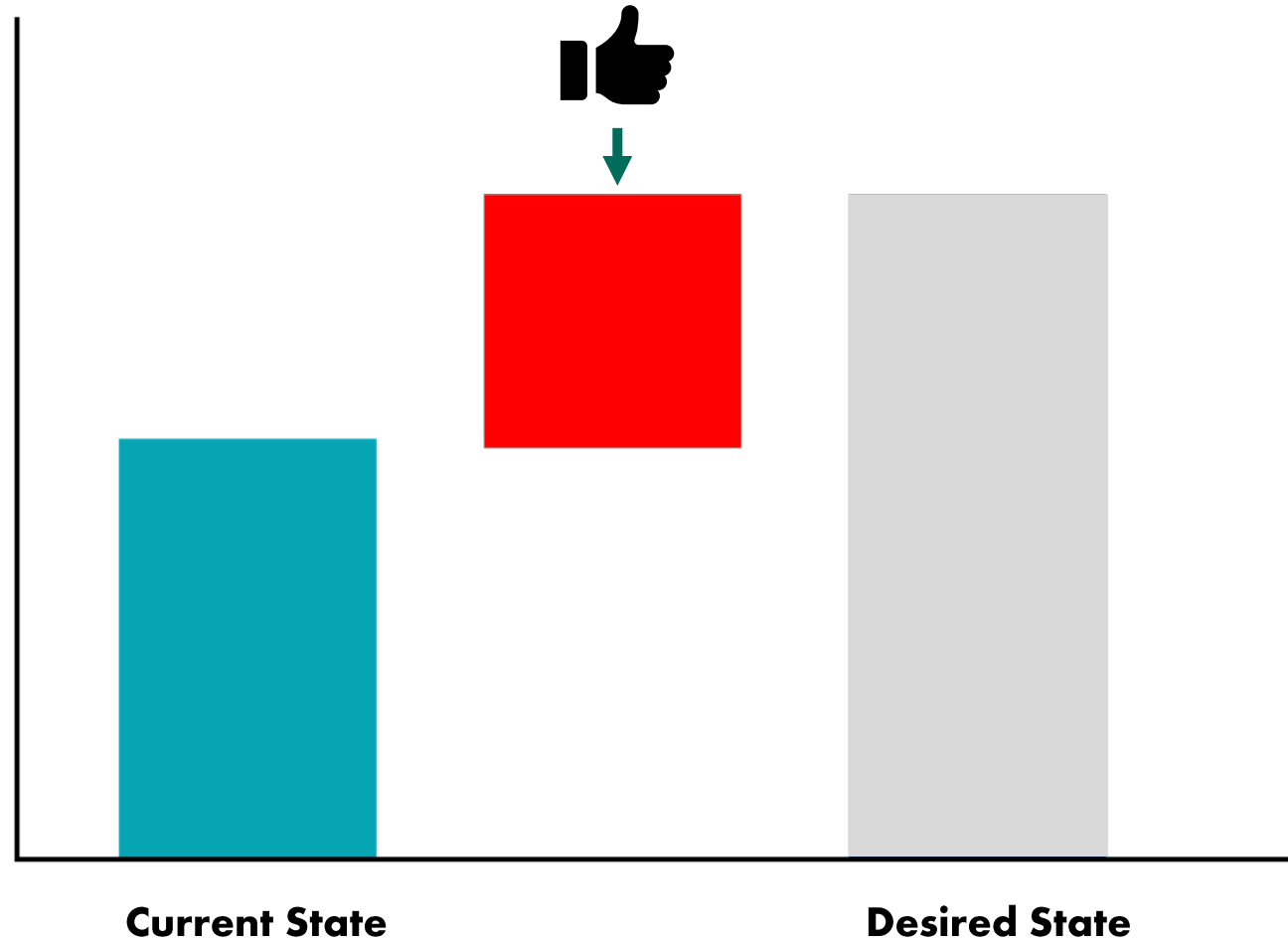
- **Dig deep**
- **Simplification
without resource
reallocation is not
transformational**



Mindset No. 3:

Gaps are Good –
'Red is Good' !

GAP = **OPPORTUNITY**



Mindset No. 3:

**Gaps are Good –
'Red is Good' !**

Tools:

- **Trust**
- **Problem-solving
process**
- **Alignment**

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Mindset No. 3:

**Gaps are Good –
'Red is Good' !**

Watchouts:

- Not a natural part of the human condition
- 80% Understanding, 20% Action
- Vacation Slide Show



Controlling Business Partners are Key to drive Growth and Transformation at the Hansgrohe Group

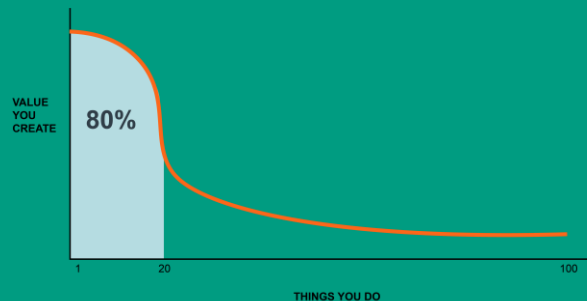
Mindset No. 1

**Where you play
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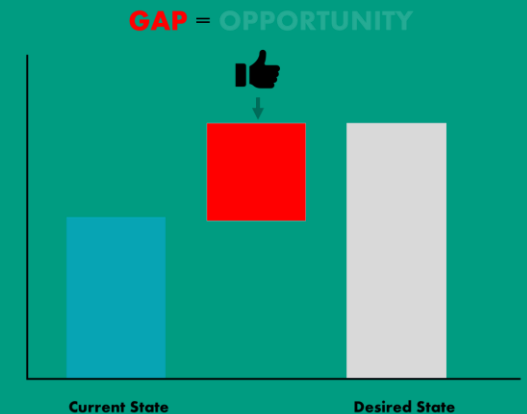
Mindset No. 2

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Mindset No. 3

**Gaps are Good –
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Hansgrohe Group

Thank you.