



# BLANCO

## Controlling @BLANCO

Wie ein Hidden Champion sein Geschäft steuert

Matthias von Daacke  
Managing Director/ Head of Global Controlling

*Controlling norddeutsch – gut getrimmt in die Zukunft, Tagung der ICV Region Nord - Hamburg, 28 Sep 2019*



**BLANCO**

Working at the **sink**

60%



Working at the **cooker**

25%




Other

15%



The sink at the heart of the kitchen



Well-planned ergonomics  
and future-oriented functionality

BLANCO offers more

*Matthias von Daacke, Controlling @BLANCO - Wie ein Hidden Champion sein Geschäft steuert, ICV Nordtagung, Hamburg 28-Sep-2019*

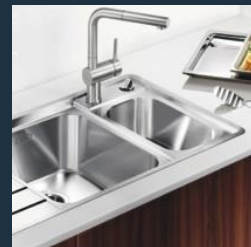
**BLANCO**

# MAKING THE CENTER OF THE KITCHEN AN EXPERIENCE

## THE BLANCO-GROUP



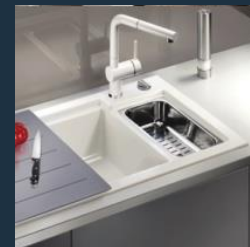
The BLANCO-Group stands for design, function, and quality. It ranks among the world's leading providers of high-quality sinks, faucets, and accessory systems for household kitchens.



**Stainless steel sinks**



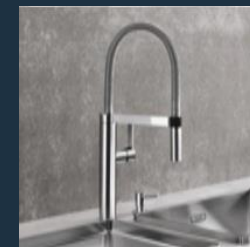
**SILGRANIT sinks**



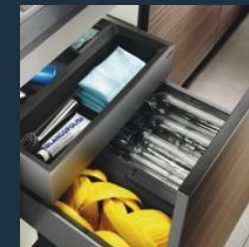
**Ceramic sinks**



**STEELART**



**Kitchen faucets**

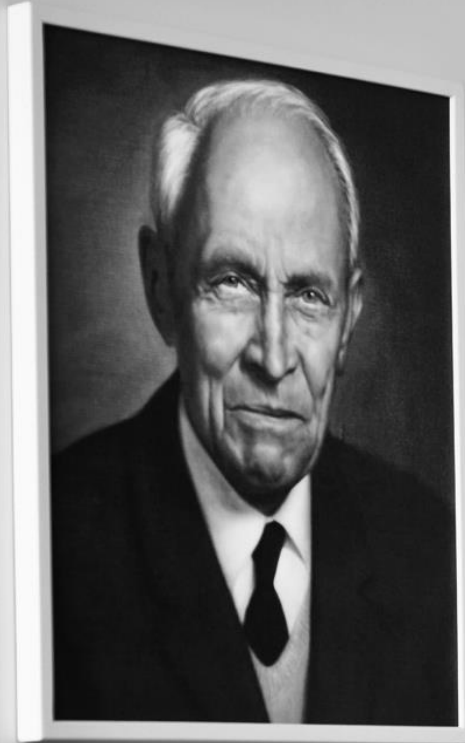


**Garbage systems and accessories**

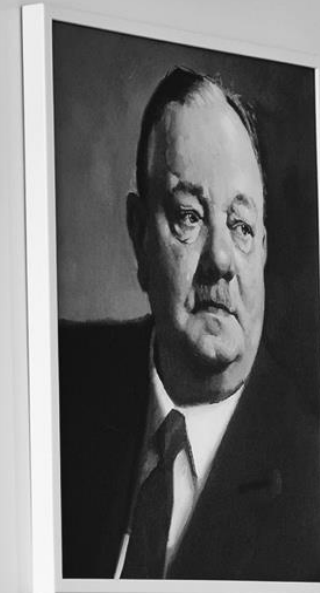
# A CONGENIAL TEAM

## THE ROOTS OF THE BLANC & FISCHER FAMILY HOLDING

- Son of the miller and mayor of Oberweiler in the black forest
- Founded the E.G.O. in 1931 alongside Heinrich Blanc
- Visionary technologist and inventor, established local social entrepreneur



Karl Fischer  
1893 - 1985



Heinrich Blanc  
1896 - 1960

- Originated from a farming and wainwright family in Großvillars
- Founded BLANCO in 1925 in Oberderdingen
- Shrewd networker, explorer, communicator, and consummate entrepreneur



BLANC & FISCHER Family Holding  
Turnover 2018: € 1.2 bn



### E.G.O.-Group

Electrical and electro-mechanical components for the kitchen and laundry areas



### BLANCO Group

Turnover 2018: € 394 Mio.

Bowls, sinks, mixer taps and accessories for the private household



### BLANCO Professional Group

Capital goods for commercial kitchens and industry



### DEFENDI Group

Cooking and baking with gas

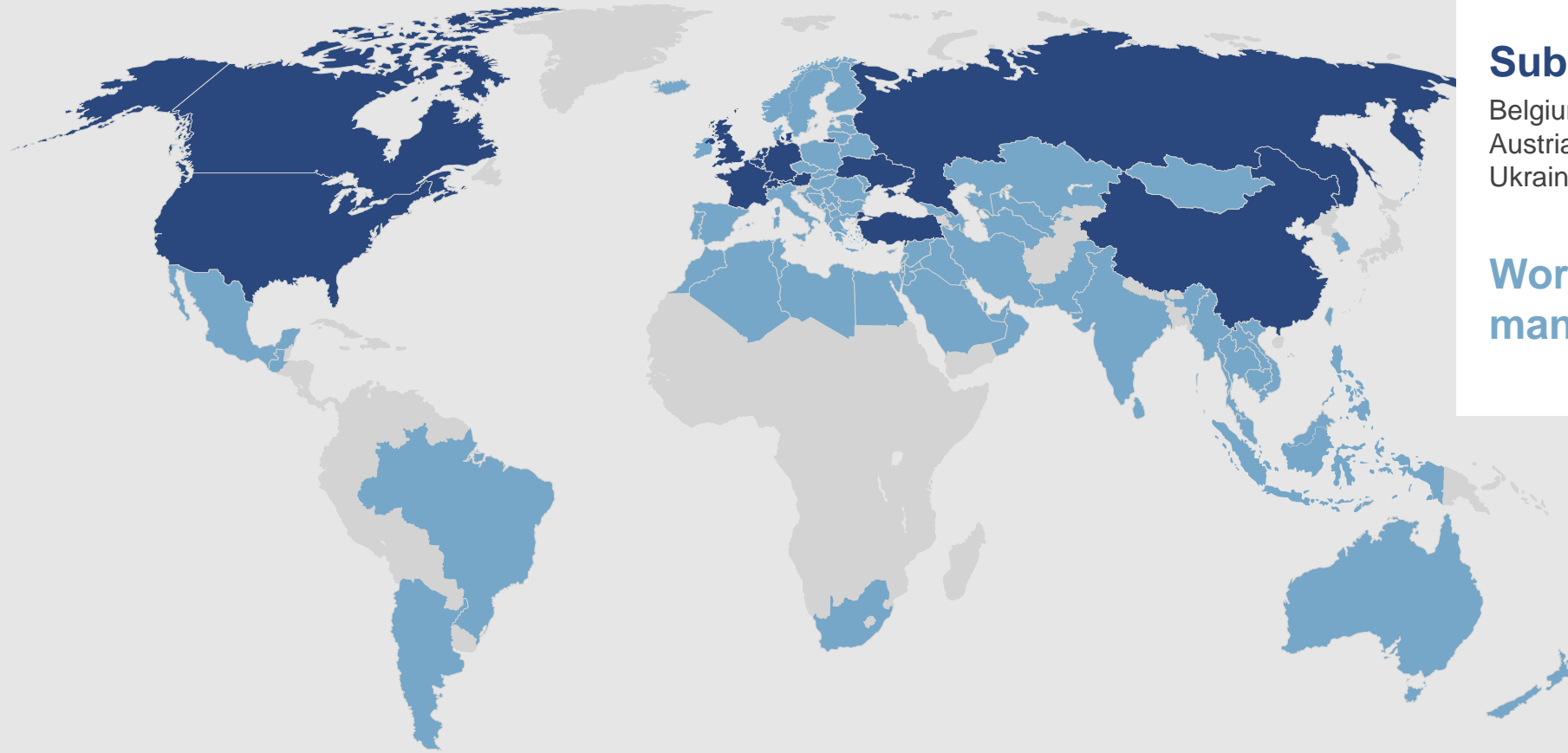


### ARPA

Induction- and gas cooking fields

## BLANCO in the BLANC & FISCHER Family Holding





## Subsidiaries in

Belgium, China, France, Great Britain, Canada, Austria, Russia, Singapore, Switzerland, Turkey, Ukraine, USA

**Worldwide partnerships of many years' standing**

Global presence

## Locations in Germany

### Sinsheim

SILGRANIT sinks

### Bruchsal

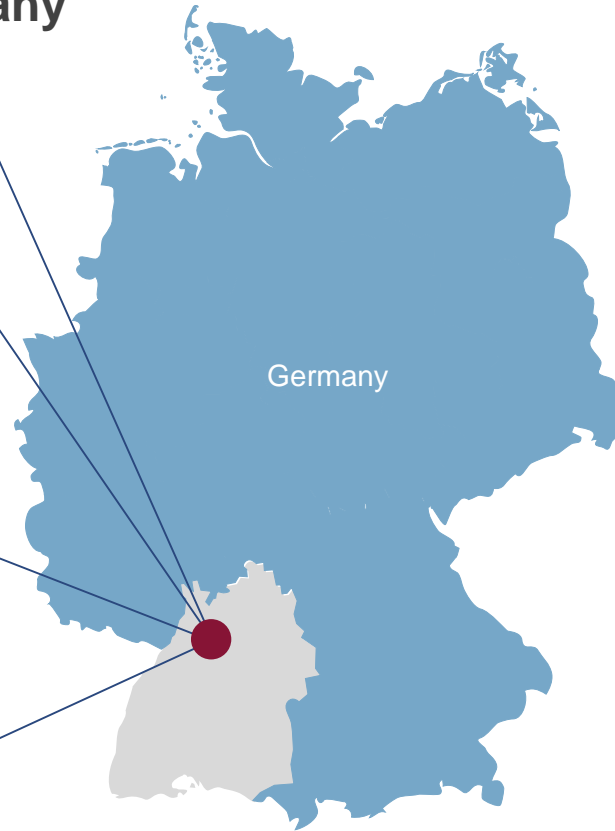
European logistics centre

### Sulzfeld

Stainless steel sinks

### Oberderdingen

Head office



## International locations manufacturing and logistics

Toronto/Canada  
SILGRANIT sinks

Toronto/Canada  
Logistics

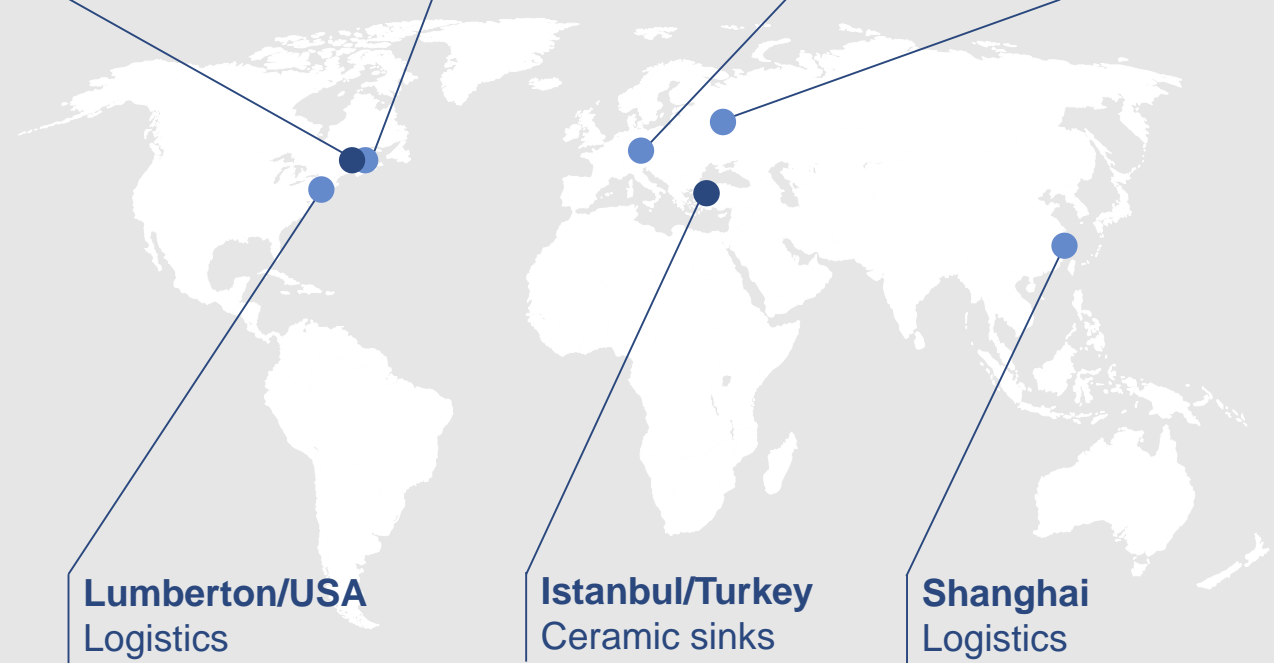
Bruchsal  
Logistics

Moscow  
Logistics

Lumberton/USA  
Logistics

Istanbul/Turkey  
Ceramic sinks

Shanghai  
Logistics



## Our locations





Value-oriented, family-owned company aligned to long-term success

Premium brand, leading in design, innovation, quality and service

Leading international position as a hidden champion

Claims to excellence, professionalism and solution orientation

### **BLANCO spirit:**

Trust-based co-operation in an open, appreciative corporate culture

Extensive design freedom for autonomous actions

Enthusiasm for the company and the desire to shape the future together



## BLANCO as an employer brand



Focus Open 2017  
Internationaler Designpreis  
Baden-Württemberg



**KBCULTURE**  
**AWARD 2011**



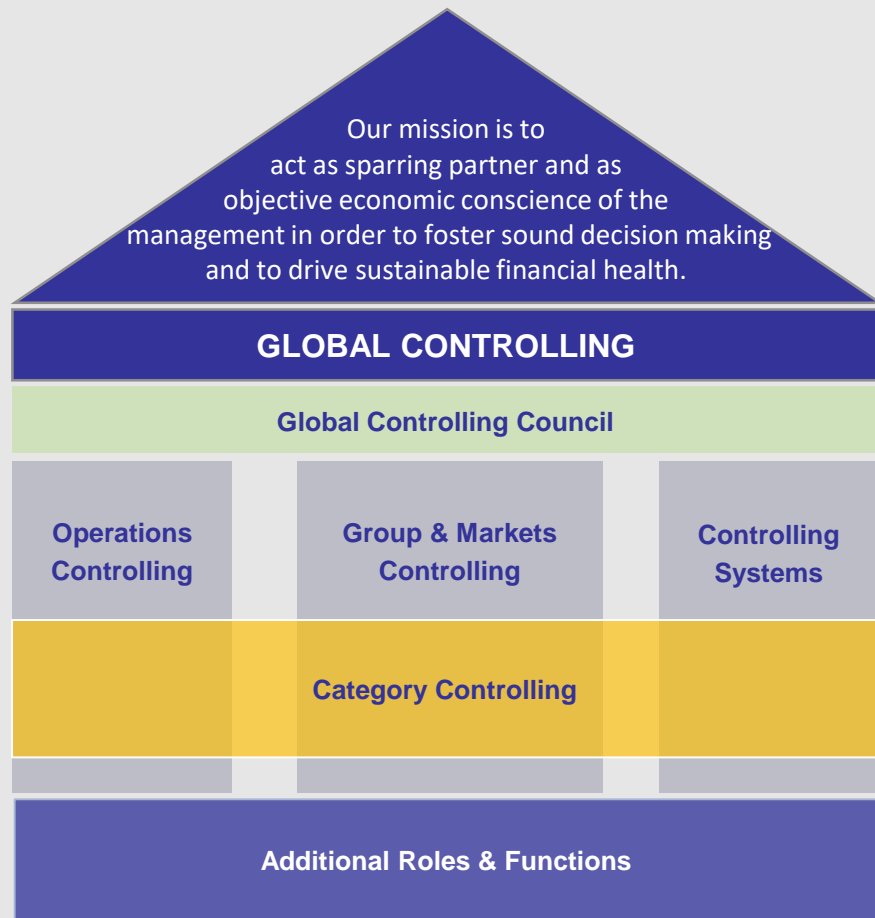
## Multiple award winner

## Our mission is to act as sparring partner and as objective economic conscience of the management in order to foster sound decision making and to drive sustainable financial health.

We

- are an active part of defining, planning, pursuing and challenging financial and strategic goals.
- drive productivity and efficiency throughout all business functions and processes.
- focus on data/information literacy and applying relevant KPIs.
- lead the processes of planning, budgeting and forecasting and secure consistent and meaningful sets of figures.
- perform state-of-the-art management and cost accounting and apply decision-oriented valuation and assessment methods.
- develop and optimize all management steering and analysis systems, incl. BI tools and advanced analytics.
- run an action-oriented risk & opportunity management and accompany and enhance the internal audit process.

## GLOBAL CONTROLLING MISSION



## Demographics

 34 Global Controllers

 47%       53%

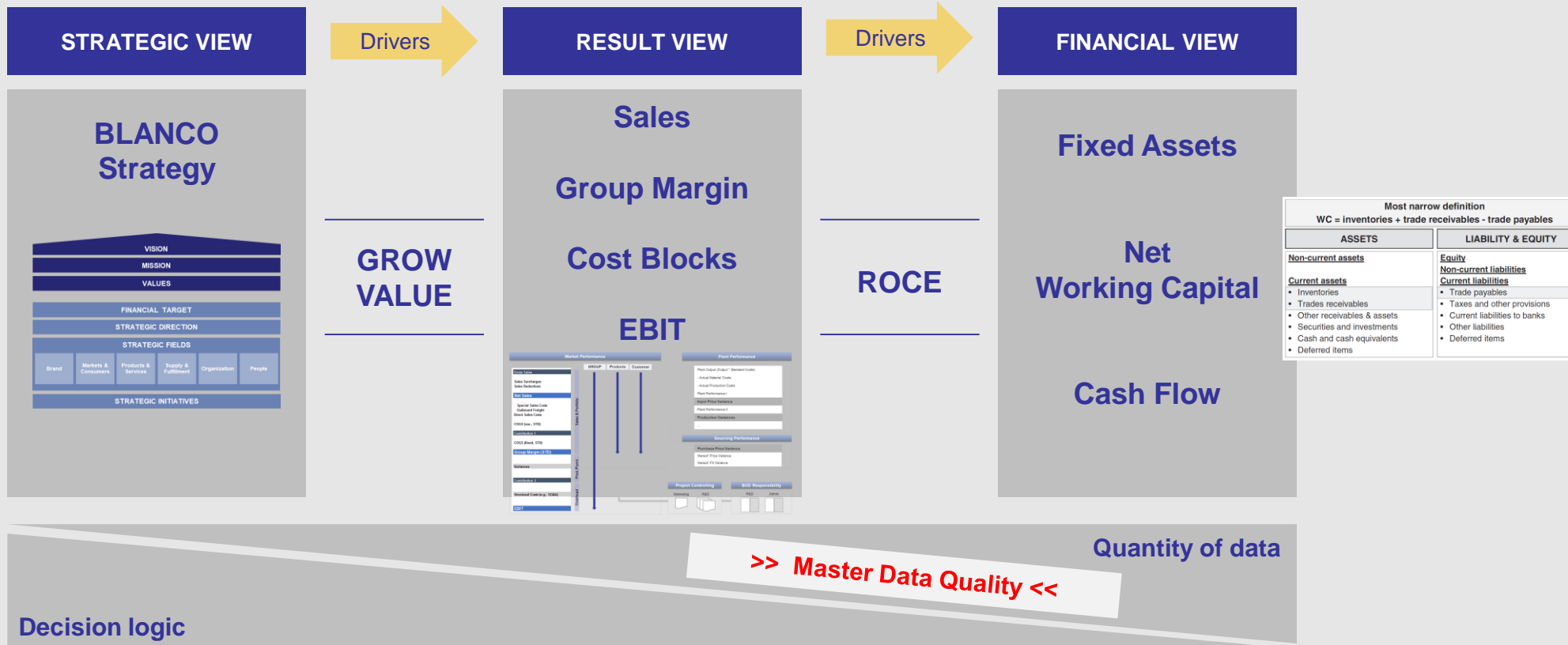
40 (26...55) years Ø age

Ø 12 (2...29) years with BLANCO

as per 09/2019

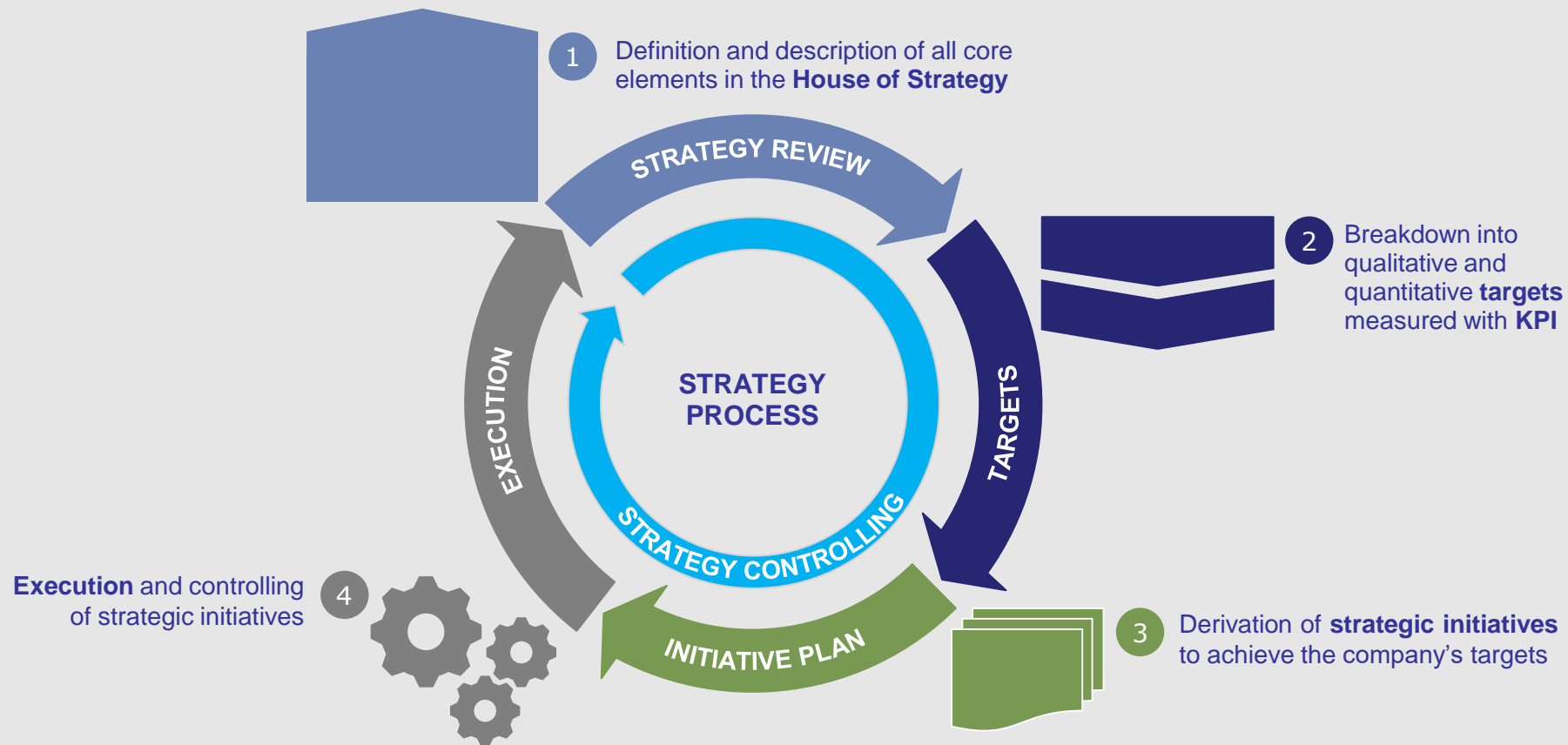
- › Annual ICRT (International Controllers' Round Table)
- › Global Project Teams
- › Global Controller Training (CA Akademie)
- › Controller Competence Model (IGC)

# HOUSE of GLOBAL CONTROLLING



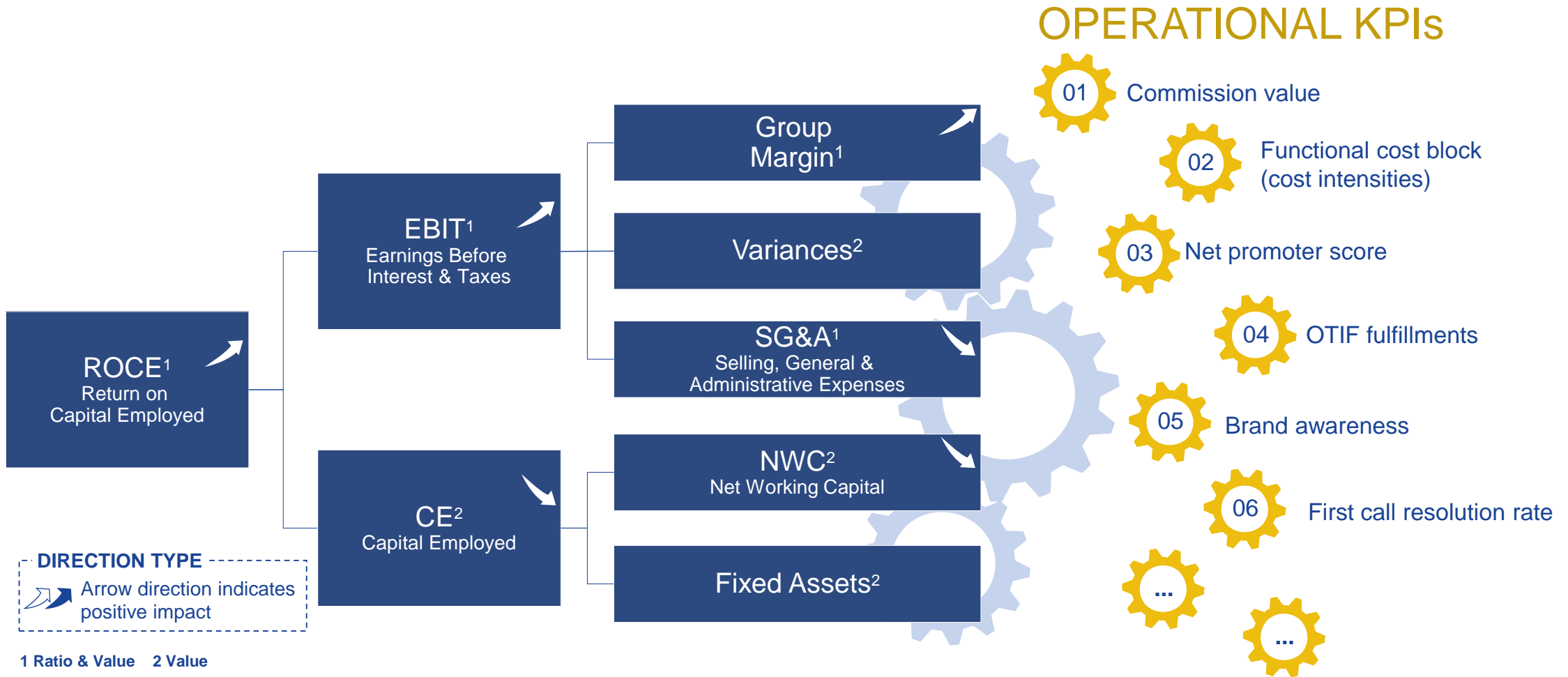
# BLANCO STEERING CONCEPT

Translating BLANCO strategy into measurable strategic and operational targets.



# STRATEGY CONTROLLING

The breakdown from vision to execution is embedded in a systematic process.



## FINANCIAL KPIs

Absolute numbers are leading while relative numbers represent the general direction.

INPUT

CORE ELEMENTS

TIME LINE

### STRATEGY

- Financial Target
  - Strategic Direction
    - Strategic Initiatives

Planning Letter

#### SALES PLANNING

- Markets
  - Key Accounts
  - Channels
- Products
- Marketing

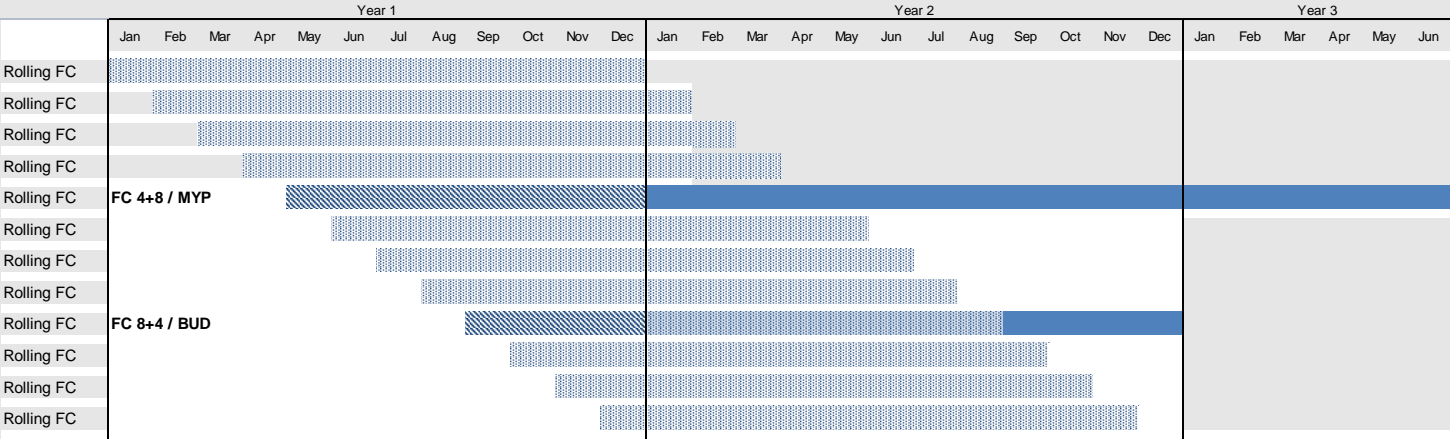
Net  
Requirements  
Plan

#### OPERATIONS PLANNING

- Resources
  - Headcount
  - Investment
  - Performance
- COGS

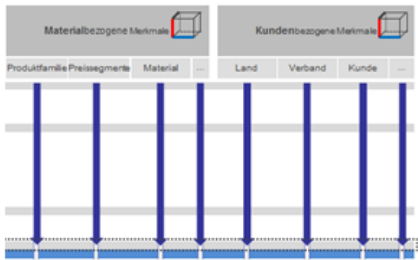
#### STRUCTURAL PLANNING

- Headcount
- Cost centers
- Projects & IT
- Investment





# Consolidation @ CM II



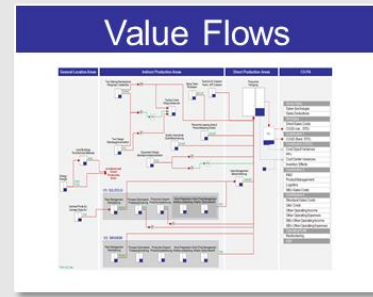
Consolidated CM II @ STD  
 → Group Margin

### Guiding Principles

Prinzip	Erklärung
1. Einheitlichkeit	Einheitliche Darstellung und Struktur
2. Vollständigkeit	Alle relevanten Daten und Informationen
3. Transparenz	Deutliche Darstellung der Zusammenhänge
4. Nachvollziehbarkeit	Leicht verständliche Darstellung
5. Aktualität	Regelmäßige Aktualisierung der Daten

### Line Items

Linienposten	Bezeichnung	Werte
100000	Materialkosten	1234567
200000	Fertigungskosten	8765432
300000	Verwaltungskosten	4321098
400000	Finanzkosten	9876543



### Activity Types

Activity	Code	Werte
Produktion	100	1234567
Distribution	200	8765432
Vertrieb	300	4321098

### CO-PA („Ergebnisrechnung“)

CO-PA	Ergebnis
100000	1234567
200000	8765432
300000	4321098

### Cost Elements

Cost Element	Code	Werte
100000	100000	1234567
200000	200000	8765432
300000	300000	4321098



### STD-Costs

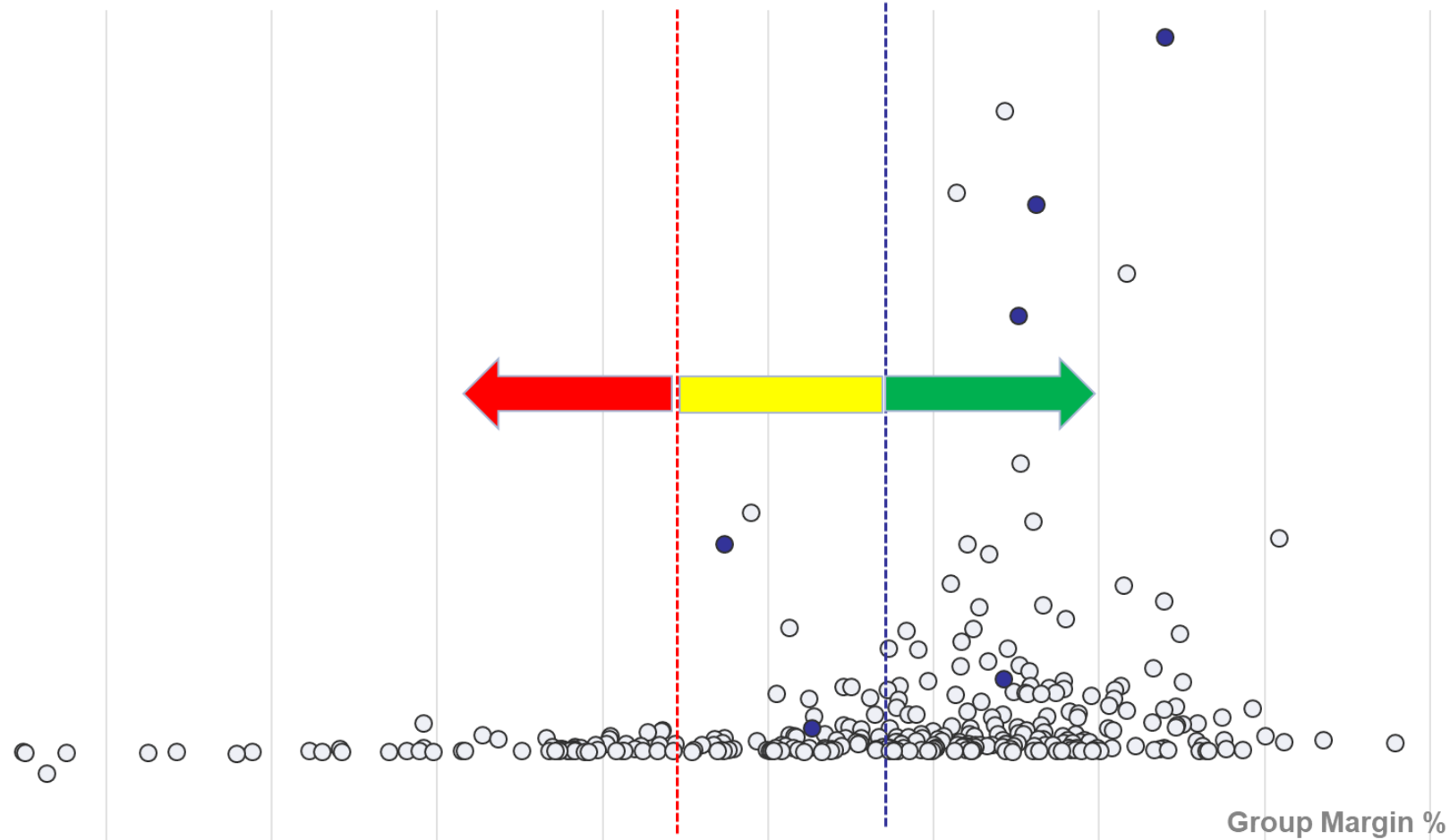
STD-Costs	Code	Werte
100000	100000	1234567
200000	200000	8765432
300000	300000	4321098

# GROUP MARGIN

A long journey needed to implement this vision



Group Margin in kEUR



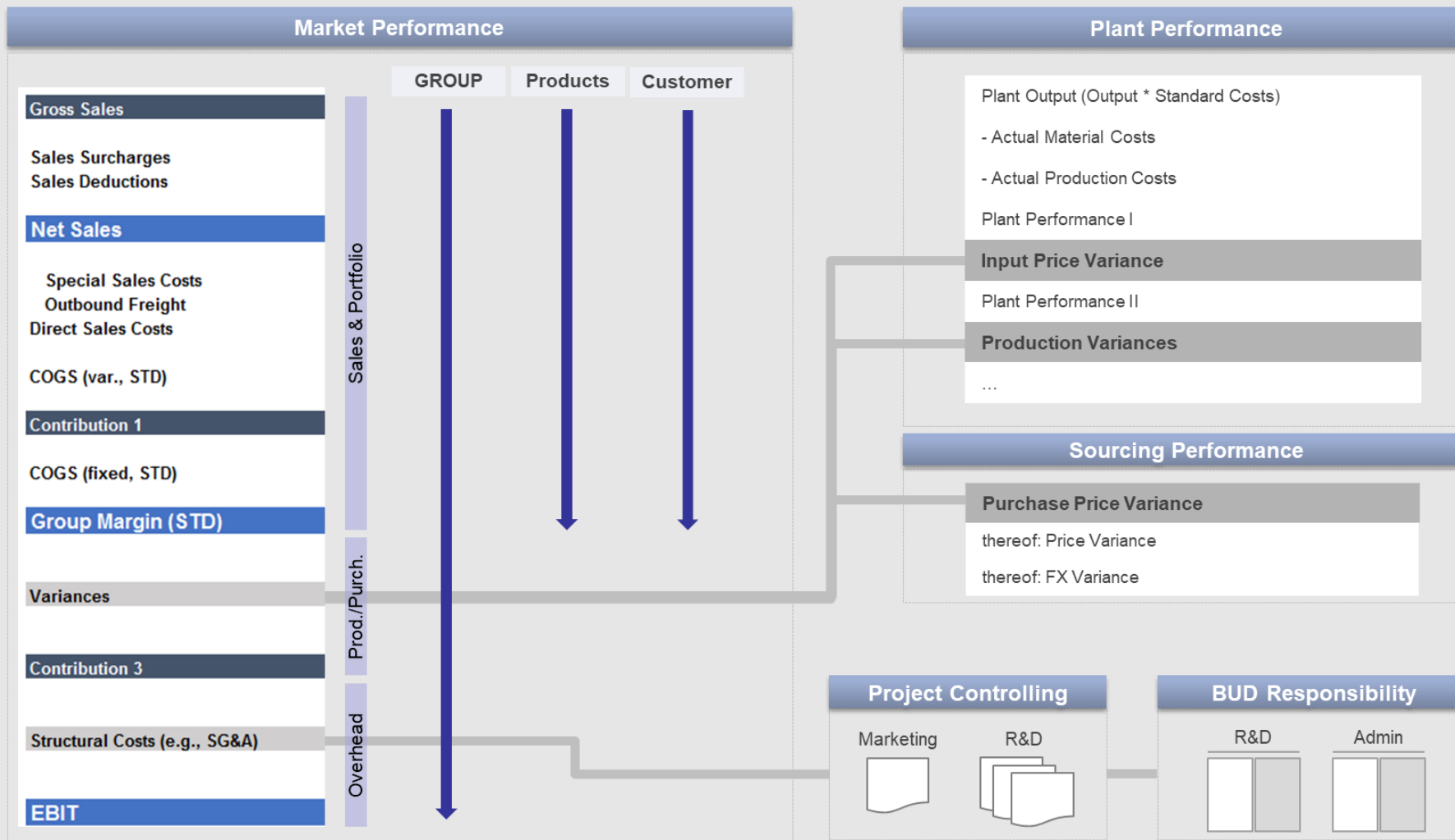
Think in **relative** terms!

Group Margin corridors by characteristics:

- Product categories
- Markets
- Channels
- Customer Groups

## GROUP MARGIN GOVERNANCE

Group Margin corridors by characteristics link to an escalation/approval process

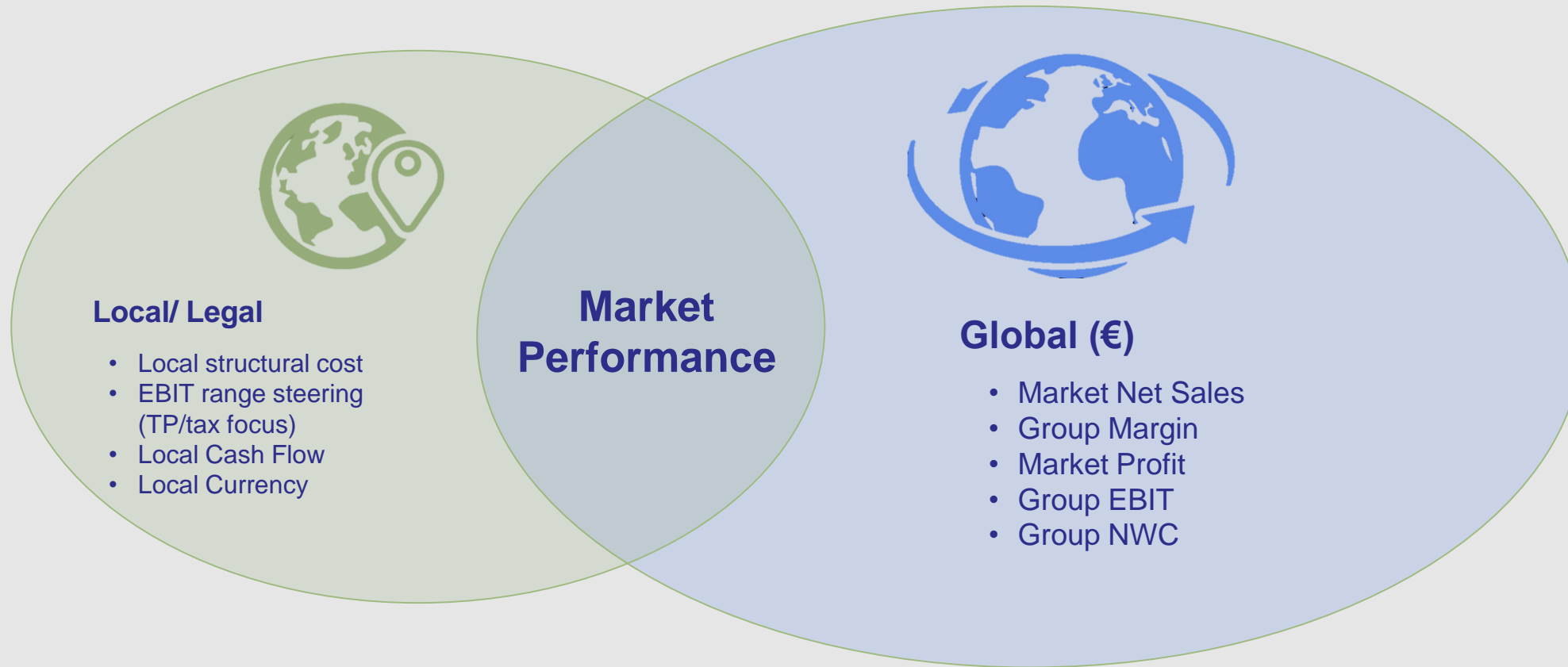


## Operations Performance

## Functional Performance

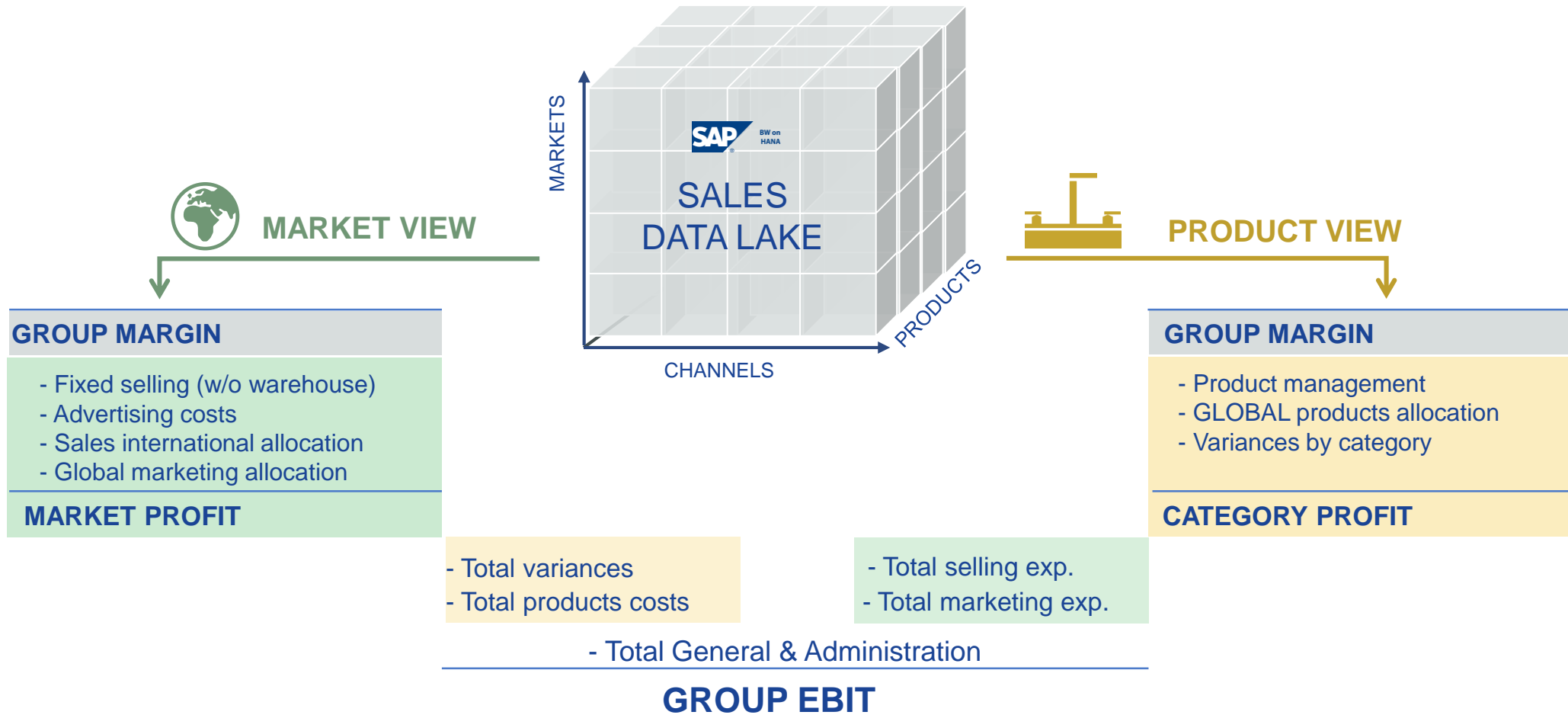
From SALES to EBIT  
 Different views are needed for steering vs. entity reporting

Move from “transfer price driven management views”  
to “real contribution views” for Group steering!



## CHANGE OF VIEW

Market Responsibilities for BLANCO are both LOCAL and GLOBAL



# MARKET & CATEGORY PERFORMANCE

Coming from the same base – leading to different views for steering



QUESTIONS?

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**BLANCO**