



Digitalisierung, Kulturwandel und Zukunftsfähigkeit (HR) - am Beispiel der Stahldistribution

Mai 2018

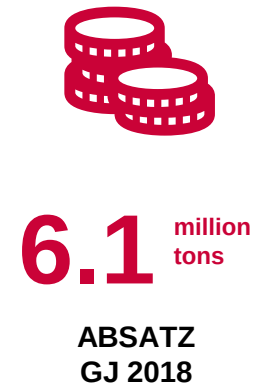
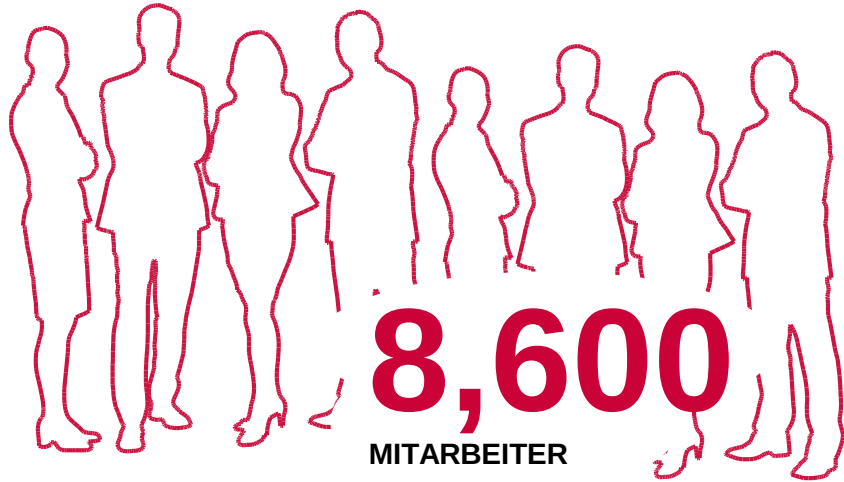
Angelika Kambeck,

Head of Group HR (Konzern-Personalleitung)

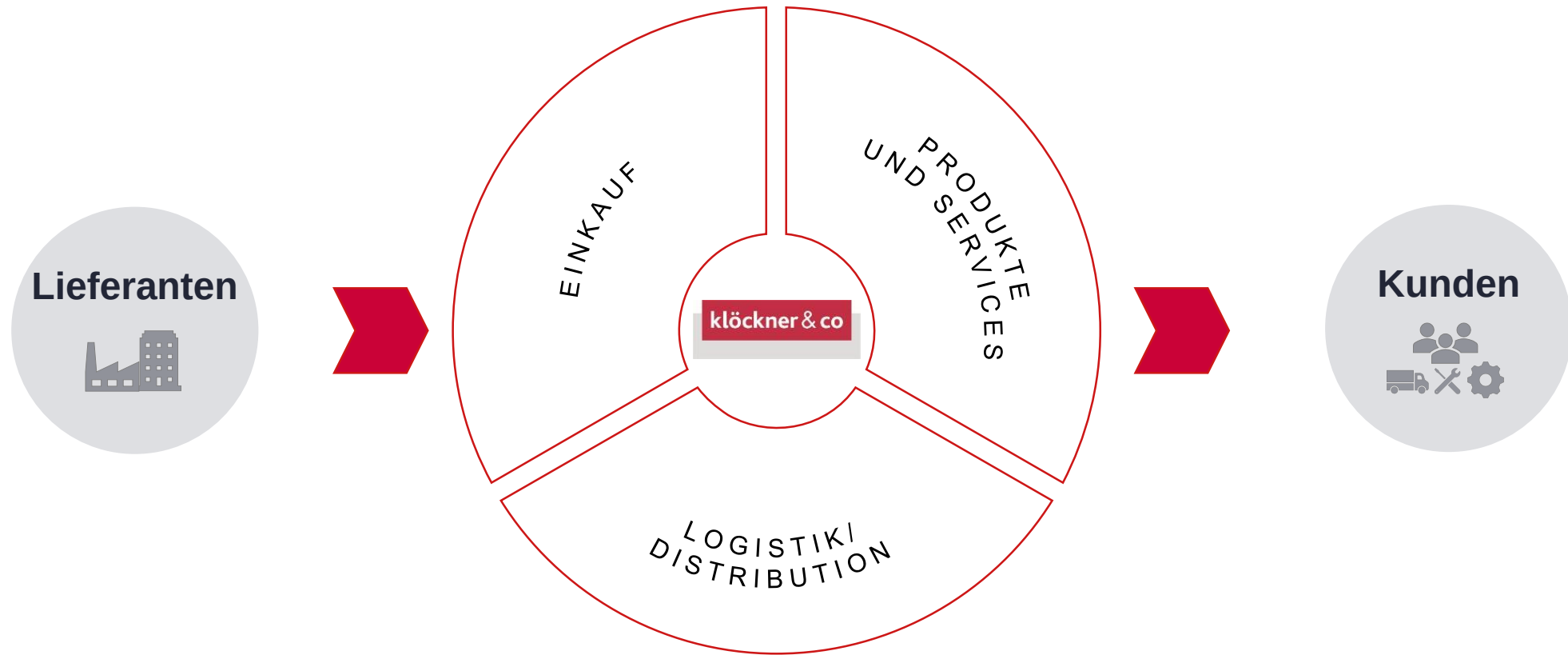
Klöckner & Co SE



01 Klöckner & Co SE at a glance

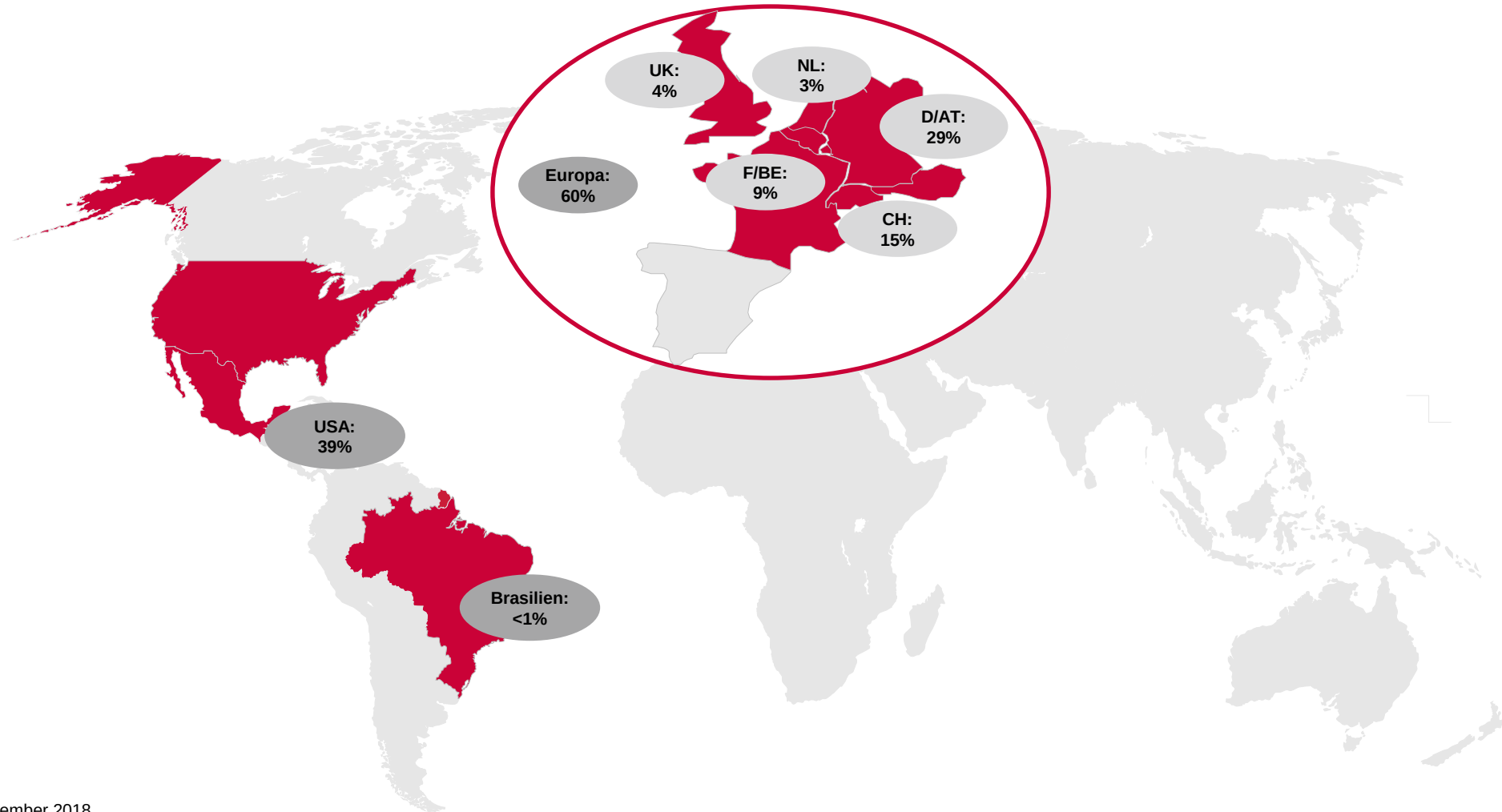


01 Alles aus einer Hand



Klöckner & Co Wertschöpfungskette

01 Globale Reichweite – lokale Nähe

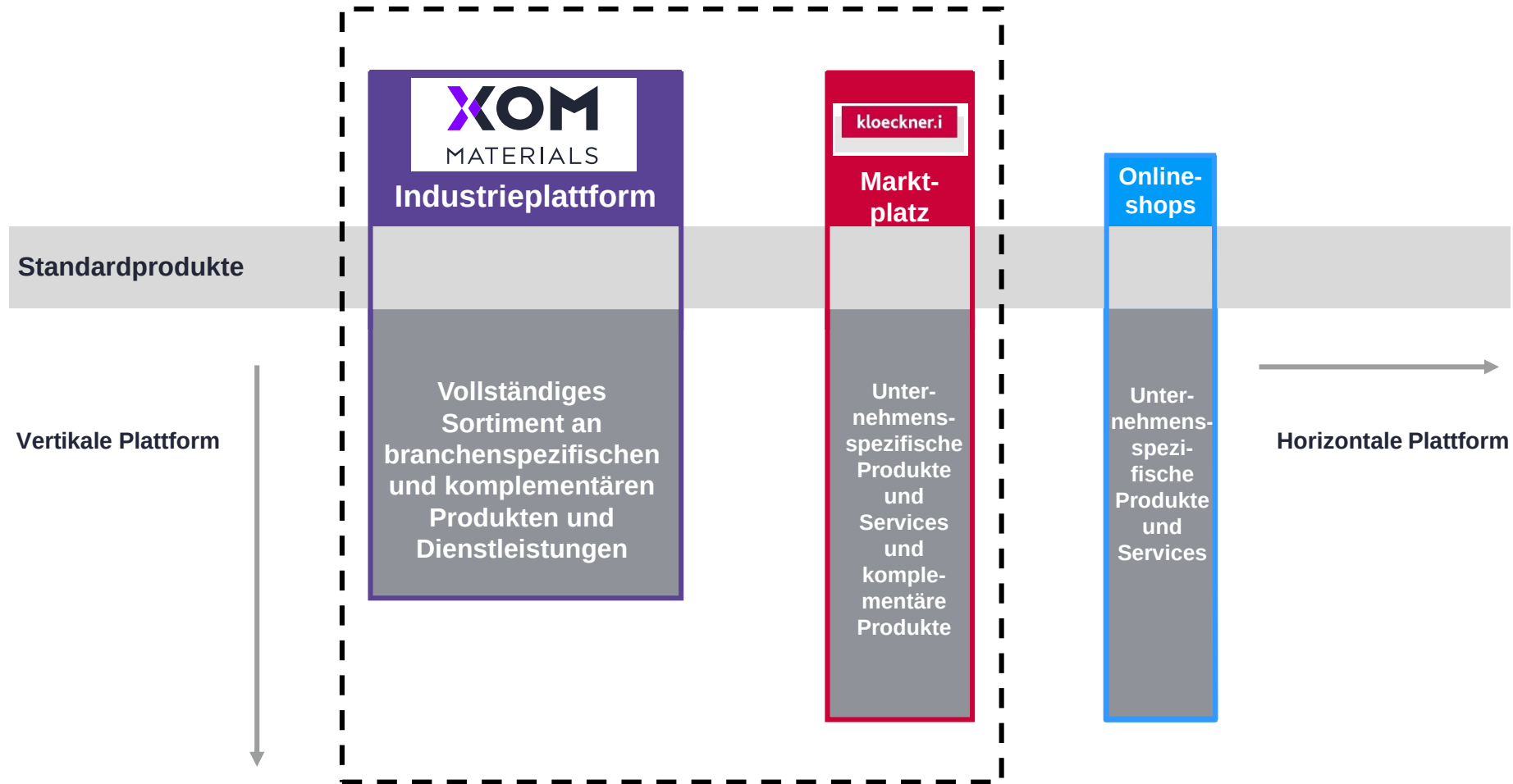


Umsatz; Stand: Dezember 2018.

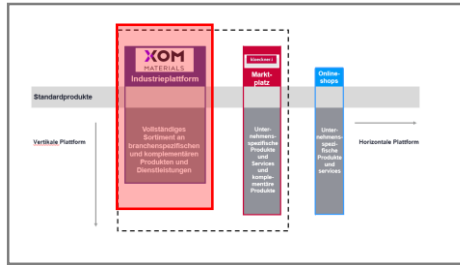
01 Unsere Strategie “Klöckner & Co 2022”



01 Gut positioniert in der Wettbewerbslandschaft von Plattformen

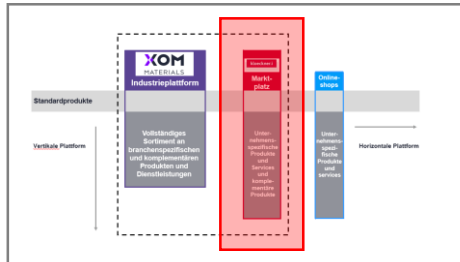


01 Verschiedene Vertriebswege für unterschiedliche Kundenanforderungen



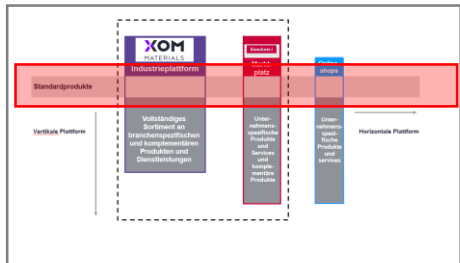
- Zugang zum **gesamten Spektrum von Stahl- und Metallprodukten** sowie allgemeineren Stahl-Services
- Umfassende **Transparenz** und Möglichkeit zum Preisvergleich

=> Richtet sich in erster Linie an **preissensitive Käufer**



- Zugang nur zu **KCO-spezifischen** Produkten, Services und komplementären Produkten von Marktplatzverkäufern

=> Richtet sich in erster Linie an Kunden, die ihre **Produkte und Services** primär bei KCO beziehen



- Zugang **nur zu standardisierten** Stahl- und Metallprodukten ohne zusätzliche Services

=> Richtet sich in erster Linie an Kunden, die eher selten und nur **geringe Mengen kaufen (Long Tail)**

02 The Klöckner People Strategy

Strategic action fields

Leadership- & Corporate Culture

Performance Management

Talent- & Succession Management

Employer Branding & Recruiting

Health & Safety Management

Overall goals

- To **support KCO's digitalization strategy through enabling a profound cultural shift**, which ensures an open & constructive culture to encourage more ideas & discussions
- To foster a **more open, risk-taking, fast and agile behavior** which are core digital success drivers
- For becoming an **employer of choice** with best in class management and employees

02 | People Business Schlüssel-Implicationen für eine digitale Transformation

Review „digital IQ“ talent base

Adapt the performance management scheme

Selectively recruit digital figureheads

Create open-space working areas

Set up digital cultural transformation program

Form cross-functional teams

Introduce a digital resource planning

Set up a 2-speed organization

02 | Kloeckner.i Team

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02 Digitalisierung wird mit durch Digitaleinheit kloeckner.i getrieben

kloeckner.i

- ▶ KCO hat die **Digitalisierung bereits vor vier Jahren** mit der Digitaleinheit KCI in Berlin gestartet



- ▶ **Rund 90 Digitalexperten** in den Bereichen Produktinnovation, Softwareentwicklung, Onlinemarketing und Business Intelligence & Analytics, User Experience & Design



- ▶ Anwendung **innovativer Start-up Methoden** wie Design Thinking, Lean Startup und Rapid Prototyping ermöglicht schnelle Umsetzung

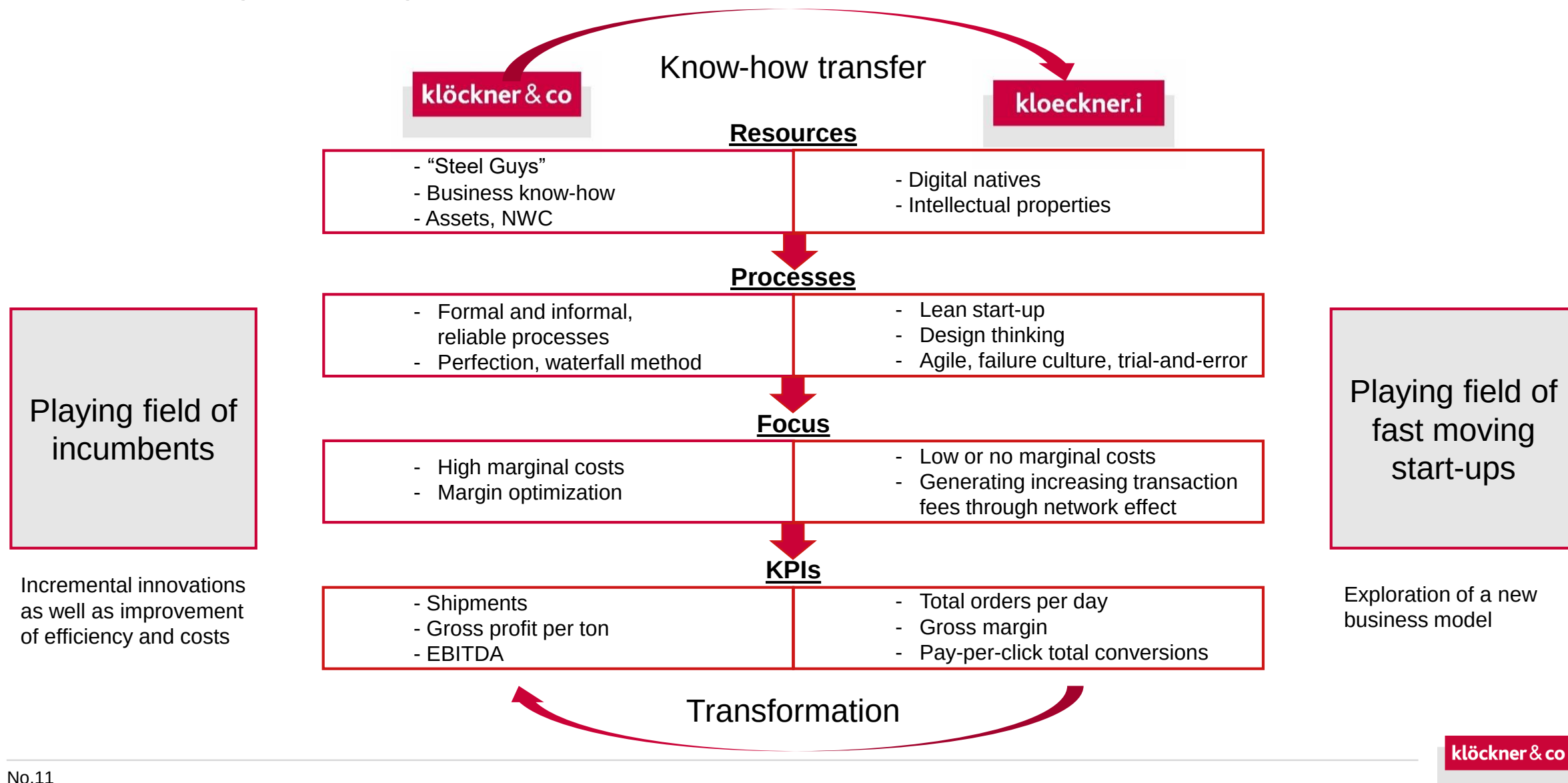
klöckner & co

- ▶ Weit genug von Klöckner entfernt, um **unabhängig zu arbeiten**, aber eng genug verbunden, um das **Know-How zu nutzen** sowie Zugang zu Kunden und Lieferanten zu haben



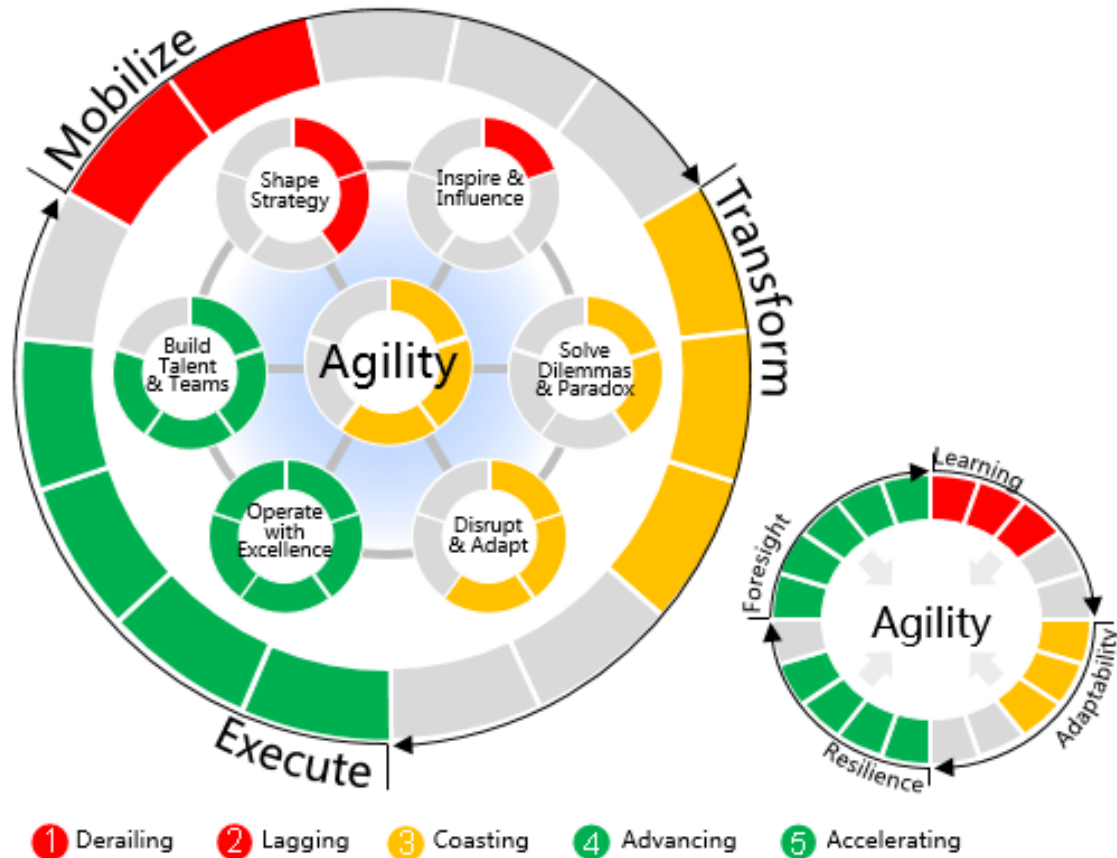
Separate business unit to maximize speed but integrated approach to leverage existing assets and capabilities

Set up a 2-speed organization



02 As a start Group-wide management audits

II. META Results



Mobilize 1 2 3 4 5 	he/she is proactive, quick and effective in protecting the/she Company from any reputational or legal damage.	META Summary Strong executer, and good in the day-to-day. Name lags ability to change and struggle with the unknown. In addition name's eagerness and lack of curiosity weakens potential. Strong executer, and good in the day-to-day. Name lags ability to change and struggle with the unknown. In addition name's eagerness and lack of curiosity weakens potential. Strong executer, and good in the day-to-day. Name lags ability to
Execute 1 2 3 4 5 	he/she is proactive, quick and effective in protecting the/she Company from any reputational or legal damage.	
Transform 1 2 3 4 5 	he/she is proactive, quick and effective in protecting the/she Company from any reputational or legal damage.	
Agility 1 2 3 4 5 	he/she is proactive, quick and effective in protecting the/she Company from any reputational or legal damage.	

As a start European management audits

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02 The “Digital Experience” short-term assignment program



Aim and reasoning:

kloeckner.i GmbH requires ad-hoc support from Klöckner employees who:

- know the metal industry,
- have business experience, and
- can spend a few months in Berlin to help KCI Tools become more efficient using their experience in metals



Requirements:

- Initial experience in sales/PM
- Good communication skills
- Must be a clear communicator
- IT skills and metal expertise
- Approval from direct supervisor and head of human resources of country organization is required
- Must be eager to work in a start-up atmosphere



Duration:

- **Total of 3–4 months**
- Split of monthly capacity:
60% KCI topics/40% current job
- Split between sites:
Three weeks in Berlin/one week at home site



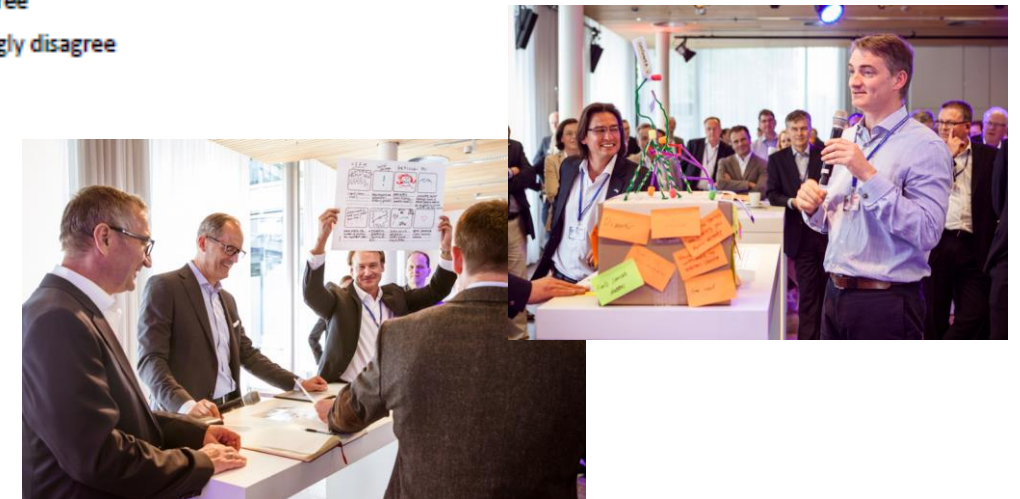
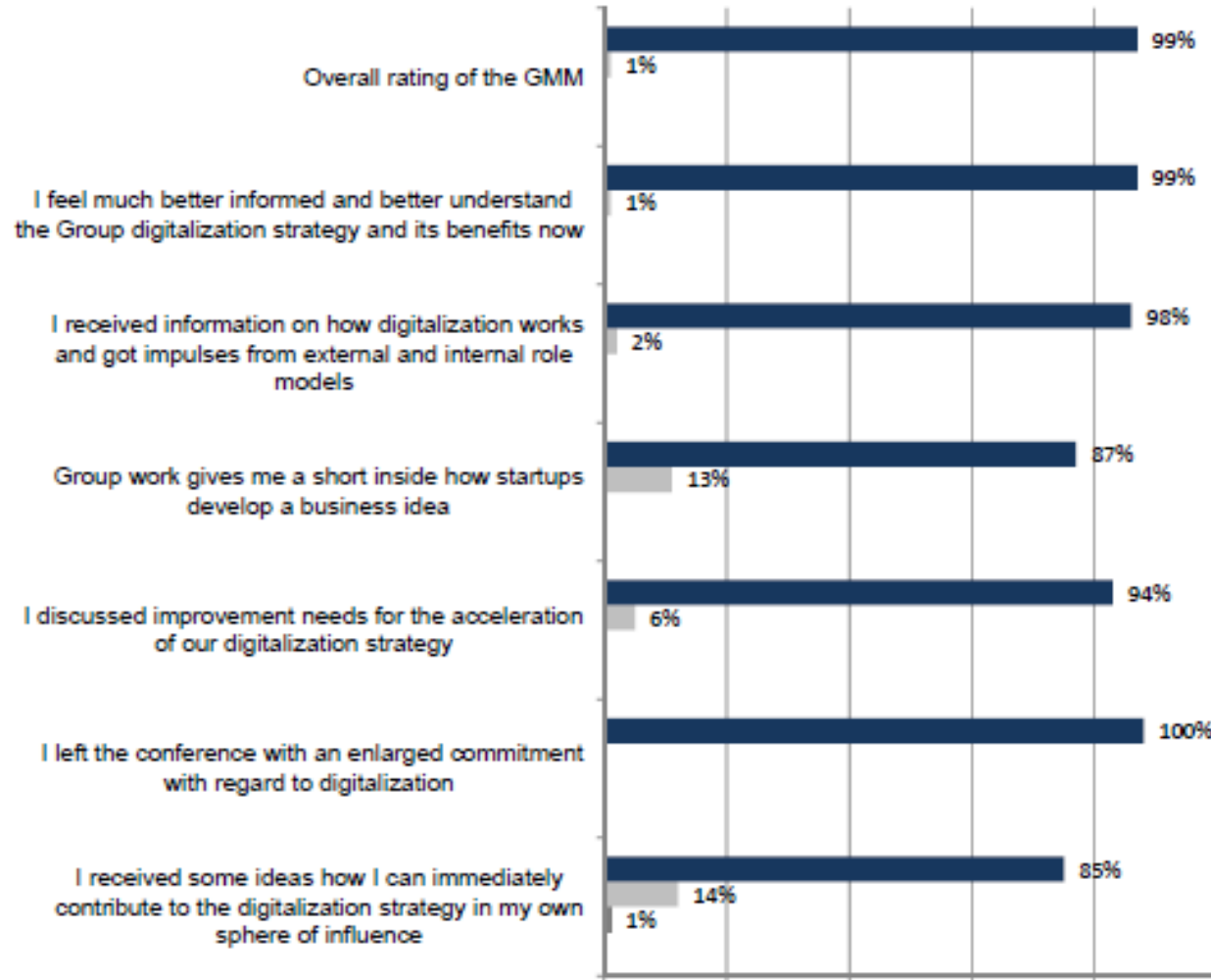
Administration/accommodation:

- Accommodation in Berlin will be provided (Group HR)
- Travel expenses will be settled via the country organization

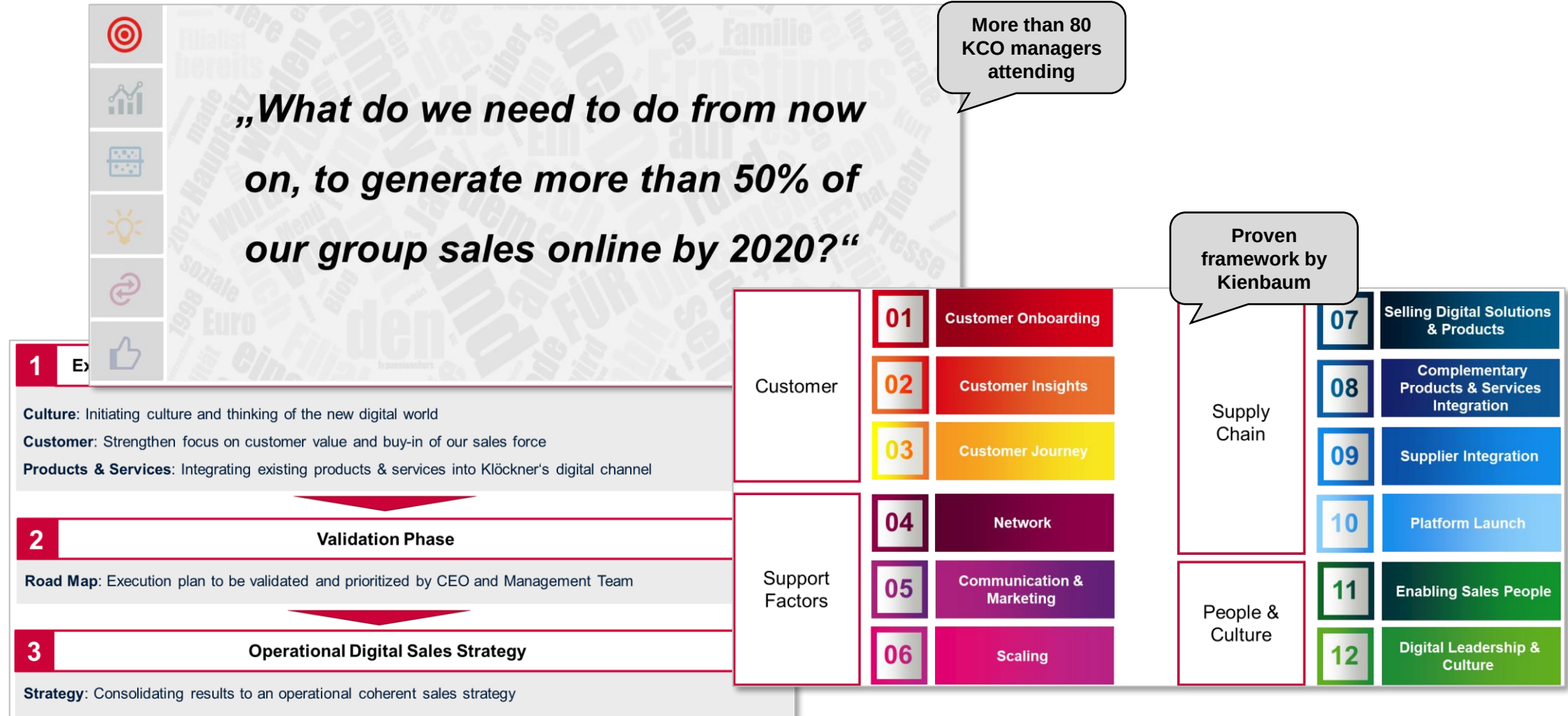


- ✓ Increases awareness of platforms, portals and other tools
- ✓ Transfer metal knowledge and customer experience
- ✓ Having ambassadors in place

02 The GMM 2015 as the “Lighthouse Event“ (GMM I)



02 Digital Sales Accelerator 2017 (GMM II)



02 Yammer as major internal hierarchy-free communication channel

> 5700
User
(66%)



- ✓ Hierarchy-free internal **social network** to **share information** and ideas as well as **discuss** about various topics
- ✓ **Agile introduction** without extensive preparation
- ✓ Viral **distribution of tool via employees** inviting other employees
- ✓ Very **responsible interaction** of employees with only small set of rules
- ✓ **Elimination** of hierarchical communication **formats**
- ✓ Former problem of **information filtration** by middle management **solved**
- ✓ Supports KCO cross-border interaction
- ✓ Major tool to **communicate digitalization strategy**

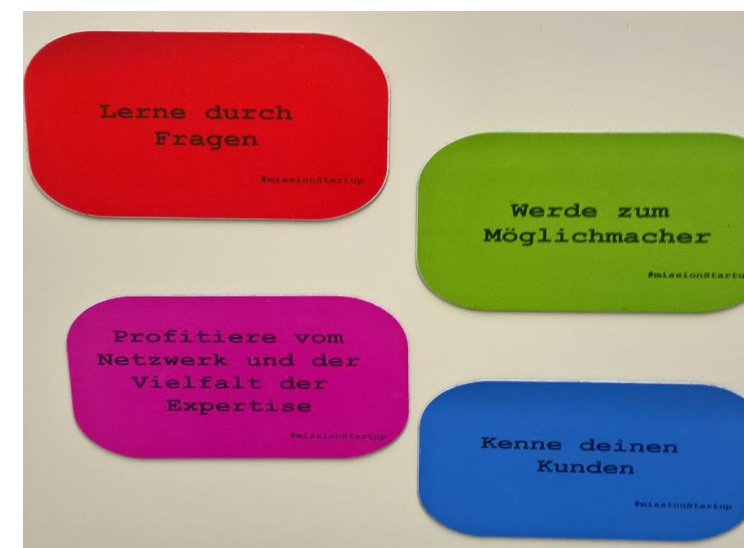
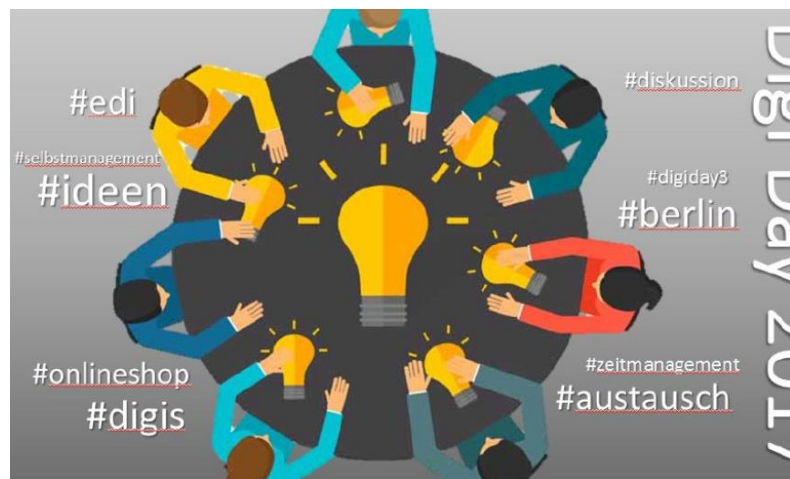
02 The Digital Academy supports the cultural change and digital learning curve within the workforce

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- ✓ More than **1200 participants** signed up on this Yammer group (Digital Academy is largest group)
- ✓ More than **2063 participants** joined courses in the Digital Academy
- ✓ Approx. **500 participants** finished the biggest course
- ✓ In **collaboration with various providers** (University Duisburg Essen, Berlin School of Digital Business, Haufe)
- ✓ Accessible to **all employees**
- ✓ Employees are encouraged to **train themselves during regular working hours**
- ✓ Enabling **employees to become digital experts** based on a wide curriculum, e.g. "E-Business license course" from University Duisburg-Essen

The Digi Days & Digi Champions...

02 are empowering our people by digitalization-related exchange



02 Failure Sessions to anchor the failure culture of start-ups in KCO



- ✓ **First Fuckup Night in 2017 (later Failure Session)**
- ✓ This new failure culture is **important to become faster and more agile and less perfect** - outmoded thought patterns upside down
- ✓ **Rolled out** throughout the group (D, US, UK, Talent Programs, ELP...)

The Emerging Leaders Program activates branch 02 management potentials

Set up a
digital cultural
transformation
program

Participant Feedback



Scott Britt, Director Operations

“It was fascinating to learn from others regarding how similar (...) solutions can be when multiple countries and cultures are represented in a discussion. The many conversations (...) have been invaluable to me and have helped me see things from a different perspective.



Sergio Torres, General Manager

Design thinking has been a big takeaway for me as I have tried to implement it in our branch. We (...) changed the culture in the office now (...) As a result, our team has come up with many great ideas on how to grow the business and improve efficiencies.

	Q1.2017	Q2.2017	Q3.2017
	5 days	5 days	5 days
Training Structure	MODULE 1: Sales	MODULE 2: Leadership	MODULE 3: Change
Strategic Alignment	Gisbert <u>Rühl</u> strategy talk	Meeting with board member	Meeting with senior manager
Subject Content	Online and offline sales Customer pitch (Video, feedback) Communication tools KPI's	Effective People Leadership Employee meeting (Video, feedback) Communication tools Goal achievement	Prototyping for customers Change management basics Participant-generated content
Digital Transformation	KCI & KCV Introduction Digital Roadmap Customer Examples	KCI Update Agile Leadership Business Model Canvas	KCI Update Design Thinking and MVP Higher value-added services
Business Experience	Branch visit Mill visit Meeting with Klöckner Leaders	Meeting with Klöckner Leaders Meeting with last year's Emerging Leaders	Customer visit and MVP Meeting with Klöckner Leaders

+ Supporting measures (English course, optional mentoring, optional coaching)

➡ ~ 46% already promoted

Emerging Leaders program 3.0 – New Design / enlarged target group

Q4.2018		Q1.2019	Q2.2019	Q3 + Q4.2019
		5 days	5 days	
Selection procedure	Training Structure	MODULE 1: Digital Leadership	MODULE 2: Agile Change	Business Value Creation
	Strategic Alignment	Meeting with board members Strategy discussion	Meeting with board member Strategy update	Contribution to Value Accelerator or Marketplace projects Temporary assignments
	Subject Content	Value-based people leadership Employee meeting (Video, feedback) Communication tools Goal achievement	Agile working methods SCRUM framework Co-creation sessions Project management basics	
	Digital Transformation/ HVAB	Digital leadership Digital Transformation roadmap HVAB	Digital Transformation update KCI & KCV introduction HVAB	
	Business Experience	Branch visits Meeting with Kloeckner leaders	Branch visits Meeting with Kloeckner leaders	
	+ Supporting measures (English course, Business War Game, optional mentoring, optional coaching)			

Agiles Coaching – Pilot Managementcoaching-Plattform

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- ✓ Personalentwicklung wird zum Broker für Top-Qualität und quantitativem Angebot
- ✓ Angebot und Nachfrage in drei Klicks zusammenbringen
- ✓ Durchbruch erzeugen, zum Treiber einer selbstmotivierten und eigenverantwortlich organisierten Entwicklung der Führungskräfte und Mitarbeiter

02 The diversity culture increased consequently since 2011

68

Nationen im Konzern

455

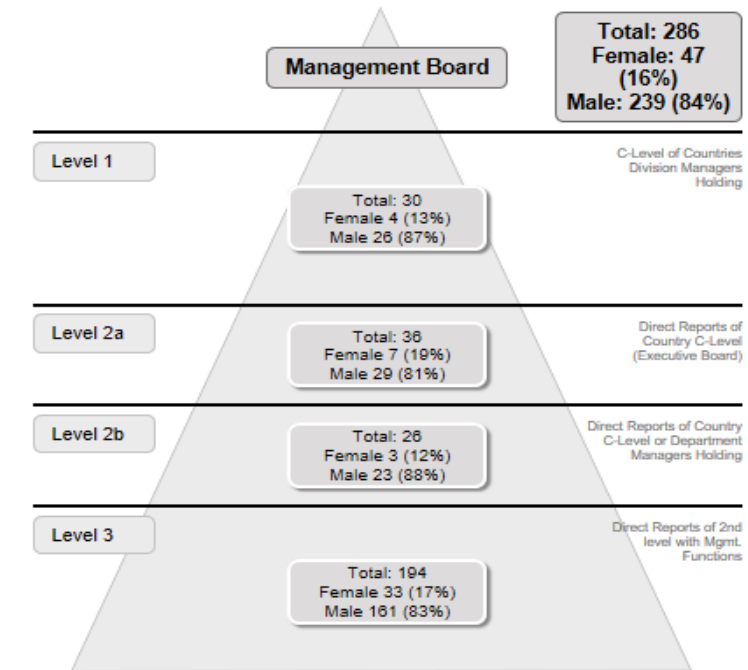
Auszubildende weltweit

28%

Frauenanteil insgesamt

16%

Frauen in Führungspositionen



Our employees are highly diverse

- comprising 68 different nationalities
- the share of women in management increased from 8% to 16%



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Gisbert Rühl
Vorsitzender des Vorstands

„Innovatives Denken ist nur durch Berücksichtigung verschiedener Perspektiven möglich. Um die digitale Transformation erfolgreich umsetzen zu können, ist Deutschland auf Diversität und mehr Frauen zwingend angewiesen. Daher unterstützen und fördern wir die Initiative.“

02 KCO has significantly improved a significant employer reputation

KCO's branding has strongly advanced

KCO @ 2014

Not represented on **kununu**



KCO @ 2019

★★★★☆ 4,05
KUNUNU SCORE

82%
WEITEREMPFEHLUNG



Status as of Feb 17, 2019

Comparison to other businesses

Thyssen Krupp

★★★★☆ 3,25
KUNUNU SCORE
69%
WEITEREMPFEHLUNG

BMW

★★★★☆ 3,86
KUNUNU SCORE
87%
WEITEREMPFEHLUNG

Bosch

★★★★☆ 3,83
KUNUNU SCORE
84%
WEITEREMPFEHLUNG

Amazon

★★★★☆ 3,26
KUNUNU SCORE
73%
WEITEREMPFEHLUNG

Telekom

★★★★☆ 3,71
KUNUNU SCORE
85%
WEITEREMPFEHLUNG

Siemens

★★★★☆ 3,66
KUNUNU SCORE
81%
WEITEREMPFEHLUNG

01 Mitarbeiterbefragung 2019

Ergebnisse

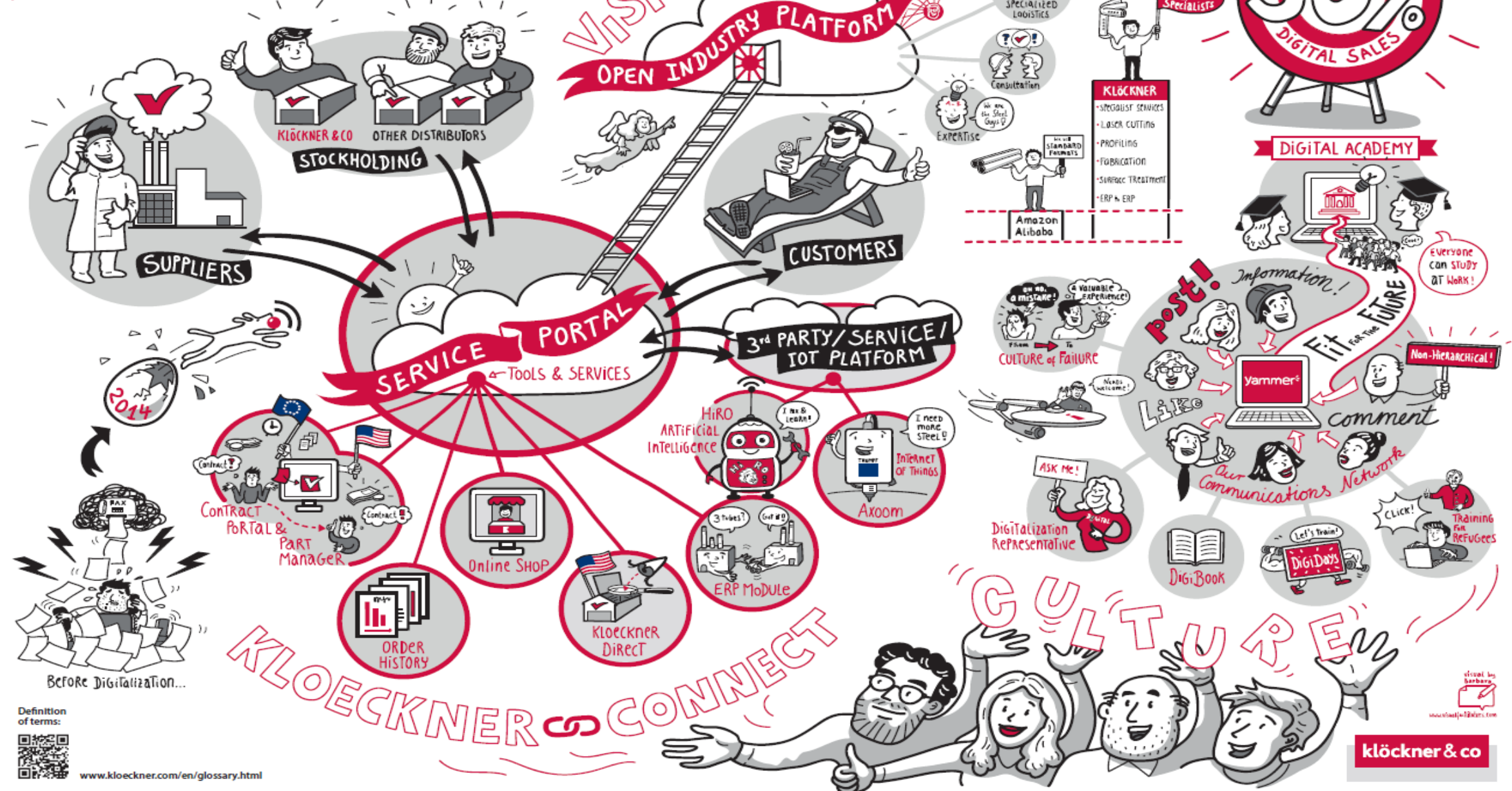
- 77 % der Gesamtbelegschaft kennen die **Klöckner & Co-Strategie** inklusive aller Bestandteile
- Nahezu 80 % der Belegschaft wissen **genau** wie sie durch ihre Arbeit dazu beitragen, unsere **Unternehmensziele** zu erreichen
- Rund 80 % der Gesamtbelegschaft **arbeiten gerne** für Klöckner



Hohe Rücklaufquote von rund 60 % und positive Resonanz zeigen großes Interesse unserer Mitarbeiter an Klöckner und an unserer Klöckner-Strategie

Herzlichen Dank für Ihre Aufmerksamkeit!

KLÖCKNER & CO DIGITAL STRATEGY



www.kloeckner.com/en/glossary.html

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visual by
Barbara



judgments, too