

# BEUMER Group

## Development of a network organization: challenges for leadership

18 January 2021,  
Karoline Lampe | Marcel Selinger

- BEUMER Group – Introduction
- BEUMER Group – Network organization
- Q&A

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# Company Profile

<b>Name:</b>	BEUMER Group
<b>Brands:</b>	BEUMER, Crisplant, Enexco
<b>Status:</b>	independent and privately owned in the 3rd generation
<b>Founded:</b>	1935
<b>Turnover:</b>	2020: approx. € 950 Mio.
<b>Employees:</b>	worldwide approx. 4,500
<b>Contact:</b>	<a href="http://www.beumer.com">www.beumer.com</a>



# Product range

- Conveying and Loading Technology
  - Systems
  - Products
- Filling, Palletising and Packaging Technology
  - Packing Plants
  - Products
- Sortation and Distribution Systems
  - Airport Baggage Handling
  - Logistic Systems
- Customer Support



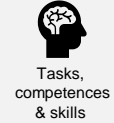
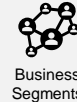
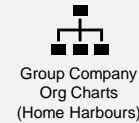
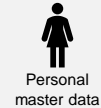
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## As-is situation

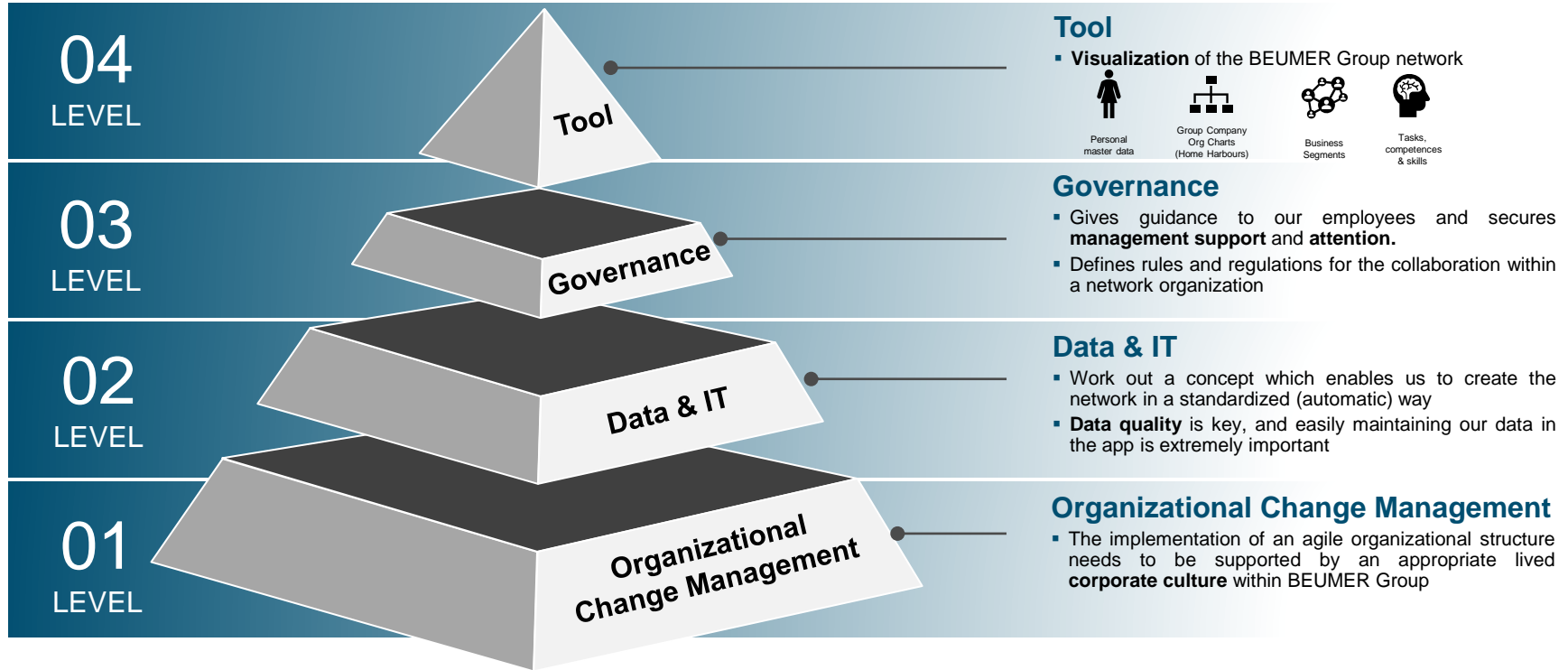
- BEUMER Group is organized in a rather **complex matrix organization**.
- Organizational charts do not reflect the **complexity** of our organization, e.g.:
  - **tasks and responsibilities** cannot be visualized “*who takes a decision*” ?
  - cross-department **collaboration** cannot be visualized
  - **teams** cannot be visualized
- **Strategy** asks for implementing a **network structure** to address the complexity of BEUMER Groups’ organisation.
- In some areas of the organization we already work in the sense of a network organization.

## Vision

- Transform BEUMER Group’s organizational structure into an **agile, highly flexible** and easy to understand **network organization**, while considering necessary cultural change processes.
- Information become **transparent** and **easily accessible** for the organization from 4 entry points



# What is needed to succeed?





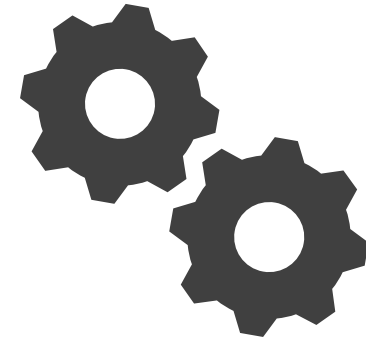
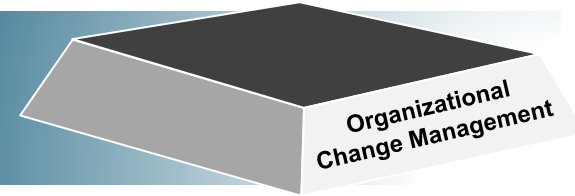
## Focus on the network governance

- Leadership team understands and supports the vision and the implementation of a network organization
- Employees think and act as a network organization

### Tasks:

- Assessment of status quo in terms of collaboration / "way of working" with stakeholders
- Preparation of rollout plan for different groups (leadership, employees etc.)
- Training for leadership about their new role in a network organization
- Training for employees about the impact on their daily work

01  
LEVEL



## Focus on Data & IT Infrastructure

- We need to work out a concept which enables us to create the network in a standardized (automatic) way
- Data quality and easy maintenance is key (clear responsibilities)
- Data infrastructure and potential tool are supported by IT, responsibility for the content is with P&C

### Tasks:

- Definition of required data with stakeholders
- Harmonization of data (e.g. job titles)
- Setup of systems and databases with data that is currently not available
- Setup of infrastructure between our systems and potential network tool (via middleware):
  - Personal master data
  - Skill and competence data: tbd
  - Project data: tbd
- Installation and support of potential tool by IT department in collaboration with P&C
- Clarification of GDPR compliance

02  
LEVEL



## Focus on Corporate Governance

- We need to define a **corporate governance** that enables our employees to **live** and **act** within the network structure.
- Most importantly, we need to clearly define what our **goals** are and why we want to pursue this path, and **what is needed to get there**. Examples include:
  - Higher productivity
  - Less decisions to be escalated to top management
  - Better collaboration across all organizational borders (departments, Group Companies, regions, functions...)
  - Empowerment
- This may also include changes to **processes** and **policies**, affecting the way people direct, administer or control the corporation
- The management needs to support and monitor this process, giving direction and bringing security to employees.
- The governance should give direction to the following questions:
  - What is expected from BEUMER Group employees?
  - What can be done in order to positively contribute to the network idea?

03  
LEVEL

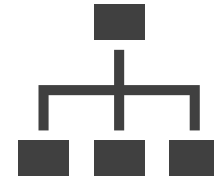


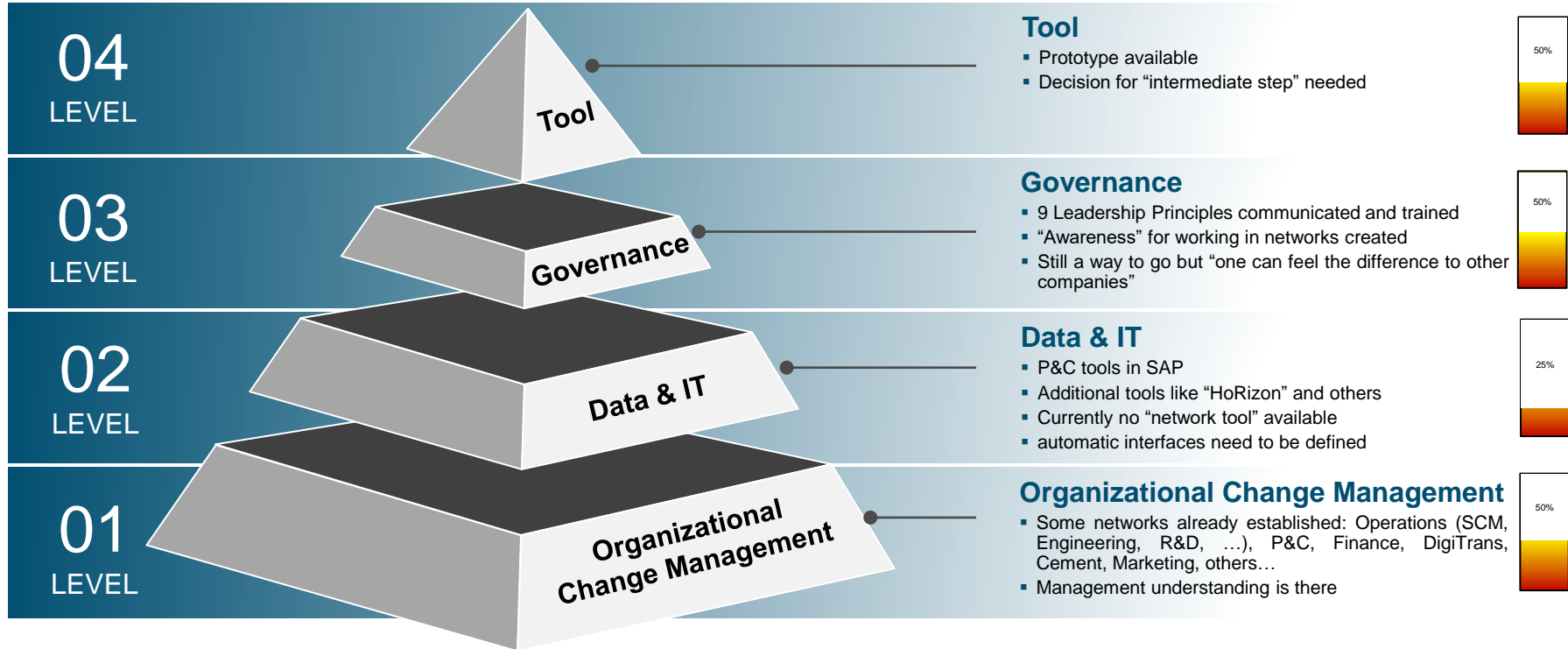
## Focus on Tool

- **Prerequisite:** a tool never can make the difference, it only can support. Without “**living the culture**” a tool is obsolete.
- **Goal:** One tool to visualize all relevant information in different perspectives (individual, “home harbour”, Business Segment (CoC), function (task)).
- The tool should bring a benefit to the organization with minimum maintenance requirements.
- First networks are established.

04  
LEVEL

Tool





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# Q&A

# BEUMER Group

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