

Menneskelige egenskaber trumfer data og digitalisering

DANMARKS HR KONFERENCE 2019



Lene Groth
Group HR Director
STARK Group A/S

Virksomhedsoverblik




EXECUTIVE BOARD

GROUP FUNCTIONS

- Strategy
- Human Resources
- Finance
- Legal

GROUP MANAGEMENT

STARK DENMARK




COUNTRIES
Denmark & Greenland

BUSINESS MODEL
Builders' Merchants

STORES
72

EMPLOYEES
2,196

STARK FINLAND




COUNTRIES
Finland

BUSINESS MODEL
Builders' Merchants

STORES
27

EMPLOYEES
903

STARK DEUTSCHLAND




COUNTRIES
Germany

BUSINESS MODEL
Builders' Merchants

STORES
217

EMPLOYEES
5,000

BEIJER BYGGMATERIAL




COUNTRIES
Sweden

BUSINESS MODEL
Builders' Merchants

STORES
82

EMPLOYEES
1,406

NEUMANN BYGG




COUNTRIES
Norway

BUSINESS MODEL
Builders' Merchants

STORES
14

EMPLOYEES
273

STARK GROUP SOURCING



COUNTRIES
DK+SE+NO+FI





Vores branche handler om relationer

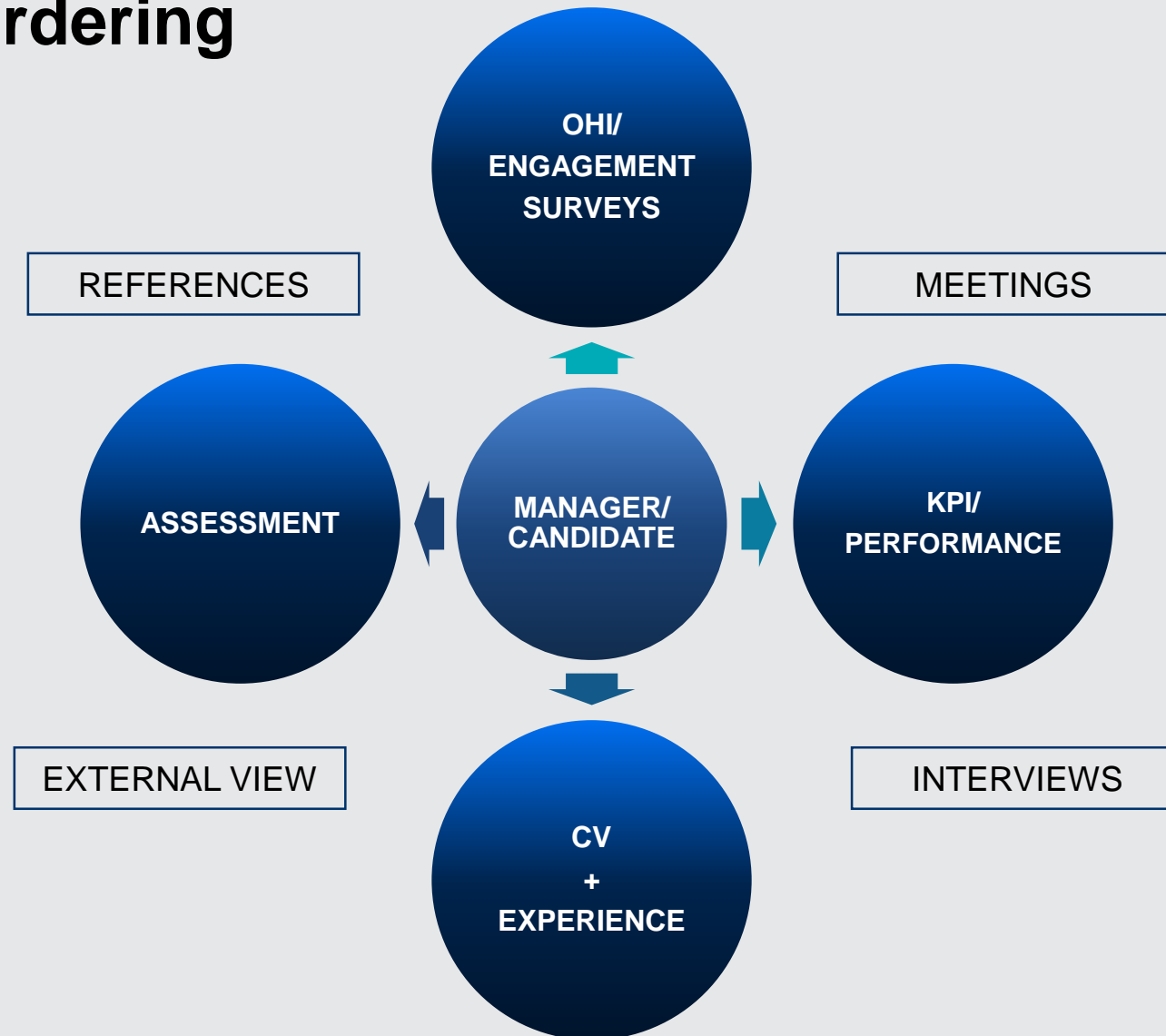
- Relationen mellem kunden og rådgiver
- Faglighed og rådgivning
- Præcision i levering
- Tilgængelighed af produkterne
- Indkøb, kategori og salg
- En troværdig relation til omverdenen

65% nye direktører på 15 måneder

Total number of executive positions	31
Change of persons	20
External recruitments	12
Internal succession	8
Turnover	65%



Data drevet vurdering





Verden er fuld af muligheder

- Robotteknologi
- Augmentet reality
- Virtual reality
- Apps og IT - løsninger

Vi er kommet langt på vores medarbejder rejse

OHI "Direction"	OHI score				Tellus question	TELLUS SCORE (FY17)					TELLUS SCORE (FY18)					
	Bejer	STARK DK	Neumann	Group HQ		Bejer	STARK DK	Neumann	Finland	Group HQ	Bejer	STARK DK	Neumann	Finland	Group HQ	
Shared vision	Low	Medium	Low	Low	Senior management clearly communicates the company's strategy and goals	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium		
Strategic Clarity	Low	Medium	Low	Low	My manager breaks down the company strategy into specific targets and plans for our team (New question 2018)											
Employee involvement	Medium	High	Low	Low	My immediate manager has clearly explained how I am expected to contribute to my department achieving our goals	Medium	High	Medium	Medium	High	High	High	High	High		
Consultative leadership	Medium	Medium	Low	Medium	I am empowered to make the necessary decisions when carrying out my job	High	High	Medium	Medium	High	High	High	Medium	High		
Supportive leadership	Medium	Medium	Low	Medium	In my department we all pull in the same direction in order to achieve our department's goals	High	High	High	High	High	High	High	High	High		
Challenging leadership	Low	Medium	Low	Low	My immediate manager motivates my department to exceed expectations	Medium	High	High	High	High	High	High	Medium	High		
Open and trusting	Medium	High	Medium	Medium	My immediate manager creates a working culture in my department characterized by trust and openness	High	High	High	Medium	High	High	High	High	High		
Operationally disciplined	Low	Medium	Medium	Low	My immediate manager has clear processes and tools in place to carry out my job effectively	Medium	Medium	Low	Low	Medium	Medium	Medium	Medium	Medium		
Performance contracts	Low	Medium	Medium	Low	I know what actions I need to focus on to execute the company's strategy (new question 2018)	High	High	High	High	High	High	High	High	High		
Personal ownership	Medium	Medium	Medium	Low	My immediate manager sets a good example for others to follow	High	High	Medium	Medium	High	High	High	High	High		
People performance review	Low	Medium	Low	Low	It is clear to me where I need to develop in my job	Medium	High	Medium	High	High	Medium	High	High	High		
Talent development	Medium	Medium	Low	Low	This year I have had opportunities at work to learn and grow	Medium	Medium	Medium	Medium	High	Medium	Medium	Medium	Medium		
Meaningful values	Low	Medium	Low	Low	Senior Management sets a good example for others to follow	High	High	High	Low	Medium	High	High	Medium	Medium		
Inspirational leaders	Medium	Medium	Low	Low	My immediate manager is good at giving recognition and praise	Medium	High	Medium	Medium	High	High	High	Medium	High		
Career opportunities	Medium	Medium	Low	Low	I actively seek out opportunities that help me develop in my job	Medium	High	Medium	Medium	High	High	High	Medium	High		
Rewards recognition	Medium	Medium	Low	Low	I believe that people are treated with decency in our company	High	High	Medium	Low	Medium	High	Medium	Medium	Medium		
Knowledge sharing	Low	Medium	Low	Low	My department co-operates well with people outside the department	High	High	High	Medium	High	High	High	High	High		
						Total high:	6	11	2	1	8	12	11	7	7	11

EBITDA FY17

EBITDA FY18

EBITDA FY19

+9%

+18%



Ny teknologi er fortsat en mulighed for cost reduktion og øget produktivitet hvis ikke det tager for lang tid og er for dyrt og bøvlet at implementere

Man skal se nuanceret på ny teknologi

Som HR direktør skal jeg være garant for de menneskelige værdier og kompetencer

I en verden der går hurtigere og bliver mere og mere kompleks er det mit ansvar at finde mennesker som kan løse opgaver i dette miljø