Strategies of medium-sized companies in Germany and Japan - Loewe AG.
Institut der dt. Wirtschaft Köln, 15 September 2010.
Loewe employs around 1100 employees – nearly 10 % are trainees.

Headquarters and production:
- Kronach / Bavaria

Subsidiaries:
- Benelux
- France (since 7/2002)
- Italy (since 4/2003)
- Austria (since 1/2004)
- Great Britain (since 6/2007)

Sales through independent distributors and subsidiaries in 50 countries.
Job market trends.

Changes in labour supply – quantitative aspects.
Demographical development 2005 … 2025.

Künftige Bevölkerungsdynamik

Veränderung der Bevölkerungszahl 2005 bis 2025 in %
- bis unter -10
- -10 bis unter -3
- -3 bis unter 3
- 3 bis unter 10
- 10 und mehr

Quelle: BBR-Bevölkerungsprognose 2005-2025/bbw
Job market trends.

Changes in labour supply – qualification-related aspects.
Engineers in total.
Further education and participation in trainings.
Age structure and participation in further education. Further education – international comparison.

Source: BMBF, Berichtssystem Weiterbildung 2004
Image of the region und war for talents.
Exterior view.
Top regions in Germany for thinkers.

Source: www.prognos.com
Focus and strategic orientation.
Strategic orientation of HR Management.

- **Personnel management**
  - **Staff retention**
    - Alternative careers, social integration
  - **Strategic Personnel Development**
    - Competence Management
  - **Strategic Personnel Recruiting**
    - Sustainability
  - **Creation of age-appropriate workstations**
    - Ergonomics
  - **Innovative capability**
    - Management
  - **Lifelong Learning**
    - in mixed teams
  - **Health awareness**
    - Sports, fitness exercise
Strategic Competence Management. Preparing the company for the future.

Loewe 2010

Business sectors, products and services

Technology & processes

Employees:
- competences
- flexibility
- motivation
- age structure

Which competences do we have?

Loewe 2015

New business sectors, products and services

New technology & new processes

technical development

changing markets

ageing staff, lack of skilled employees

Which competences do we need within the next 4 years?

changing markets

technical development

ageing staff, lack of skilled employees

Which competences do we have?
Restructuring personnel management.
Alternative careers.
Restructuring personnel management.
Cooperation with schools/universities.

cooperation activities

- Campus of Excellence
- Loewе Academy
- local network
- job orientation workshops
- school sponsorship
- Bayerische Eliteakademie
- internships
Restructuring personnel management.

Company Health Management.

"Fit mit Loewe"

- Sports and workout
- Information meetings
- Nutritional advice
- Analysis and surveys
- Special conditions
- Teamwork

Sports and workout, information meetings, nutritional advice, analysis and surveys, special conditions, teamwork.
Annual days of absence.
(according to diseases, in %)

- **ICD 9**: Kr. des Kreislaufsystems
- **ICD 10**: Kr. des Atmungssystems
- **ICD 11**: Kr. des Verdauungssystems
- **ICD 13**: Kr. des Muskel-Skelett-Systems und Bindegewebe
- **ICD 19**: Verletzungen, Vergiftungen und bestimmte andere Folgen äußerer Ursachen

Quelle: AOK Krankenstandsanalyse
Company Health Management.
Sports activities.

Mountain tours

Skiing trips

Berlin Marathon

Work groups
Company Health Management.
Stretching exercises at work.
Company Health Management.
Cooperations.
Results.
Results.

- Fluctuation rate < 1 %
- Average period of employment 18 years
- No lack of specialists
„If at first, the idea is not absurd, then there is no hope for it.“

Albert Einstein, 14.03.1879 - 18.04.1955
German physicist and Nobel Prize winner