



Henkel CEE

**“20 Years in CEE:
Growing Business = Growing People”**

GfK Employee Research Conference

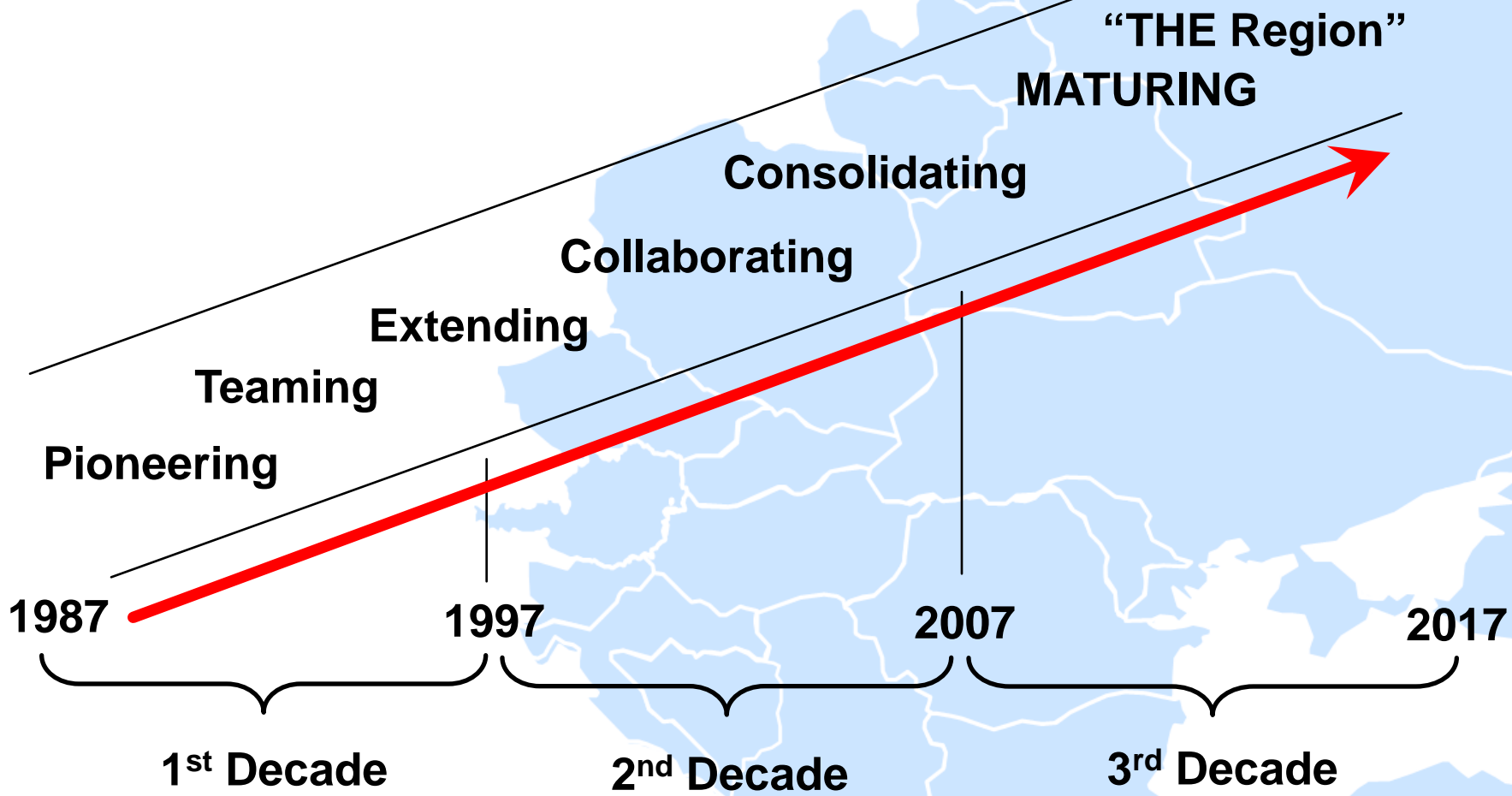
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**Mag. Günter Thumser
President Henkel CEE**

Growing the Region CEE ...



A Brand Like a Friend



From Pioneering the 1st JV with western majority (in 1987!) to a corporate network comprising 22 offices/33 plants/9500 employees

... Growing the People ...

Henkel CEE: The HR-Challenges



- **Managing Complexity**
(Diversity / Markets / Cultures / Resources)



- **Continuous adjustments**
to current targets (start-ups, growth, re-alignments, turnarounds)



- **Developing the “Human Capital Drivers“**
 - Organizational / Workforce optimization
 - Leadership practices
 - Employee engagement
 - Knowledge accessibility
 - Learning capacity

**From Pioneers to Managers to Leaders:
Going the CEE-Way → Winning Spirit included !**