

Organizational Analysis Of HILTI

Niya Papazova

Student number: 1813442

Community Engagement

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Lecture's name: Navami Sadarsan

University of Wales Trinity Saint David

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HILTI

Introduction

Hilti is one of the world's leading multinational companies supplying products, systems and services to construction professionals. In particular, specialized high quality anchoring tools and systems, as well as offering comprehensive solutions based on innovation, services and long-term and stable partnerships.

Company's logo is well recognizable-red background in white letters.



Hilti offers complex services of construction projects - software for design, products and machines for the work of the sites, training, service, consulting.

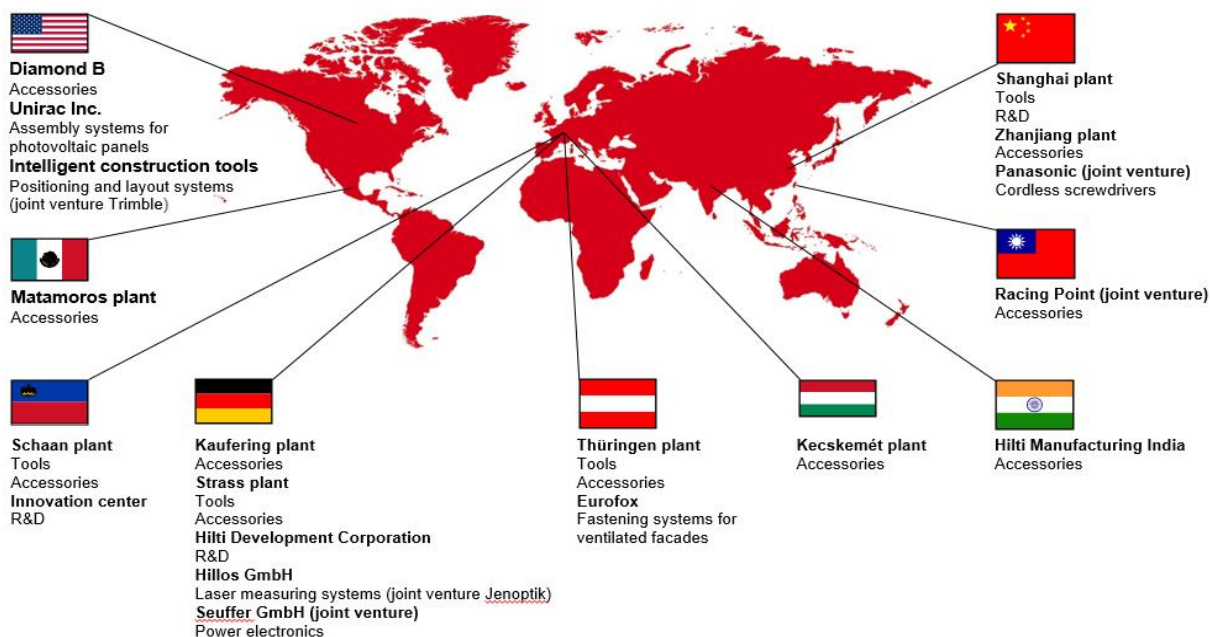
Martin and Eugen Hilti in Schaan, Liechtenstein founded the company in 1941 and to this day, the Hilti family owns it.

The Martin Hilti Family Trust holds all shares and participation certificates.

There is a presence in more than 120 countries on 6 continents and more than 27 000 team members world - wide.

Hilti has its own factories in Europe, Mexico, USA, India and China. (Hilti, 2019)

Production and technology locations



Structure:

A board of directors and an executive board manage Hilti Company. The members of the Hilti Corporation Board of Directors are elected by the annual general meeting for three years. As a rule, directors may hold office for up to four mandates, but should not remain on board after the end of the year in which they celebrate their 70 birthday. Since January 2014, Chief executive officer is Christoph Loos.

Different marketing organizations /MOs/ are divided by regions and sub-regions with adjoining management centers. Logistic centres /warehouses/ and service centres are serviced by several countries.

General Manager stands at the top of any Hilti marketing organizations.

There is a marketing and management department, engineering department, HR, Finance and logistics and sales department. Sales department is divided into different sales force units: account managers, customer service representatives, Hilti store salesmen / ladies / retail business/, Hilti on-line professionals / e-business /.

In 1996 was founded Hilti Foundation as charity Hilti family organization. Hilti Foundation supports socially oriented projects around the world. Its mission is improvement the quality of life of disadvantaged people in following areas: education, science and social development, affordable housing, assistance in case of disasters.

Main Foundation goal is empowering people to lead an independent and self-determined life. (Hilti, 2019)

Goals and strategy:

Enthusiastic customers - around one million customers per year

Market leadership and differentiation - providing top quality products, operational excellence, high-performing global team

Increase market share- new products, technology and services

Innovations- 6 percent of sales spent every year on research and development

Development- focused on diversity and inclusion

Continuing the creation of technologies, services and software

Long-term value creation- direct sales- being close to customers (Hilti, 2019)

Company mission based on four components: integrity, courage, teamwork and commitment.

Company moto is:” We passionately create enthusiastic customers and build a better future”

Product portfolio:

PRODUCT AREAS



Anchor systems



Electric tools
and accessories



Direct fastening
and screw fastening



Firestop systems



Diamond systems



Measuring systems



Installation systems

Services provided by Hilti:

Fleet management:

Lease and manage the tool fleet

Tool service:

Repair made within three days or it is free of charge

Training and instruction:

Comprehensive application and safety training for clients, companies and contractors

Technical advice:

Phone and on-site consulting, from design to execution

Comprehensive online service offering:

Product availability monitoring, store locator and much more

Calculation software for fastening:

Planning tools to calculate anchors, installations

Detailed 3D planning:

Building Information Modeling (BIM) as a software-based computer model

Asset management:

The ON! Track system solution connects software, hardware and services

Firestop documentation:

Firestop Documentation Manager provides an overview of installed fire protection applications (Hilti, 2019)

Hilti customers:

The main criteria Hilti differentiates customers are trade (application), size (number of employees), and potential class (amount of Hilti relevant purchases the customer could make). The Hilti relevant purchases are calculated from the number of employees and the trade the customer does business in. The amount of the tools and consumables of the product basket creates the customer's potential. Hilti is doing business with professionals of all sizes and potentials. These customers work in several different trades within the construction industry-Building construction, Steel& Metal, Mechanical and Electrical, Interior Finishing, Civil engineering, Energy and Industry.

Customer loyalty and retention are key success factors for Hilti.

Hilti engaged customers provide 65-70 percent of the company profit. (Hilti, 2019)

Business Definition - Customer Development Stage

	Criteria to define
Engaged	> 12 orders last 12 months, through 2 or more channels*, of 4 or more BUs*
Frequent	Not Engaged, but > 6 orders last 12 months 2 or more channels*
Active	2...6 orders last 12 months
Passive	1 or more orders last 36 months
Prospect/ Inactive	0 orders last 36 months

Hilti has an MCS /Multi-Channel system/ structure-E-business; Hilti center; Hilti ProShop; Territory Sales-person; Customer Service. Each Channel has separate responsibilities, strengths and limitations that make it important for customers to be using at least two channels to receive optimal service. (Hilti, 2019)

SWOT analysis:



Hilti company strengths are:

- Innovative Products
- Highly developed trade network
- No distributors
- Excellent preparation of sales force
- Services Offered-engineering, software, repair services, mobile applications
- Strong and recognizable brand
- Company culture

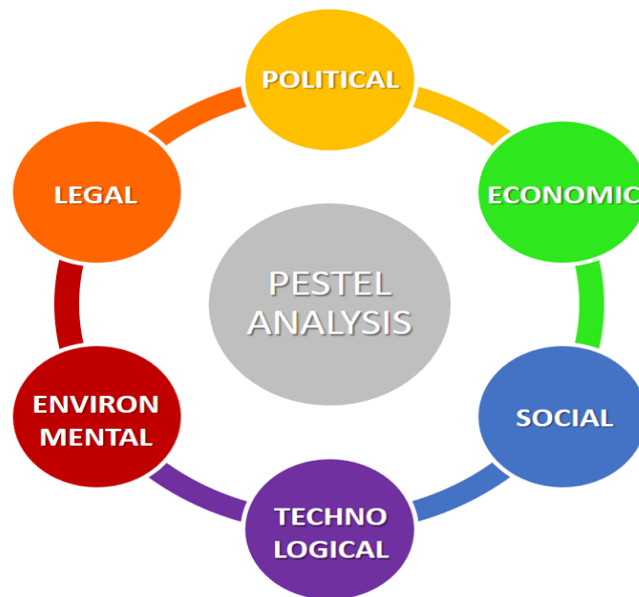
When we talk about weaknesses we should mention prices/ In poorer countries as Bulgaria purchasing power is lower compared to rich countries/. There are still gender discrimination based on the building-construction sector where Hilti has strong presence.

The company's strategies are conceived on an international scale without considering the situation in different countries.

Opportunities facing the Company are construction growth, targeting new undeveloped segments (energy, industry), competition evolves and adjusts to the market at a slower pace, large infrastructure Projects and growing requirements for certified products worldwide. Opportunities across functional and geographical borders.

Threats that the company may face could be political environment, aggressive and unfair competition, meteorological conditions lack of clear market information. (Hilti, 2019)

PESTLE Analysis:



If we talk about Hilti Corporation PESTLE analyze, it would be almost impossible because of different circumstances in all 120 marketing organizations although all MOs are working in one voice and following the same strategy and rules all over the world. In particular let`s meet Hilti Bulgaria MO.

Hilti Bulgaria is a part of global Hilti family :

- in Bulgaria since 1969
- more than 65 employees
- Headquarters in Sofia
- Hilti centers in six major cities/ Sofia, Plovdiv, Burgas, Varna, Rousse/
- HUB in Milan, Italy

Political and legal factors in Bulgaria-MO Bulgaria follows all government rules and laws. All business in Bulgaria complies with the requirements of the country. There is favorable policies for foreign companies. Hilti has own company corruption policies in connection with government regulations.

Economic factors: high Inflation rate, unemployment, low incomes compared to the rest MOs; Lack of work force; Reduce foreign investment; competition.

Social factors: MO Bulgaria is not big organization/65 employees/.There are no rules about gender, age, religion because of company's Anti-discrimination policy but considering the sector in which Hilti operates the trend is to recruit more men. In healthy plan, Hilti provides special packet for all employee - Additional health insurance at the expense of the company.Regular team meetings and trainings help teamwork.

Technology-Hilti invests in digitalization. Hilti site is up to date with all news, products and services. On-line trade is 24/7 / Hilti Bulgaria reported 30 percent on-line sells in 2018/.New On!Truck service supports customer's business with special software and it brings only positives, including time savings, costs optimizing, using only mobile device.

Environment- Environmental objectives at one level with world environmental management standards ISO 14001; help to recycle products- Customers can return old Hilti tools/batteries, chargers/ free at Hilti stores to be able to recycle/dispose

safely. Technologies are environmentally friendly, designed and constructed to help achieving compliance with international standards for green building such as BREEAM, HQE, DGNB and LEED. (Hilti, 2019)

Some interesting Facts:

- 60 new products annually.
- More than 10000 products in product portfolio.
- More than 200000 daily customer contacts.
- 85 percent of employees recommend Hilti as a great place to work.
- 93 of employees are proud working with Hilti.
- 77 percent of management positions are filled with internal candidates.
- 91 percent of employees take a part in GEOS/ global employee`s opinion survey/
- 60 nationalities at headquarters.
- 23 percent of team members are women.
- 17 percent of team leaders are women (Hilti, 2019)

Employees:

Employees go through many different trainings- introduction to the company processes:

General product training, trainings for each new product and service, strategy for successful sale-how to sell, how to talk to customers through the phone, team-work-Culture journey, discussions on personal and professional development.

Every Hilti employee is an entrepreneur. Entrepreneurship at Hilti includes five principles:

All need to work with what they have. All need to be creative, consider options and use resources wisely.

All should seek opportunities and create opportunities. This applies to both what employee currently do and new things they could do. It is possible by asking questions and listening, by being aware of surroundings and by thinking outside the box.

All must be willing to decide, take risks, move fast, and learn and to hold ourselves accountable and correct or stop when needed.

As entrepreneurs, all need to manage business as though they are spending their own money.

Finally, all must be determined to achieve great results. (Hilti, 2019)

Personal motivation:

As a student in business and management area, I would be happy if I have opportunity to work at Hilti as Channel Manager. Channel Manager is responsible for development of different main sales channels: Retail /Hilti Stores/, Customer Service, and Hilti online.

Hilti Channel manager responsibilities:

Team-leader

Coaching

Analyze market trends and customer needs of different market segments

Identify and realize new business opportunities in domestic market

Increase coverage and penetration in different market segments, depending of serving sales channel

Attract new customers and initiate loyalty development

Support customer engagement

Develop and implement Channel Marketing initiatives and Retail sales strategies

Generate incremental sales and profitability

Monitoring Customer Care handling process

Reports, presentations and tables preparation

People management - source and selection, reward and retain, develop talents

Plan sales and budgeting

Participation in company management (Hilti, 2019)

Qualities for this position, which a person must possess, are: Bachelor's degree, business thought, excellent communication skills, courage, dedication, success motivation, willingness to learn and overcome their own borders.

Looking at the writing above the challenge of being Chanel manager is big but proceeding with my willingness and motivation and the education I will receive I am convinced I can deal with it.

Conclusion

Hilti Technologies contribute to impressive engineering excellence around the world-from the most famous train- dart in Japan to subway tunnels in the world largest cities.

In generally we can say Hilti is great place for work!



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CPD Plan

Name: Niya Papazova		Covering the period from: April 2019 To: July 2019
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What do I want/need to learn?	What will I do to achieve this?	What resources or support will I need?	What will my success criteria be?	Target dates for review and completion
I want to learn how to make good business plans.	I will attend various presentations and seminars organized by the company for new employees.	I need support from my company with the training.	I can create good business plans and strategies. I will be able to participate in the development of the company, apply the lessons learned from the trainings and seminars and train new people in the same way.	End of June 2019
I want to improve my working with computer.	I will pay by myself for computer course and i will improve my level very fast.	IT specialists	I will be able to create presentations, reports and Excel tables. I will be able to work with HILTI computer system and will not have personal difficulties.	End of May 2019
I want to improve my team-work skills and my leadership skills.	I will try to understand more and to rule myself more, as well as being able to team up and lead a group. I will find literature related to psychology, the relationship between people and I will read it.	Psychology literature Books	I will be confident of working in a team, being a leader, giving confidence to people and building sustainable relationships. I will be able to predict new clients with communication skills.	End of June 2019
I want to create strong character and to be able to say “NO” when I need to do this	I will work on myself, trying to be strict but fair. I have to strive to control myself, to be more determined, to sift the secondary from	Positive thinking Personal motivation Support from managers in the	I will build the feeling and sustainability of a real manager.	End of July 2019

	the imperative.	company with advices Monitoring and studying business thinking		
I want to learn more about the market and the sells, new innovations in the market development.	I want to get all the market-related sales and service courses from the company. I will take tests after each course.	Trainings from the company Feedback from the general managers	I will be acquainted with insider information about the company and the market, what we are striving for, what are our advantages, how to use them and how to develop the imperfections in order to have more sales and profits.	End of May 2019

