

## Dear Business Partners, dear Friends,

If you look for a synonym for future on the popular Internet platforms, then you'll find a wide range of approaches.

They range – and this is an extract – from posterity to happiness to perspective, hope, and next year. And regardless of which category of meaning you use for your search, one synonym for future is always: future. So is there no alternative for (the) future? Well, we hope there is – even if the challenges we sometimes have to face can make us doubt that. The fact is: the future is ahead of us, and we believe in it!



This is one of the reasons why my brother Jürgen and I decided at the beginning of 2019 to launch a comprehensive programme that would lay the foundation for Müller's future. We are doing so with the support of an external management consulting company. The process is characterised by high investments, tremendous capacitive binding and change in every area. It's intense, it's forward-looking. And my thanks also go to our staff, who are helping to shape the change with passionate willingness.

Our aim? To shape the future in a positive way! To reconfigure Müller in such a way that we are optimally positioned to accommodate your requirements and needs in the future. In this newsletter, we would like to briefly introduce you to some key points that illustrate how we are going into the results-orientated future, and what your added value is. And we would like to introduce you to our new management team.

Happy exploring!

And stay healthy and confident!

**Yours, Martin Müller**

## Pressing ahead into a creative, results-orientated future!

One of the biggest challenges that businesses and entrepreneurs have to face is managing and organising growth, now more than ever. Because in these fast-paced times, constant change is in fact everyday life. It's not just since COVID-19 that our "VUCA" world, characterised by volatility, uncertainty, complexity and ambiguity, turned many of the principles of strategic corporate management on their head. But the pandemic has also highlighted the limitations of the past with frightening clarity, and made it abundantly clear that agility has become the normality.

But how do I prepare for tomorrow when change is the constant? How can I grow in such a way that my customers and staff are ultimately the main beneficiaries? How can I shape the future positively if I can't grasp it? An essential key is to ask the important questions and keep finding new answers to them. What are these questions? For us at Müller, they include:

- // How can we secure our location in the (global) world?
- // How do we have to be positioned in these fast-paced times?
- // How can we bring agility and short response times into the company?
- // How can we save costs without losing resources?
- // How do we always create efficiency-based added value for our customers and a benefit-orientated product experience?

"Not only, but also with the change in the framework conditions – due partly to the diesel scandal, trade wars, protectionist egoisms – the following became clear to us. If we want to continue to grow, then a feasible vision of the future, variable and customer-centric processes, and in particular agility and a genuine team-orientated strategy culture are important foundations for our future orientation", says Martin Müller, Managing Director of Müller. Jürgen Müller adds: "We saw that we need to gain freedom for the company to develop and also for the design of future technologies. Because we had imposed too many areas and decisions on ourselves." The Müller shareholders realised that various change processes were necessary, among other things, and that this required competent support.

## Shaping the future means shaping change

With this insight and the motivation to lay a solid foundation for the next few years, a number of management consultancies were screened. The shareholders identified particularly well with the methodology of the results-orientated positioning of the Procomet consulting company. One key principle is to define results instead of goals, and to achieve them with as little wear as possible. Because, according to the consultancy, if you're dealing with wear and tear, you'll have neither the energy nor the time to shape the future.

## EFFICIENCY MATTERS – INCLUDING IN THE FUTURE!

### Foundation and important key for the future: the reorganisation of Müller

"We also realised that the core management function in the future must be business and market development as well as strategy development and implementation. And that there must also be space and competence for the targeted creation of future technology", explains Martin Müller.

The consequence: building and implementing a powerful, responsible second level of leadership was the foundation and an important key for the future. In addition, it was decided jointly that Jürgen Müller would withdraw from operational business and devote himself to the complex and time-consuming area of future technologies.

If you look at the new organisation chart, it is instantly evident that new areas have been created. The primary reason for this is to make life easier and more efficient for Müller customers. The benefits are particularly clear in the example of the merging of sales and service. The entire process, that is from the initial consultation to sales to installation and maintenance of the high-pressure systems, is now mapped in a single area. In addition, digital infrastructure and instruments specifically support the effectiveness – such as, for instance, a comprehensive CRM system or the new service ticketing system. It's obvious: with the merging, process orientation and digitisation in all areas, interfaces are minimised and at the same time the response quality, reaction speed and efficiency are increased.

What is also new is the combination of marketing and strategic product range development. This ensures that, among other things, the created innovations are geared to the market and result from the perfect interplay between development and sales. As a product and technology-driven company, the technical management, including construction (electrical and mechanical) and development department, plays the key role overall. It is currently the strategic driver of success in the company, and is at the heart of agile project organisation. Technical management is also responsible for the production department.

### Consistent "kaizen" – the basis for optimum customer orientation

In addition to results orientation and agile organisation, "kaizen" is another column that plays an essential role in our future. The entire existing structure is consistently revised from your point of view, our customers. Everything focuses on your wishes in terms of availability, individuality, price and quality. Then there is the company's view, where the aim is to continuously improve competitiveness using kaizen.

The result is processes with a high customer orientation, since the targeted and flexible fulfilment of the customer's wishes is the

foundation for our economic work and the high efficiency. This plays into our hands, because: efficiency matters! To us. And above all to you – our customers and partners!



**Elias Dinser,**  
Production Manager and kaizen representative

Müller's newly minted production manager and kaizen representative has already worked intensively with the Japanese philosophy of life and work in former positions. Kaizen means something along the lines of "change for the better". Dinser lives this claim. "My credo? Never stop. There is always room at the top! What do I want to achieve? It's quite simple: to achieve the results with my colleagues, and do so with organisation, motivation and no wear. How? By implementing good communication and efficient, clear processes between all the departments, further developing our quality management and continuously optimising all operations in accordance with the customer's wishes." It's clear to see – if anyone has kaizen in their blood, then it's this 29-year-old Production Manager.

Would you like to know more? You will find further information and details in the Internet at: [www.muellerhydraulik.de](http://www.muellerhydraulik.de)

