

The logo for EHLERS GROUP is printed on a white document. It features a stylized graphic of vertical lines of varying heights to the left of the text. The text 'EHLERS' is in a bold, sans-serif font, and 'GROUP' is in a smaller, all-caps, sans-serif font below it.

EHLERS  
GROUP

## Growing family businesses

Silvia González Ehlers

Growth













Transition is the real  
struggle



A dense, top-down view of a variety of pumpkins and gourds in different colors (orange, white, green, yellow) and shapes, filling the entire background.

Not all family businesses are the same











Tradition becomes THE  
system





Trust



**IT's not just business**



**IT's not just business**



Nemawashi  
根回し



Nemawashi  
根回し





# Transaction vs Transition



# Transaction vs Transition



Around them or  
with them?

A woman with dark hair, wearing a grey knit beanie and a blue top, is shown in profile, looking out a window. The background is a bright, slightly blurred view of a city or town. The text is overlaid on a semi-transparent grey box on the right side of the image.

Integration is about  
whether people  
can still recognize  
themselves in the  
future that is being  
created



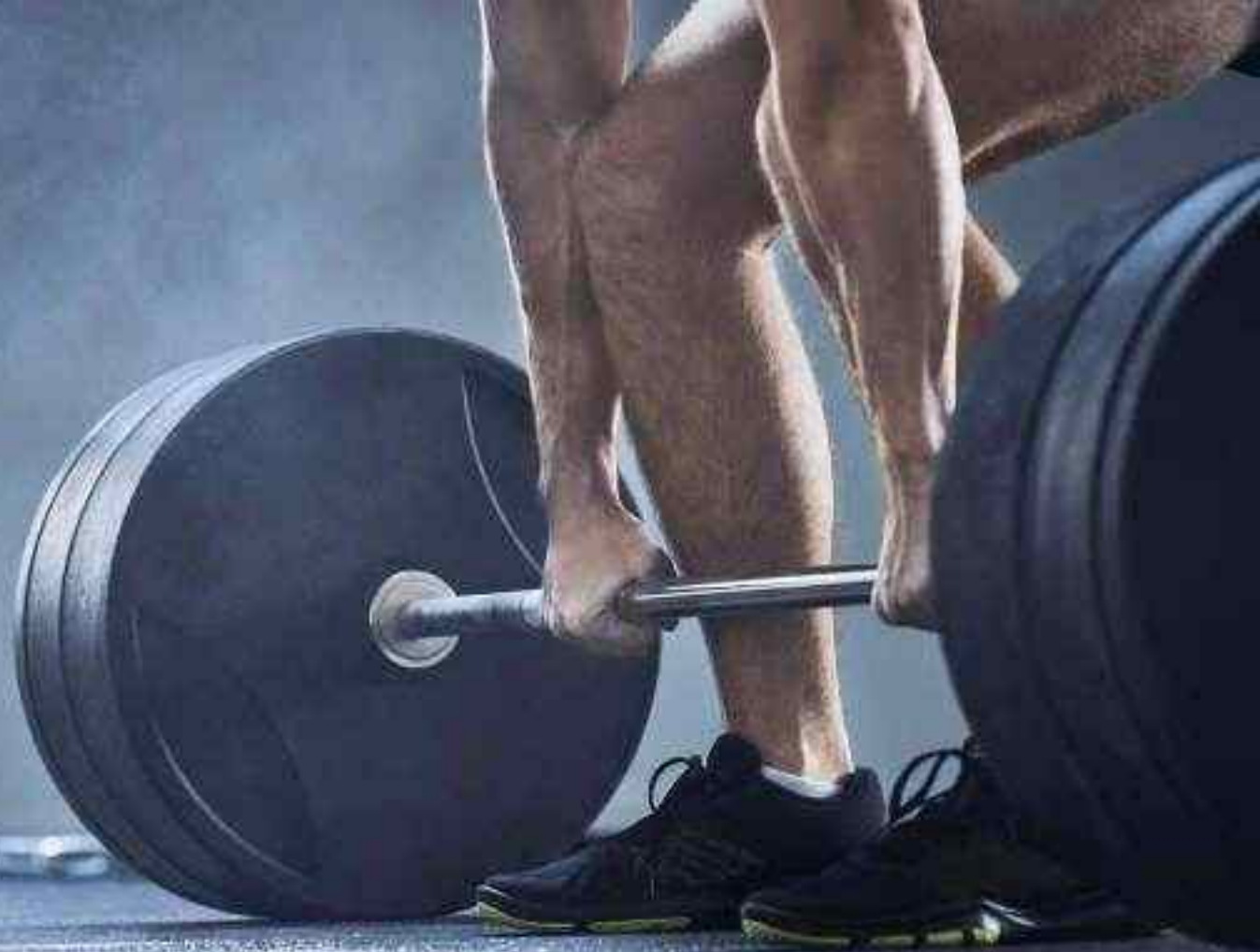


The hardest part is to let go  
of the future that we once  
imagined





EHLERS  
GROUP





Be open to see  
things done in a  
different way







**What should this business  
stand for- one generation  
from now**



# Thank you

Silvia González

CEO Ehlers Group

[Silvia.Gonzalez@ehlersgroup.eu](mailto:Silvia.Gonzalez@ehlersgroup.eu)

[linkedin.com/in/silviag1](https://www.linkedin.com/in/silviag1)