



Manufacturing Journal magazine

TMK Art of Leadership

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The synonym of modern India

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Nearly a century of history

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Driven by innovation

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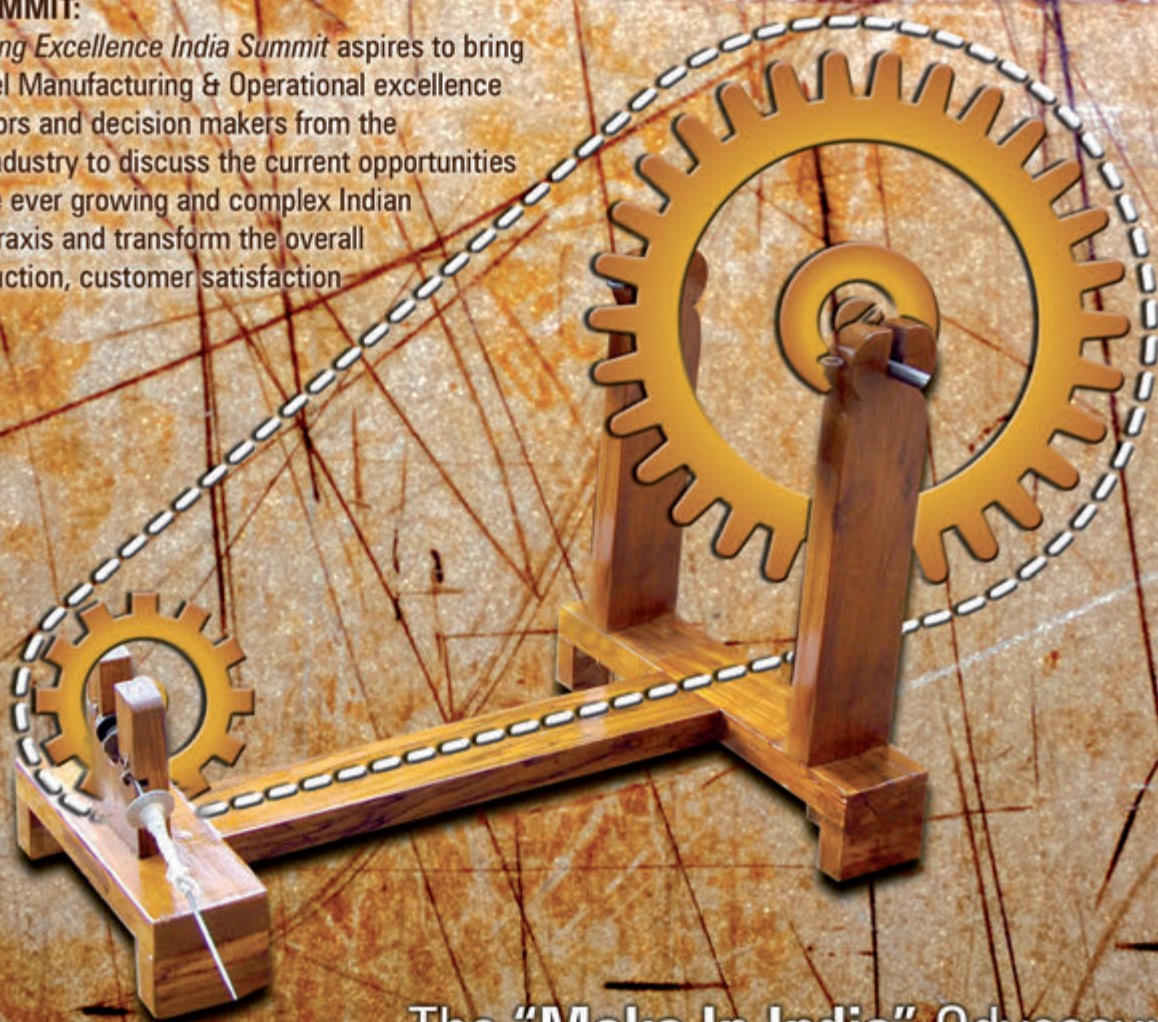
15-16 December, 2014

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The Manufacturing Excellence India Summit aspires to bring together top level Manufacturing & Operational excellence experts, innovators and decision makers from the manufacturing industry to discuss the current opportunities and trends in the ever growing and complex Indian manufacturing praxis and transform the overall practice of production, customer satisfaction and service.



The “**Make In India**” Odyssey: An Indian Manufacturing Excellence Initiative

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Dear Readers!

India. The country of magic and endless opportunities, the promised land, of which sailors from the West dreamed for centuries. Nowadays the Republic of India is one of the fastest-growing economies, a global superpower known for its telecommunication, automotive, IT and pharmaceutical industries. India magnetizes foreign investors and the country's largest city, Mumbai, is one of the world's top ten centers of commerce in terms of global financial flow, generating 5% of India's GDP. It is also the headquarters of one of the most important Indian companies, Viraj Profiles Ltd., the second largest manufacturer of stainless steel long products in the world and number one in stainless steel flanges. I have interviewed Mrs. Renu Kochhar, Managing Director, Viraj Profiles who also heads the sales and marketing department of the company and Mr Neeraj Raja Kochhar, CMD, Viraj Profiles, to analyze the secret of success of a young and vibrant organization, which has become the synonym of modern, rapidly developing India. If we could understand the unique model of business activity of Viraj Profiles Ltd., we'd see the future of the Indian subcontinent... Please see their success story on page 34.

TMK, a global manufacturer of steel pipe, was founded in 2001. In 2009, it ranked first globally in terms of pipe production and keeps leading the pack for the fifth year running. The company says that this impetuous growth was due to its successful strategy hinging on three key principles: proprietary R&D platform, comprehensive technology upgrade and in-house oilfield service business development. Full report on page 39.

Main activities of JSC LMZ Universal (LMZ Universal) include design, manufacture and repair of mining, lifting and handling equipment, manufacturing equipment for processing plants, production of substandard equipment, spare parts for mining, mineral processing and power equipment, production of steel, cast iron and non-ferrous casting, as well as the ability to manufacture custom-made equipment according to the customer's project. The enterprise has its own foundry production, allowing it to manufacture castings from steel and iron alloys of various complexities. Steelmaking arc and induction furnaces installed in the foundry shop together with molding section's equipment allow the company to produce castings weighing from 1 kg to 8 tons. LMZ Universal has managed to gain prestige among its partners and customers: equipment of LMZ Universal is in demand among mining companies operating in Russia and abroad. Full interview on page 58.

Meet JSC Skidel Sugar Factory – the first production company in Belarus launching the production of white sugar in industrial volumes, marking the beginning of the history of sugar plants in Belarus and representing the tradition of high quality maintainance. Although this year the enterprise celebrates its 63rd anniversary, it is everything but old. Read full story on page 17.

Enjoy the magazine!

Editor:



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Editor

Patryk T. Zborowski

Profile Writers

Aleksandra Lewandowska

Aleksandra Strojek

Helena Rożko

Jacek Głowacki

Katarzyna Olszowska

Madina Turava

Magdalena Kucypera

Oleg Gnashuk

Art Director

Wojciech Kosmowski

Project Managers

Alena Krasouskaya

Katarzyna Marciniak

Katarzyna Olszowska

Marta Kaciupska

Michał Adamczyk

Office Administrator

Nina Gazda

Administration

Wioletta Adamczyk



ul. Romanowicza 17/15

30-702 Cracow

Poland

e-mail: info@manufacturing-journal.net

advertising: pz@manufacturing-journal.net

phone number: 0048 12 4446550

fax number: 0048 12 4446894

web: www.z-media.pl

www.manufacturing-journal.net

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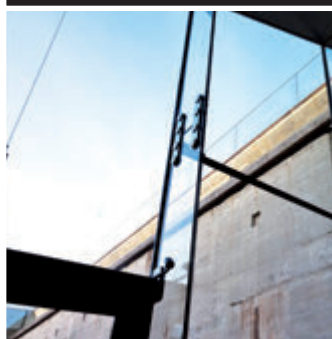
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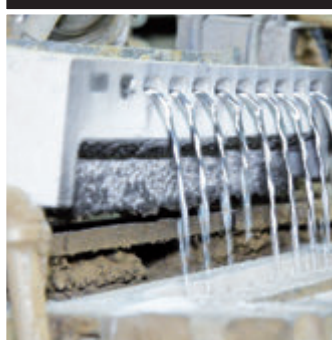
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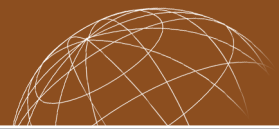
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New food packaging: The environment and stiffness ticked all the right boxes for SAS



Paperboard is a promising material for airline food packaging – it has low weight, can be barrier coated, and can be finished to the required level of elegance and quality feel. Scandinavian Airlines (SAS) has recently introduced a new food box made of the folding box board Incada.

“In creating packaging for inflight meals you must take many factors into account,” explains Gustaf Öholm, Senior Manager, Onboard Concepts, Services & Sales at SAS. “The packaging must have low weight, present the food well and feel good in the hand. It must be easy to open and of course it must preserve the intentions of our kitchen up until the food reaches the passenger.”

The airline’s previous solution was not good enough and SAS therefore decided to develop a new form of food packaging that could live up to the many quality and visual demands.

Important parameters included the feel of the material, the surface coating and the ability to colour the material. The new food packaging is now being used for evening meals for passengers in SAS Plus on almost all routes outside the Nordic region. Another new feature is that all the contents – apart from one piece of chocolate – are now being produced at the same place by a dedicated team. SAS believes this will raise both the quality and quality consistency of the meals.

SAS’s packaging supplier worked together with Elanders, which previously developed a compostable packaging for Malmö Aviation that was also far lighter in weight. The SAS commission was to create packaging that is easy to use, has low weight and presents the food in an elegant way.

“We chose Incada from Iggesund because of its stiffness and we coated the inside with a barrier of black-dyed polyethylene. The packaging’s outside was printed black and we then put a lot of effort into finding a transparent film that captured a minimum of condensation in order to create the best possible visual impression of the food,” explains Tony Norén of Elanders.

Incada is made at Iggesund Paperboard’s mill at Workington, England. There, Iggesund has radically changed its energy supply from fossil natural gas to biomass. The mill’s new CHP power plant is the result of an investment of £108 million, and the reduction in fossil emissions is the equivalent of taking 65,000 cars a year permanently off the road.

“Of course the environmental aspect is also an important factor in our decision,” Gustaf Öholm concludes. “Obviously it’s



important to us that our food packaging has a high standard from an environmental perspective.”

More info: www.iggesund.com

How healthy is your crane?



Konecranes, the world-leading group of Lifting Businesses™, has developed a Crane Reliability Study (CRS) which provides an in-depth, reliable analysis for all makes and models of cranes and lifting equipment.

The CRS offers a deeper insight into the condition, safety and efficiency of lifting equipment, thus delivering valuable information to better predict and control the total cost of ownership.

In addition, a CRS report contains recommendations for the future actions needed to maximize the use of the equipment, thereby enhancing safety, improving performance and increasing reliability.

How can cranes operate more effectively, productively and profitably?

To answer these and other questions CRS uses advanced methods to provide a reliable technology roadmap to guide you through improving equipment performance and reliability. Knowing what specific repairs, upgrades, and modernizations are needed in advance allows the creation of a long-term modernization plan, resulting in maximum productivity and minimum downtime. With this



plan, losses in production revenue can be prevented because CRS helps you avoid the unpleasant surprises of sudden breakdowns and unexpected expenses for the repair or replacement of your equipment.

Is your lifting equipment fit for future production needs?

CRS uses advanced technology and methods that penetrate deep into equipment and uncover problems that standard equipment inspections fail to detect. Addressing those problems in advance prevents unplanned downtime and safety issues from occurring.

The results of a CRS allow informed decisions to be made on how to maximize the use of equipment and devise a modernization schedule to increase equipment uptime and improve material handling productivity.

"In this market, CRS is a unique service package," says John MacDonald, Service, Sales and Marketing Director at Konecranes Southern Africa. "The crane analysis is based on advanced technology from Konecranes. The crane design life, for example, is a complex matter with duty histories, load spectrums and crane classifications, but CRS delivers them in an understandable manner and provides conclusions based on the results".

More info: www.konecranes.co.za



Ruukki showcases Ramor protection steels at DVD2014 in Millbrook, Bedfordshire

Ruukki, a European steel manufacturer and supplier, is exhibiting its Ramor protection steels at the DVD2014 exhibition in Millbrook, Bedfordshire on 25-26 June 2014. Ramor protection steels are for applications where high ballistic resistance or blast protection is required. Ramor is mostly used for armoured vehicles, doors and systems for transporting valuables. Ramor 450 is Ruukki's latest protection steel for the manufacture of armoured vehicles and now enables steel for the entire armoured vehicle frame to be sourced from the same manufacturer.

Designed for applications requiring protection against explosions or ballistic threats, Ramor protection steels combine excellent ballistic properties with hardness and high strength. Ramor steels are the only protection steels on the market made by direct quenching technology and can be up to six times harder than ordinary structural steel. Direct-quenched steels have excellent surface quality and flatness, together with good cutting, bending and welding properties. Ramor steels like all Ruukki

special steels, come with full technical and application support.

Ramor 450 enables manufacture of new types of standard floor structures designed for armoured vehicles. The steel can be used as a frame structure or on the floor of the vehicle as a separate shield against mines where it protects against blast or shock waves and shrapnel. The Ramor 400 grade is designed to give protection against high pressures caused by explosions and blasts.

Both the Ramor 550 grade and the Ramor 500 grade are the most appropriate alternative when protection is needed against kinetic energy projectiles, i.e. ballistic performance. Ramor also offers the best solutions for products where the weight of the steel structure is a significant factor, especially in mobile applications. Weight reduction of 10-20% can be achieved by using the Ramor 550 grade.

More info: www.ruukki.com



Maersk Line announces cooperation on the East-West trades with MSC

Maersk Line has announced a 10 year Vessel Sharing Agreement (VSA) with Mediterranean Shipping Company (MSC) on the Asia-Europe, Transatlantic and Transpacific trades. The VSA will be referred to as 2M. It replaces all existing VSAs and slot purchase agreements that Maersk Line has in these trades.

The VSA will include 185 vessels with an estimated capacity of 2.1 million TEU, deployed on 21 strings. The overall purpose of the cooperation is to share infrastructure (network). Maersk Line and MSC will be able to provide their customers with more stable and frequent services, cover more ports with direct services.

The VSA will improve the efficiency of the Maersk Line and MSC networks through better utilisation of vessel capacity and economies of scale.

"I am very pleased with our agreement with MSC. We share the same ambition to have as efficient and effective operations as possible. We will continue to provide our customers with competitive and reliable container shipping in the East-West trades at attractive prices. To do so we have to be innovative and take out cost, while keeping a product that is best in class for our customers in terms

of coverage, frequency and reliability. Our agreement with MSC is a step towards achieving all of these objectives in the East-West trades," says Søren Skou, Maersk Line CEO.

Maersk Group CEO Nils S. Andersen welcomes the agreement with MSC.

"Over the last years, Maersk Line has established itself as a leader in the industry through its customer focus and by improving its competitive cost position. With this agreement Maersk Line will be able to further enhance its customer offering while also reducing costs and CO2 emissions. I am confident that Maersk Line's leadership, also after this positive step, will continue to find new ways to strengthen its competitive advantage and customer experience" says Nils S. Andersen.

About Maersk Line and MSC Vessel Sharing Agreement on the East-West trades

Maersk Line and MSC Mediterranean Shipping Company S.A. (MSC) have signed a long-term vessel sharing agreement (VSA) on the Asia-Europe, Transatlantic and Transpacific trades.

More info: www.maersk.com



Outotec to deliver minerals processing technology to Norilsk Nickel in Russia



Outotec has signed a contract with Norilsk Nickel for the delivery of minerals processing technology and equipment to the Bystrinskoe copper concentrator in the Chita Region in Russia. The parties do not disclose the contract price, but the value of comparable deliveries is typically EUR 40-60 million. The order has been booked in Outotec's third quarter 2014 order intake.

Outotec's scope of delivery includes main process equipment for crushing and grinding complex as well as commissioning services and spare parts for two years. Deliveries are scheduled to be completed in mid-2016. Once fully operational in 2017 the Bystrinskoe concentrator complex will process annually over 10 million tonnes of ore.

"Outotec and Norilsk Nickel have established a trusted partnership over the decades by completing a number of projects together. It is delightful that our technological innovations have proved their performance at the existing Norilsk Nickel operations and we can again serve as a partner in implementing modern technology for reduced processing costs and higher efficiency", notes Peter Weber, President of EMEA region at Outotec.

More info: www.outotec.com



BASF inaugurates chemical complex in Dahej, India



BASF India Limited inaugurated its large-scale chemical production complex at Dahej in Gujarat, India, said the producer in its press-release.

With a project cost of INR 1,000 crore (approximately EUR150 million), the site represents BASF's single largest investment in India. The site was jointly inaugurated by Smt. Anandiben Patel, Hon'ble Chief Minister of Gujarat; Shri Saurabhshai Patel, Hon'ble Minister for Finance, Energy and Petrochemicals, Government of Gujarat and Mr. Michael Heinz, Member of the Board of Executive Directors, BASF SE.

The site includes an integrated hub for polyurethane manufacturing and production facilities for care chemicals and polymer dispersions. The care chemicals facility at the Dahej site hosts the first BASF sulfation plant in India, which will cater to customers in the fast-moving consumer goods sector.

The polymer dispersions plant will expand BASF's production footprint in the dispersions business, complementing the Mangalore facility. It will serve paper and board, architectural coatings, construction, adhesives, and fiber bonding customers, located in northern and western India.

The integrated polyurethane manufacturing facility will host a MDI (methylene diphenyl diisocyanate) splitter for processing crude MDI, a core component in the manufacture of versatile polyurethane products. They are used extensively for cold as well as heat insulation applications and are the preferred material for improving safety in transportation, and enhancing energy efficiency and comfort at home.

More info: www.basf.com

TRADE SHOWS

03.12 - 06.12 2014

GROWTECH EURASIA

International Horticulture, Agriculture, Floriculture and Technologies Fair

Venue:

Antalya Expo Centre
Pinarli Beldesi
07110 Aksu - Antalya
Turkey

www.growtech.com.tr

11.12 - 14.12 2014

HEALTH EXPO ISTANBUL

Medical Product, Hospital Equipments, Healthcare Informatics and Technologies, Laboratory Systems

Organizers:

Istanbul Expo Center / CNR Expo
Atatürk Havalimani Karsisi
34149 Yesilköy, Istanbul
Turkey

www.cnrhealthexpo.com

10.01 - 13.01 2015

ARAB PLAST

Plastic Related Machinery & Raw Materials

Venue:

Dubai International Exhibition Centre
Sheik Zayed Road
Convention Gate
Dubai

www.arabplast.info

22.01 - 25.01 2015

AGRIEST

Agricultural Fair. Agricultural Machinery

Venue:

Udine e Gorizia Fiere
Torreano di Martignacco
Udine
Italy

www.agriest.it

Czech Republic

Full name: Czech Republic

Population: 10.6 million (UN, 2012)

Capital: Prague

Area: 78,866 sq km (30,450 sq miles)

Major language: Czech

Major religion: Christianity

Life expectancy: 75 years (men), 81 years (women) (UN)

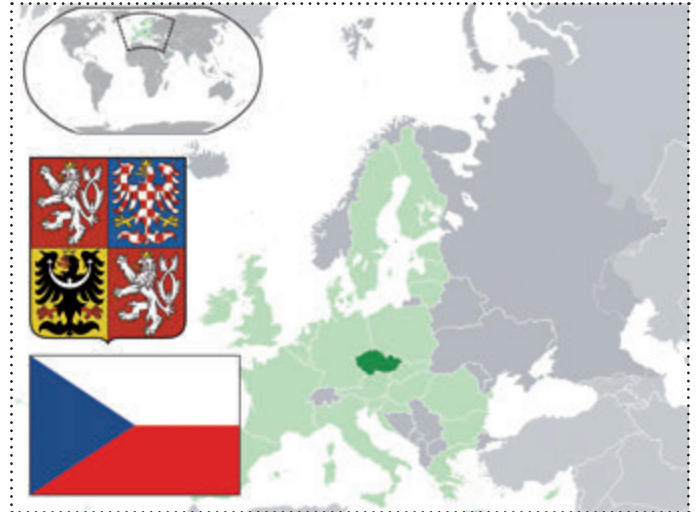
Monetary unit: 1 koruna (Kc) = 100 halers

Main exports: Manufactured goods, machinery, cars and transport equipment, beer

GNI per capita: US \$18,700 (World Bank, 2011)

Internet domain: .cz

International dialling code: +420



Part of Czechoslovakia until the „velvet divorce“ in January 1993, the Czech Republic has a robust democratic tradition, a highly-developed economy, and a rich cultural heritage.

Overview

It emerged from over 40 years of Communist rule in 1990, and was the first former Eastern Bloc state to acquire the status of a developed economy. It joined the European Union in 2004. Communist rule had lasted since the late 1948, when the restored prewar democratic system was overthrown in a Soviet-backed coup. The „Prague Spring“ of 1968, when Communist leader Alexander Dubcek tried to bring in liberal reforms, was crushed by Warsaw Pact tanks. In 1989, as the curtain was coming down

on communism in the Kremlin, the dissident playwright Vaclav Havel emerged as the figurehead of the country's „velvet revolution“ and became the first president of post-communist Czechoslovakia. An era ended in February 2003 when he stepped down as president. It had been interrupted for only a few months at the time of the separation of the Czech Republic and Slovakia, with Mr Havel becoming first president of the former. Mr Havel saw the ghost of former Soviet military influence exorcised in 1999 when the country was granted full membership of Nato. He left office having led it to the threshold of the EU. His old rival and successor as president, Vaclav Klaus, oversaw accession to the union, despite harbouring strong reservations over the benefits of EU mem-

bership. However, the Czech Republic never set a target date for adopting the euro, and the eurozone crisis that erupted in 2009 did little to boost Czech support for the single currency. In addition to its developed industrial economy, the Czech Republic now attracts tourists to some of the finest Baroque, Art Nouveau and Cubist buildings in Europe.

Leaders

President: *Milos Zeman*

Former prime minister Milos Zeman won the first direct Czech presidential election in January 2013, beating conservative Foreign Minister Karel Schwarzenberg by a margin of 55% to 45%. Unlike his predecessor, the notoriously euro-sceptic Vaclav Klaus, Mr Zeman

Prague, the Capital City





describes himself as a euro-federalist and is an advocate of closer European integration, though he believes that the Czech Republic should take its time over joining the euro. Like Mr Klaus, Mr Zeman thrives on confrontation and is keen to exercise his presidential powers to the full, even if this means entering into conflict with the Czech government. His appointment of a close ally, Jiri Rusnok, as prime minister following the resignation of Petr Necas in June 2013 met with the fierce opposition of the main political parties, who accused him of staging a power-grab. Mr Zeman's critics said that the move undermined democracy and accused him of trying to introduce a semi-presidential system, which one outgoing minister from the Necas government described as „Putinesque”. Mr Zeman effectively retired from politics in 2003, after failing to beat Mr Klaus in the election to succeed Vaclav Havel as president. Even his own Social Democratic party split over whether to back him. Political analysts attribute his spectacular comeback to his harnessing of discontent among older and poorer voters with the Necas government's handling of the economic downturn. In his younger days, he was frequently dismissed from various posts because of his criticism of the Communist system's economic failings, and played a prominent part in the Civic Forum movement that helped oust the pro-Soviet government in 1989. He rose to be Social De-



Dukovany Nuclear Power Station

mocratic prime minister in 1998-2002, but quit the party after his presidential election humiliation the following year. He now leads the small social-democratic Party of Civic Rights, which does not have any seats in parliament.

Media

Private radio and TV stations provide stiff competition for their public rivals. Public broadcaster Ceska Televize (CT) operates two TV networks and a 24-hour news channel. Public radio, Cesky Rozhlas (CRo), operates three national

networks and local services. Leading private TV channels Nova and Prima are foreign-owned and broadcast nationally. There are scores of privately-owned radio stations, including market leaders Impuls and Frekvence 1. BBC World Service is available on FM in many cities and towns. Press freedom is protected by a charter of basic rights. Around 7.4 million Czechs were online by June 2012 (Internetworldstats.com). Around 30% of Czechs were using social media by 2013, with Facebook being the leading platform. Lide.cz is a domestic social media site. YouTube is a popular entertainment source for younger Czechs.

The press

- Lidove Noviny - Prague-based national daily, former dissident publication
- Mlada Fronta Dnes - Prague-based national daily
- Pravo - Prague-based national daily
- Blesk - Prague-based tabloid daily
- The Prague Post - English-language

Television

- Czech TV - public, operates mainstream CT1 and cultural channel CT2
- CT24 - public, news
- TV Nova - private

Radio

- Czech Radio - public; runs national/regional networks and external service Radio Prague



Czech railway network is largely electrified and among densest in Europe



Romania – it tastes delicious!



Founder of the company
Dumitru Craciunescu

If I asked you to enumerate five dishes from the rich and diversified Romanian cuisine, would you be able to do so? Not really, isn't it? How about two then? One? Not at all? How is it possible that we don't know anything about the culinary tradition of a large, European country, a member of the European Union? Is it because Romania was a Communist state for more than 50 years after the 2nd World War? Or maybe the reason for that is the location of Romania, so far in the East of the continent? Never mind, for it's about time that we learned something very important about the country with a capital city in Bucharest – it has a lot to offer on so many levels, including the amazing taste of Romanian traditional meals. Whoever tasted caltabos – an amazing cooked sausage made of minced pork organs with spices, mititei – grilled minced-meat rolls or many other fantastic dishes, knows what I'm talking about. Europeans should discover the magical, exotic, Romanian cuisine, for it enriches our common, European heritage. Still, not everyone can fly to Romania right away, luckily there are companies, which produce highest quality Romanian, traditional food, full of flavor, original and unforgettable. One of such companies is DIANA – the renown manufacturer of sausages and other meat products with the headquarters in the county of Vâlcea. We have interviewed Ms. Adina Crăciunescu, the company's Marketing Director, to learn about the Romanian cuisine, DIANA's business activity and find out, how did it manage to achieve a great success in a very competitive market.

FACT BOX



FULL NAME:

DIANA

PRESIDENT:

Irina Craciunescu

OPERATIONS:

Meat production & processing, retail

ESTABLISHED:

1991

EMPLOYEES:

900

TURNOVER:

70 mil €

www.diana.com.ro

Fresh, juicy, nutritious

DIANA is a very young, yet already successful company, which boasts strong competitive position in a demanding, ever changing market. Although it has been founded just 23 years ago, on the 30th of April, 1991, DIANA occupies very important place among manufacturers of meat and meat products in Romania. Despite its age, the phenomenal entrepreneurship is a founding member of the

Romanian Association of Meat. DIANA offers an assortment of more than 250 products, which nowadays are the synonyms of highest possible quality and great taste, as well as symbols of the exceptionality of the Romanian cuisine, respect for tradition and, at the same time, proofs of technological advantage and the professionalism of the company's Employees. DIANA builds its reputation in a consistent way, by maintaining the





stringent standards of production and quality control, understanding and co-creating market trends, listening to Customers and believing in the right hierarchy of values. It is important to notice the fast pace of DIANA's development. Ms. Crăciunescu, the company's Marketing Director says: "In 1996 Diana opened a new meat products factory with low production capacity in Râmnicu Vâlcea, but at a technological standard fully lined with the most modern production lines in Europe. In just four years, DIANA fully took over the former Meat Industry company (slaughterhouse and regional factory of meat products), whose technological capabilities were modernized in the 2000's. In 2003 both pork slaughterhouse and meat products factory were modernized and upgraded with SAPARD program. In 2006 freezing storehouse and beef slaughter line were targets of another major investment. Four years later the beef cutting line has also been properly modernized to represent the cutting-edge standards of other production facilities. Modernization process continued until 2011, when the refrigerant space has been expanded." These investments would not be possible without wise decisions, made by DIANA's authorities, the right plan for

development and proper management philosophy. Obviously, the Romanian company had all what it takes, to follow the path of success. Indeed, the company's founder, Mr. Dumitru Crăciunescu, enunciated a long-term vision of DIANA's activity, according to which the future of the food industry in Romania depends on the attention and interest in exploring the rich background of Romanian traditional dishes. DIANA's success proves that he was right, but one needs much more than just faith that its philosophy is right. "Since its inception, DIANA adopted an attitude directed to the benefit of customers. When it comes to food, people appreciate two to three qualities of the products they eat. First are the taste and freshness. These are DIANA's top priorities" – explains the company's Marketing Director. Recreating the traditional taste is possible only by following the original recipes – this is how DIANA has managed to win the trust of customers. Simultaneously, the products have to be fresh, which means that they must be delivered to retailers in the shortest possible time. The prices of the products are equally important. DIANA is proud that from the very beginning of its business activity it chooses quality over quantity and the company was not drawn into the game of incredibly low prices, fought by its competitors, thanks to which DIANA did not have to pick products that can be dangerous to consumers' health. All these elements made DIANA a leader in its industry, a trusted business partner and supplier of the largest retailers in Romania and abroad. When it comes to quality, nonconformism is the only answer and the key to success.



Working together for the green future

Of course, even the best possible management philosophy, plan for development and the general idea behind the company's business activity mean nothing without the proper set of tools to execute all the great concepts. By tools I mean two most important pillars, on which stand all the commercial organizations in the world – Employees and technological background. DIANA Group is a place of work to more than 900 Employees. "350 of them are employed in 33 stores across the region and the other 400 in the slaughterhouse and meat products factory. The rest is assigned to various departments such as trading, marketing, sales, administrative, financial, logistics and technical service" – says DIANA's Marketing Director, and adds something very important, which indicates that DIANA highly values its Employees and represents the highest possible level of business acumen: "In over 23 years of its activity, DIANA treated its Employees as if they and the company's authorities were members of one, great family. In Râmnicu Vâlcea this type of relationship, established by DIANA's founder, is very popular. It's honest and the only one possible for us." DIANA understands the concept of the Corporate Social Responsibility and is a role model to other European companies, when it comes to practically implementing these solutions. Cutting-edge technological facilities and machines wait for the company's professionals to help them maintain DIANA's leading position in the market. "DIANA has new investments in progress at the time of this interview. It is a new food warehouse with a storage capacity of 1000 square

meters and logistic support for the transport cover. In the future, we pursue the expansion of factory of meat products by increasing the area of boiling and smoking cells, building new storage areas and expansion of existing ones, development and redevelopment of delivery area." And this are just a few projects to be implemented in the organization. The company's future seems bright also because DIANA's authorities support the issue of the environmental protection. "The biggest challenge for DIANA in the matters of ecology and environmental preservation has been taking over the industrial capacity, left after the collapse of Communism and bringing it to a modern technological level, appropriate to the contemporary idea of environmental protection" – elaborates Ms. Crăciunescu and explains that the company has invested a lot of money in the areas of wastewater treatment, disposal and neutralization plant under applicable law, as well as the reduction of the consumption of water, gas and energy. Obviously, prestigious certificates guard the stringent standards of production processes. "The first certifications have been made since 2002, ISO 9001:2000 (Quality Management) and in 2005, DS 3027 E: 2002 (Food Safety - HACCP). Over time, the company has maintained these certifications, constantly seek-

ing to adapt to new Customer needs and align with the latest international standards, and implementing and certifying the ISO 9001:2008, ISO 22000:2005 and IFS version 6 High Level (International Food Standard), standard agreed by the "Food Business Forum" in the "Global Food Safety initiative", shared by large network of "retail" such as Carrefour, Tesco, Metro, Kaufland, Migros, Ahold, Wal-Mart and Delhaize. It also



participated in environmental projects (ECOPROFIT 2001) and the approval of "product – the quality mark" (2002)" – enumerates Mrs. Crăciunescu, completing the picture of DIANA – a very successful company with great prospects for the future. ■

Written by Jacek Głowacki





European quality for consumers of edible oils and margarines



Chairman of board of directors „Delta Wilmar CIS“
Mr. Dhruba Charan Panda

“Delta Wilmar CIS” operates in the food industry since 2006, and during that time has established itself as a stable and reliable partner. The company produces cooking oils and margarines for bakery, confectionery and dairy products manufacturers. “Delta Wilmar CIS” occupies a leading position in the Ukrainian market, delivering products for more than eight hundred manufacturers, and continually expanding its business capabilities. Based on an interview for “Manufacturing Journal” with the chairman of board of directors “Delta Wilmar CIS” Mr. Dhruba Charan Panda.

Historical background

The idea of establishing the company “Delta Wilmar CIS” belongs to the Asia’s Leading Agribusiness Group “Wilmar International Limited”, founded in 1991. While expanding into new markets for palm oil products the company’s management has decided to enter the CIS market. The joint venture was founded in 2004 and that is when the first stone of new complex for transshipment and processing of tropical and edible oils in the port of Yuzhny was laid. In such a way, “Delta Wilmar CIS” is 100% Singapore invested company. During first few years the palm oil products were imported from Asian factories of “Wilmar International Limited”. However, in 2006, the plant starts working with full force, producing the entire range of margarines and oils from the Indonesian and Malaysian supplied raw materials. The

second turning point for the company was the launch of the Oilseeds Processing Plant in the village of Novi Bilyari. The idea of building such a complex originated from the owners immediately after the launch of tropical and edible oils processing plant. The company almost immediately began trading with sunflower oil to Asia as it had transportation advantages, thanks to its import of palm oil into Ukraine and pick-up of sunflower oil on the way back.

Strategic planning and business development

“Delta Wilmar CIS” focuses on process of continuous improvement of service quality and expanding a product line. The company sets itself new ambitious goals through continuous improvement and holds a leading position in the ex-

FACT BOX



FULL NAME:

“Delta Wilmar CIS”

GENERAL DIRECTOR:

Vladislav Talakh

OPERATIONS:

Manufacturing and sales of fat-and-oil products

ESTABLISHED:

2004

EMPLOYEES:

Over 700

www.deltawilmar.com





port of sunflower oil and margarines, as well as the import of palm oil. We do not stop at what has been accomplished, we set new ambitious targets, we seek new victories! – says Mr. Dhruva Charan Panda. The company also plans to manufacture such oleochemicals as soap flakes, fatty alcohols, and others. “Delta Wilmar CIS” is very proud of its employees and believes that the highest quality service is only possible with the best team on the market. Today the com-

pany employs more than 500 specialists. Our staff is incredibly valuable for the company’s management, it is a real cornerstone of our company! –says the chairman of board of directors. Unconditional strategic potential of the company is also its location. The company’s trump card is a port area location, own terminal for transshipment of vegetable oils, as well as storage tanks, equipped with sidings for loading and unloading rail cars and tank trucks. The company

pays a lot of attention to its manufacturing system and logistics support, which reflect the latest technical development. Ecologically friendly production with the introduction of advanced methods and technologies allows “Delta Wilmar CIS” to receive high quality products that comply with all environmental regulations. Thanks to a loyal, client-oriented policy in the in sales and product promotion, “Delta Wilmar CIS” takes pride of place among the leading enterprises of fat-and-oil industry. All technological processes are carried out on the equipment that ensures optimal production and processing modes and provides high quality products.

New products, manufacturing and technology

“Delta Wilmar CIS”, together with its partner companies are representing vertically integrated production system - from the processing of raw materials to the sale of finished goods. Each process of the supply chain subjected to rigorous control, which allows achieving the highest quality at all stages of the product life cycle.

The company has:

- The length of direct pipeline to the berth - 2,7 km
- Processing capacity of sunflower



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jan, Armenia, Belarus, Kazakhstan, Uzbekistan, and many other countries. As for the sunflower oil - about half of the supply goes to India, and 2nd place with a share of 10-15% belongs to China. The company also supplies sunflower oil to Turkey, Egypt, Italy, Greece and other countries. "Delta Wilmar CIS" is not going to stop at what has been accomplished and already planning to expand its business to new countries. As Ukraine-European Union Association Agreement from 2014 between the European Union and Ukraine establishes a political association between the two parties, the supply of company's margarine products should be enhanced. Product range of the company's plant fully complies with the European requirements, as it contains a low percentage of trans fat. Therefore, the demand for the "Delta Wilmar CIS" products continues to grow. Another advantage of the company is its logistics component. Company is building its business around the needs of a Client, as Client is the basis of company's value pivot. We exist for the sake of our Clients, we reach success together! - says Mr. Dhruva Charan Panda. ■

Written by Madina Turava



- seeds - 1 200 MT / day
- Refining capacity of oils - 2 100 MT / day
- Fractionation capacity - 800 MT / day
- Production of palm and lauric special fats
- Production capacity of packed products - 750 MT / day
- Elevator for sunflower seeds storage - 30 000 MT
- Storage capacity of liquid products - 100 000 MT
- Packaged product storage warehouse - 18 000 MT
- Fully equipped QC laboratory and Research Center
- Loading / unloading of railway transport, trucks and vessels

The company manufactures products in all major areas of fat-and-oil industry:

- Palm oil and its fractions
- Coconut and hydrogenated coconut oil
- Ingredients for milk industry
- Sunflower oil (including high oleic), meal, cake and husk
- Margarines for puff pastry and creams
- Ingredients for confectionary industry
- Frying fats and liquid frying fats
- Fats and oils for industrial processing

Company's manufacturing is in line with implemented and certified systems: Food safety management systems certificate ISO 22000:2005 (HACCP), Certificate of Quality Management System ISO 9001:2008 and Food Safety System Certification 22000 (FSSC 22000). "Delta Wilmar CIS" also confirmed the correspondence of its products to kosher and

halal requirements. The management of "Delta Wilmar CIS" LTD pays great attention to environmental protection. Modern technologies and equipment from such manufacturers as Desmet Ballestra, Gerstenberg Schröder, Europa Crown, CPM, Buhler, Siemens, Vyncke, allows the company to minimize emissions and wastes, preserving the marine environment of the Black Sea. In addition to the standard range of oils and margarines technologists are always ready to invent customized recipes for clients.

Export and expansion into new markets

More than 70% of company's production is exported. For such packaged products as margarines and fats the main markets are Romania, Moldova, Serbia, Azerbai-





Sugar sweet company



General Director
Yegorov Dmitri

Meeet JSC Skidel Sugar Factory – the first production company in Belarus launching the production of white sugar in industrial volumes, marking the beginning of the history of sugar plants in Belarus and representing the tradition of high quality maintainance. Although this year the enterprise celebrates its 63rd anniversary, it is everything but old.

Getting started

The history of sugar production in Belarus began in 1946, when a decree was passed, establishing the first Belarussian sugar plant in Skidel. The plans quickly turned into reality when the first batches of sugar left the production line in 1951. This was a marvellous event in the history of Belarussian agriculture and food industry. The following years were the time of constant improvements and modernization, which eventually led to establishing new lines for the production of citric acid, implementing technology for sugar cane processing and increasing the production capacity, year in, year out. The numbers speak for themselves: from 1994 to 2009 the indices of beet processing increased from 166 795 tons to 800 211 per season. Currently the plant is able to process 1 080 425 tons of raw beet. Yet the success of a company

can be measured not only in terms of its performance indices, but also by its ability to adapt to the rapidly changing external conditions. The collapse of the USSR was undoubtedly a time of trial for many enterprises of the area. Under such difficult circumstances JSC Skidel Sugar Factory managed to make it through and even increase its production capacity. It was also the first among the CIS companies to implement full automation of raw sugar processing, thus ensuring its highest quality. In 1997 it became an incorporated company and was given the name by which it is known today. JSC Skidel Sugar Factory welcomed the beginning of the new century with a rise in the beet processing capacity to 4000 tons a day, with nearly 1000 people employed in the factory. The whole complex consists of sugar factory facilities, citric acid production plants, beet dump

FACT BOX



FULL NAME:

JSC Skidel Sugar Factory

GENERAL DIRECTOR:

Yegorov Dmitri

OPERATIONS:

Sugar production

ESTABLISHED:

1946

EMPLOYEES:

more than 1000

www.ssf.by





and warehouses for the finished goods. The company has facilities for bulk sugar storage which provide storage space for 15 thousand tons of sugar on the draft of Polish company CHEMADEX SA, with another one, able to store 60 thousand tons, being under construction. This should not come as a surprise – one of the defining characteristics of the company is the focus on development.

First things first

The company puts emphasis on providing its customers with the highest quality products, while caring for its employees, the environment and the general welfare of the enterprise. Because of its customer-oriented approach, JSC Skidel Sugar Factory stresses the importance of remaining up-to-date with the latest achievements of modern technology, which results in seeking new ways to improve the already well developed production processes. Another important asset of the enterprise is its people – the staff consists of young and talented professionals, well acquainted with the new technologies, who keep increasing their qualifications by participating in numerous training programs and workshops, but also of experienced workers of the older generations who are dedicated to their factory's growth and prosperity. Such a combination allows JSC Skidel Sugar Factory to look to the future with confidence and hope. The employees can participate not only in training programmes, but also in company events organised in a restaurant serving national and international dishes. The sense of being a team is not limited to enjoying

celebrations, though. Company's own baseball team, sports units, including volleyball, table tennis, streetball, are only few examples of JSC Skidel Sugar Factory's great contribution to promoting healthy lifestyle. This is how the company understands its role in society as an entity able to influence it in many various aspects.

This is what we do

For more than half a century JSC Skidel Sugar Factory has been making the lives of its customers sweeter by providing them with a range of high quality products, including granulated sugar packed in cardboard boxes containing single-serve sugar sachets, 5 g each, in 1 kg paper bags, 3 and 5 kg laminated bags or in 50 kg polypropylene bags. In 2011 the company implemented new packaging line, providing 25 kg bags. Among the company's flagship products there is also extruded sugar in cardboard boxes. Even though the factory obviously concentrates its efforts mainly on the production of high quality white sugar, it does not miss the opportunity to make the most of its line of business, engaging also in the processing of sugar by-products, widely used in various industries. These include, among other things, filtration sludge used as a chemical substance which helps to increase agricultural productivity, dry granulated beet pulp, an alternative fodder of high nutritive value for livestock and molasses – the precious raw material used in the production of citric acid, ethyl alcohol, glycerol, acetone, and lactic, butyric, oxalic and acetic acids. Not surprisingly,

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JSC Skidel Sugar Factory did not stop at delivering molasses but started processing it as well, becoming Belarus' only producer of citric acid, sold by the company in 50 and 100g cardboard boxes and 40 kg polypropylene bags. Constant search of new business opportunities and maximum use of its advantages – these are the defining characteristics of the company.

Everything according to the plan

As every market player who wishes to stay in the game, JSC Skidel Sugar Factory is aware of its importance in the industry and strives to maintain and advance its position. In order to achieve this, the company constantly seeks new ways to reorganise and modernise itself. The beet pulp plant, one of the major development projects which it has undertaken is an investment which cost the company BYR 18 mld. All this is aimed at maintaining the steady growth of JSC Skidel Sugar Factory and remaining a valuable and respected partner both in the country and abroad. The company's efforts in the area are supported by the state, which has undertaken measures stimulating the increase in the production of beet sugar. In response to this, the company has developed its own 3-year plan of increasing the production volumes of sugar. Currently JSC Skidel Sugar Factory is implementing an investment project called „Reconstruction and modernisation of production capacities of sugar beet processing with an increase to 10 thousand tons of beet

per day". Quantity, however, is not the only component of the success. Understandably, the company, presently led by Dmitry Egorov, puts great emphasis on ensuring the best quality of the products. The production of sugar and citric acid is in compliance with the STB ISO 9001-2009 quality management standard, while the production of dry granulated beet pulp is certified to GMP+ Certification System for Fodder Industry 2006. At present the enterprise is undergoing the procedure of implementing HACCP certification to the entirety of finished goods. This constant strive for perfection ensures the company leading position in the country and allows it to compete with international manufacturers. It is worth mentioning that the enterprise, which is an environmentally-friendly factory, is supported by the nature itself, since its location in the Grodno province provides it with reliable deliveries of high quality raw materials in large quantities, supplied from the neighbouring farms. While having such an advantageous situation, the factory never neglects the opportunity to cooperate with its international partners, purchasing the raw material also on the New York stock exchange. As being the best in the country is not enough, JSC Skidel Sugar Factory seeks confidently its place on the global market, believing that it can go „through decent work to decent life of the enterprise, the shareholders and the staff". ■

Written by Aleksandra Lewandowska





70 years of success



General Director
Gorobets Tatyana

This year Zhytomyr confectionary factory ZhL is 70 years old. Today it is one of the most beloved sweet brands on the Ukrainian market. More than one generation of consumers use products of ZhL as souvenirs which spread all over the world.

From the mill to a modern factory

History of the factory begins with a small mill which in 1944 survived the war destruction. It made confectionary products (biscuits and cookies) which came to the front. After the war, the revival of industry began, the factory developed, and the new kinds of products appeared. Significant upgrading of enterprises and production facilities began in the late 2000s, and the production range of the company have been greatly broadened. The factory ZhL the first in Ukraine began to produce unglazed nougat on an industrial scale for the candy called "Richwell Itaian", and in 2012 it presented a product that has no analogues in the market of the former Soviet Union – fudge "Molochna Krynkak". Today the company is one of the five leaders of the confectionary market in Ukraine and is a one that meets modern

standards of the confectionary industry. ZhL bets on the traditions of the brand, innovations in the industry, while its confectionary knowledge and 70 years of experience had been supplemented by modern features and technology. For today in the 7 shops 28 lines operate that produce boxed candies, chocolate bars, coated and uncoated candies, chocolate candies-snacks, chocolate wafer sweets, cookies, wafers, fudge, cereal bars, yogurt-cereal desserts, and sugarless products. Products are manufactured under four brands: TM "ZhL", TM "Doma", TM "Optimix", and a new one – TM "Stevix". In recent years, in particular considering the data from 2008, the factory established 6 new production lines. In late 2011 a confectionary factory has installed a production line of unglazed nougat. In early 2012 this line launched production of candies "Richwell Italian"

FACT BOX



FULL NAME:

ALC «ZhL»

GENERAL DIRECTOR:

Gorobets Tatyana

OPERATIONS:

Production and sale of confectionery products

ESTABLISHED:

1944

EMPLOYEES:

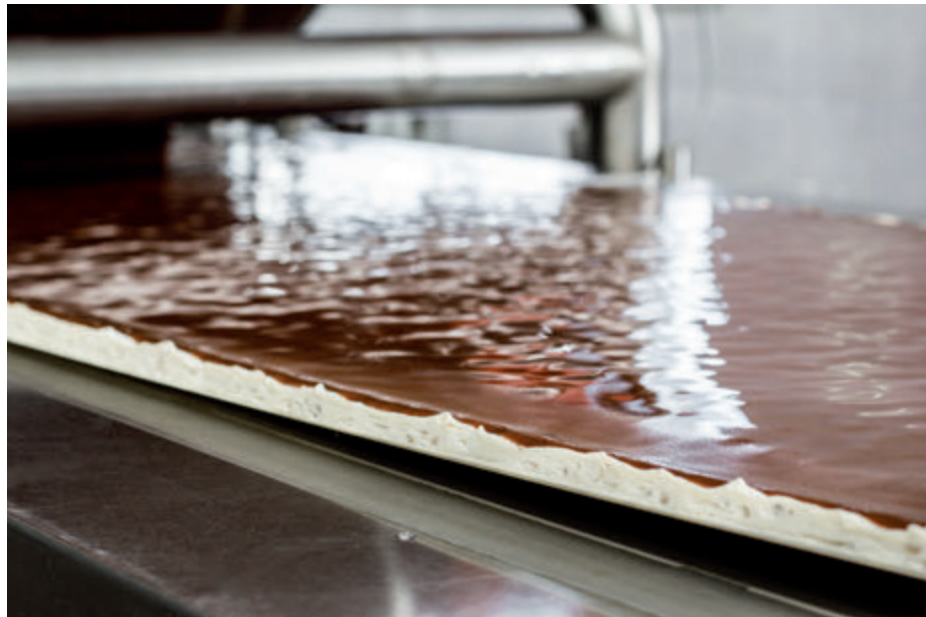
1500

TURNOVER:

930 mln uah (2013)

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with almonds, hazelnuts, cranberries, and hazelnuts and cranberries. In 2012 the line for production of "Fudge" was acquired out of equipment from Netherlands, Germany, Italy and Ukraine, and installed by specialists from Netherlands. All processes for production of this candy, from preparation to packaging candy in bags, are completely automated. One of the significant achievements of the factory ZhL in 2013 was the installation of a powerful new automated production line of the Dutch specialized company, into which more than 3 million Euros was invested. The high-tech line allows to produce two kinds of sweets: classic glazed roasted nuts and a new to the Ukrainian market product called Tofan. Factory ZhL already presented the new products that are manufactured on the line: "Roasted Nuts Mix" and "Tofan Nut Mix".

– FSSC, IFS and BRC. These international certification systems for the production and processing of food and food ingredients monitor the safety of products. It is worth noting that the factory ZhL received Halal certificate for part of its assortment which gives it ability to expand exports into Muslim countries. In order to assign a certificate Halal, production was inspected by expert committee SAMU (Spiritual Administration of Muslims of Ukraine). In 2013 ZhL held the rotation of assortment and introduced a lot of new products, and many SKUs gained a new design. In addition, Zhytomyr Confectionary Factory released fudge "Molochna Krynka" in new packaging in the format Doy-Pack with functional buckle ZIP-lock weighing 250 and 400 grams. Popular cookies "Maria" are now manufactured in the new weight format of packages 130 and 210 grams. Also in early 2013 factory ZhL introduced an exclusive line of handmade chocolates under brand Doma, which includes 18 kinds of chocolates of premium segment specially designed for confectionary boutique Doma – company branded candy shop. These products are designed with the special requirement concerning taste and quality for the most important people. That is why the most exquisite confectionary products are collected under this brand. Zhytomyr Confectionary Factory expanded the range of sweets of innovative direction – on the basis of natural sweetener stevia extract. This kind of sweets are demanded among the people who have to refrain from eating sugar or aspire to healthy lifestyle. Product of factory ZhL of the new brand "Stevix" have

Development of production and diversification

The company constantly modernizes its facilities, is equipped with modern production lines, and it implemented a quality management systems according to ISO 9001:2008 Quality Management System and ISO 22000:2005 The System of Food Safety Management. The company is also working on the introduction of certification for international retail

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already received many positive reviews from professional experts of the world market at the international exhibition of confectionery ISM 2014, which is considered one of the most significant in the industry. The creation of the desserts of brand "Optimix" was prompted by the popular trend of healthy eating. These nutritious desserts can satisfy the hunger and renew strength without harm to health and figure. Natural ingredients such as dried fruits, nuts, cereals, grains and yogurt support the immune system, reducing the impact of daily stress on the body. Desserts of TM "Optimix" are the products of the European level which have the potential to take a leading position in the promising segment of the confectionery industry which is rapidly developing both in Ukraine and in the world. In June 2014 a factory ZhL introduced a new line of sweets for the kids "Masha and the Bear" featuring the popular children's cartoon characters. As part of the new trend of children's sweets under the trademark "ZhL" a company has produced nougat and wafer candy "Masha and the Bear", as well as waffles and cookies. The new product is the result of a successful combination of European trends, consumer preferences and standards of production for children. According to the sanitary and epidemiological expertise, the sweets of the line "Masha and the Bear" are approved for consumption by children of 3 years old or older, and do not contain synthetic colors, flavors or preservatives. Therefore, the taste of sweets "Masha and the Bear" will be loved by children, and favorite cartoon characters on the label will add a good mood and positive



emotions. The production of chocolates, biscuits, and wafers under this brand uses the classical recipes, majority of which have been developed since the days of the Soviet Union. Weighted pricing policy of the company ensures the availability of favorite chocolates, cookies or wafers for the consumers with different income. This is what sets the company apart from other manufacturers-competitors.

Certified brand quality

Every year the company successfully confirms that its integrated systems are according to the requirements of international and national standards. In addition, products manufactured by ZhL has a lot of awards from different tasting competitions. Namely, in 2012 the candy "Richwell Italian" with almonds won award Triumph of Quality in the

thirteenth tasting competition Sweet Triumph 2012, candy "Grandma's Tales" and waffles "Artek Classic" won in Product of the Year contest. In 2013 the research center for independent consumer expertise TEST appropriated sweets "Prunes in Chocolate with Almonds" quality mark "EXCELLENT". All raw materials used in production comes to the company only with documents confirming its quality: certificates of conformity, the conclusions of the state sanitary-hygienic expertise and quality certificates. Incoming inspection of raw materials is held by its own central laboratory, certified in the state metrological system for conducting research.

Financial results and export

Speaking about the stability of the enterprise, the financial component is the most important. By the end of 2013 the factory sold its products for more than 930 million UAH, which is 3.17% more than in the year 2012. In March 2014 a factory has increased its share of the confectionery market in Ukraine to 8.9%, which is 2.2% more than in the same period of 2013. The key of this success became a set of measures aimed at increasing the sales of ZhL. In particular, the company is constantly working to expand the geography of supply of ZhL sweets production worldwide. Today the sweets of Zhytomyr Confectionery Factory can be bought in 26 countries and almost every continent. As for the export, in 2013 a factory increased its share of the total export sales by 3%, and the rate of export growth is 15% compared with 2012. In 2013 the first deliveries of ZhL were made in Palestine, Afghanistan, Iraq, and China. Earlier this year, exclusively for the confectionery market of Palestine, ZhL began development of products in a special format and design of the weight of the package. Gained experience and the high quality of sweets are immutable elements of success of the factory ZhL and a valuable advantage for consumers, as well as existing and future partners of the enterprise. The set of all the achievements together with impeccable work of the management and employees of the enterprise confirm the stable development of the plant, increasing the competitiveness of its products and strengthen the company position both in Ukrainian and foreign markets. ■



Written by Oleg Gnashuk



A granary of fruit and vegetable products



President
Andrey Samohin

FACT BOX



FULL NAME:

National Food Group Sady Pridonya

PRESIDENT:

Andrey Samohin

OPERATIONS: Agricultural production, processing fruits and vegetables, production of juices and baby food

ESTABLISHED:

1997

EMPLOYEES:

3000

TURNOVER:

more than 10 bn RUB

www.pridonie.ru

OJSC National Food Group Sady Pridonya (Sady Pridonya) is a Volgograd-based Russian entity operating in three areas: agriculture, processing and production of finished goods. The history of the enterprise dates back to 1949 when agricultural entities and orchards, which subsequently became basis for Sady Pridonya, were established. Another turning point was 1997 when a fruit processing and juice producing plant was set up. Today Sady Pridonya sells juices and baby food in all regions of Russia and abroad – in Ukraine, Belarus and Kazakhstan. The company's key advantage is its own raw materials base which allows it to operate the full production cycle – from fruit from its own gardens through high-tech processing to packaging of finished products. The company's mission is to produce natural, safe, environmentally friendly and the highest quality products that build healthy diet ("first-hand quality").

Production

The company operates in three main areas, one of which is agricultural production (nursery, orchards of pomeaceous fruits, stone fruits (cherry, plum), and vegetable growing (pumpkin, carrots, zucchini, broccoli, cauliflower and beets)). Total orchards area is estimated at approximately 7 thousand ha, and vegetables – around 500 ha. The company also runs a small dairy production. Another area of Sady Pridonya's activity is processing of fruits and vegetables performed on two production sites - factory for the production of fruit and vegetable purée, built in collaboration with Italian company Rossi & Catelli, work-

shop for the production of concentrated juice, equipped with technological lines supplied by Swiss group Bucher-Unipektin as well as a line for the production of not from concentrate juice. The third direction is finished products' manufacture. The company currently offers approximately 270 different juices, nectars, fruit drinks and baby food under 5 brands ("Sady Pridonya", "Zolotaya Rus", "Moy", "Spelyonok", "Juicy World") to meet demands of a wide range of consumers, with different tastes and income. The products are prepared on 19 Tetra Pak production lines and one bottling CFT (Rossi & Catelli) line.





Strategy

The company's development strategy remains the same since 1996: each year, despite economic and natural disasters, Sady Pridonya continues to develop its own resource base, taking into account climatic conditions, environmental factors, and constantly changing market demands. Throughout 17 years, the area of the company's orchards has increased from 260 ha to 7 thousand ha and area occupied by vegetables to up to 500 ha. Today the group consists of 9 agricultural units located in three regions of the Russian Federation. They occupy a total area of 7 thousand ha including: fruit-bearing orchards – 5746 ha and young gardens - 1502 ha (the orchards with drip irrigation occupy the area of 2000 ha). The company's strategy assumes the development of raw materials which are subsequently processed and used in the manufacture of finished products. The company aims to grow and process everything that can grow in the regions where its farms are located. Development of processing complex is planned parallelly to the development of raw materials' base. One of the advantages of Sady Pridonya group is the fact that it consists of companies from different fields which significantly reduce agricultural and economic risks. Closed production cycle - "from seed to finished product" allows the company to manage production costs and have quality control at all stages of production (without exception) which is extremely important when producing infant food. The company's mission is to produce natural, safe, environmentally friendly and the highest quality products that

are components of healthy diet.

New plant producing baby food

In June 2013, the first phase of the industrial complex (2.5 thousand m²) was put into operation. The plant is equipped with new automated line for purée's and juices' packaging in glass which occupies the area of 1.2 thousand m². It is the fastest line in the world with the capacity of 30 thousand units per hour. Furthermore, the technology of the product's preparation and its subsequent sterilization allows the company to save a maximum of useful substances of fruits and vegetables. It is a multi-format line - 80 gr., 125 gr., 170 gr. (jars); 200 ml., 300ml. (bottles) designed and installed by CFT company. According to the President of Sady Pridonya Andrey Samokhin, the suppliers of equipment were selected among the world's foremost manufacturers. CFT offered unique equipment thanks to which Sady Pridonya entered a new level of production, releasing competitive products that meet the highest international standards. Previously, in 2007, the Italian experts from CFT supplied equipment for the plant processing fruit and producing purée in aseptic packaging. The glass line consists of two capping and labeling machines developed especially for Sady Pridonya by a team of specialists from the German companies Silgan and Heuft. One of the parameters of products' quality is vacuum packaging assuring that the products preserve all the nutrients. Silgan and Heuft applied different combinations of labels in their capping and labeling machines (self-adhesive, hot glue, lid-top labels).

The line's capacity is 22.5 thousand tons per year. According to economic estimates the gross production volume of the factory in terms of baby food will achieve RUB 5.5 billion. According to Andrey Samokhin, the company's position on the Russian baby food market is very solid- 2nd place in the category "Children's juices" ("Sady Pridonya" and "Spelyonok") with 28 percent market share and 3rd place in the category purée with a 15-percent market share. Production in glass packaging will further increase the market share (in the category of "purée") from 15 to 40 percent.

The line also includes two German machine - capping Silgan and labeling Heuft, developed by a team of German experts specially for Sady Pridonya. This absolutely new solution on the hardware market. It is known that one of the indicators of quality products is the clap caps when you open the jar. It indicates that the product is packaged under vacuum, which means that it preserves all the nutrients. Machinery from Heuft and Silgan able to solve these problems.

Tetra Prisma Aseptic Packaging

In April 2013, the company launched new products - berry fruit drinks for infants and functional drinks with herbal extracts that complement the range of baby food under Spelyonok brand. Berry fruit drinks are rich in organic acids; they stimulate digestion and quench thirst. Beverages with herbal extracts are composed the way that the additional water dilution is not required. According to the national manager on medical affairs Irina Vakaeva these new drinks are alternative to 100 percent juices which mothers, according to the recommendations of pediatricians, often dilute with water in their children's first year of life. New juice drinks do not contain sugar, are prepared on the basis of apple juice from green varieties of apples and are rich in beneficial properties of herbs. Under "Spelyonok" brand the company releases the following products: apple with chamomile, apple-grape with mint, and apple-pear with fennel.

Bottled products

Setting up a new plant and a new line of production in glass allowed the company not only to expand the range of baby food, but also to strengthen juice brands. Now the products under the brands "Zolotaya Rus", "Sady Pridonya" and "Spelyonok" are produced not only



in Tetra Pak cartons, but also in glass bottles of 0.2 l. and 0.3 l., whereas fruit, vegetable purée and desserts in glass jars of different sizes - 80, 125 and 170 grams. The range of the new line consists of 6 most desired and popular flavors - apple, orange, tomato, cherry, pineapple and multi-fruit. The company has also begun to produce a new line of juices "Sady Pridonya" in glass bottles of 300 ml. These juices are produced from the company's own raw materials - apples, cherries, plums, carrots, and are offered to a wide age range of consumers.

Vegetable mixes

Given the growing consumer interest in natural products, the company offers new solutions, using its own raw materials in the recipes. In multi-vegetable juice "Sady Pridonya" these are beets and carrots. Multi-vegetable mix is made on the basis of tomato juice, to which the

company adds a mixture of vegetable purée and juices: pepper purée, carrot and cucumber juice, lettuce and parsley, as well as beet purée. The company has also expanded the line of juices "Zolotaya Rus", introducing an original mix "Exotic Carrot." Among the new items released by "Sady Pridonya" there are carrot purée, apple and orange juices, and mango purée.

Further growth

In 2013, the growth of production and sales was fixed at 6 percent, and a turnover exceeded RUB 10 billion, which gives a RUB 1 billion increase compared with the previous year. In 2013, the company sold more than 600 million pieces of Tetra Pak finished products. According to the group's President, the company's production in bottles and jars is represented in 75 thousand outlets in Russia and CIS countries. The company's market share in this segment is currently estimated at 5.5 percent - Sady Pridonya plans to double this number in the future. The company plans to further increase the area of orchards. In addition, it will expand its presence in the regions. Further development of processing capacity is parallel to the development of raw materials' base taking into account the needs of the juice and baby food markets. In 2014, Sady Pridonya together with Tetra Pak will implement a new project – first such a venture in the world. In 2015, the entity plans to put into operation the second phase of the plant producing baby food. ■

Written by Magdalena Kucypera





The leader of Russian brewing

FACT BOX



FULL NAME:

Baltika

CEO:

Isaac Sheps

OPERATIONS:

Food and beverage industry

ESTABLISHED:

1990

EMPLOYEES:

about 8500

www.baltika.ru

Limited Liability Company Baltika Brewery is the largest brewing company in Russia with market share of more than 37%. The use of modern equipment and advanced technologies allowed manufacturing top-quality products; thanks to that Baltika Breweries has been № 1 on the Russian beer market since 1996. Company headquarters is located in St Petersburg. Enterprise owns 10 breweries with total production capacity of around 500 million liters, and 2 malt houses. The Baltika brand is № 1 by the sales volumes in Europe (Euromonitor 2013), and the first among FMCG brands and only beer brand that entered Top 10 The Most Valuable Russian Brands (Interbrand 2013).

History of establishment

The company was founded in St. Petersburg in 1990. Throughout its history, Baltika had been dynamically growing by acquiring plants, building new ones from scratch, actively expanding network of sales offices. The Company began its regional expansion in 1997, when it created its own holding company and purchased a controlling interest in the Donskoye Pivo factory in Rostov-on-Don. In October 2000 it took control of the Tula brewery. Baltika specialists developed an investment programme directed at increasing the capacity of the purchased factories and replacing outdated equipment. Moreover, begin-

ning in 1998 Baltika created a network of sales subdivisions in the regions. In this way the former name Baltika Brewery ceased to describe the scope of the company. Therefore, in 1998 the shareholders approved the decision of the Board of Directors to rename the enterprise, and its full name became Baltika Breweries. The year 2006 was a turning point in the history of Baltika Breweries. On March 7 shareholders of Baltika Breweries voted by an overwhelming majority to approve the Company's merger with the brewery concerns Vena, Pikra and Yarpivo. Work on the integration of production, sales, distribution and administration carried out during

Chief executive officer
Isaac Sheps

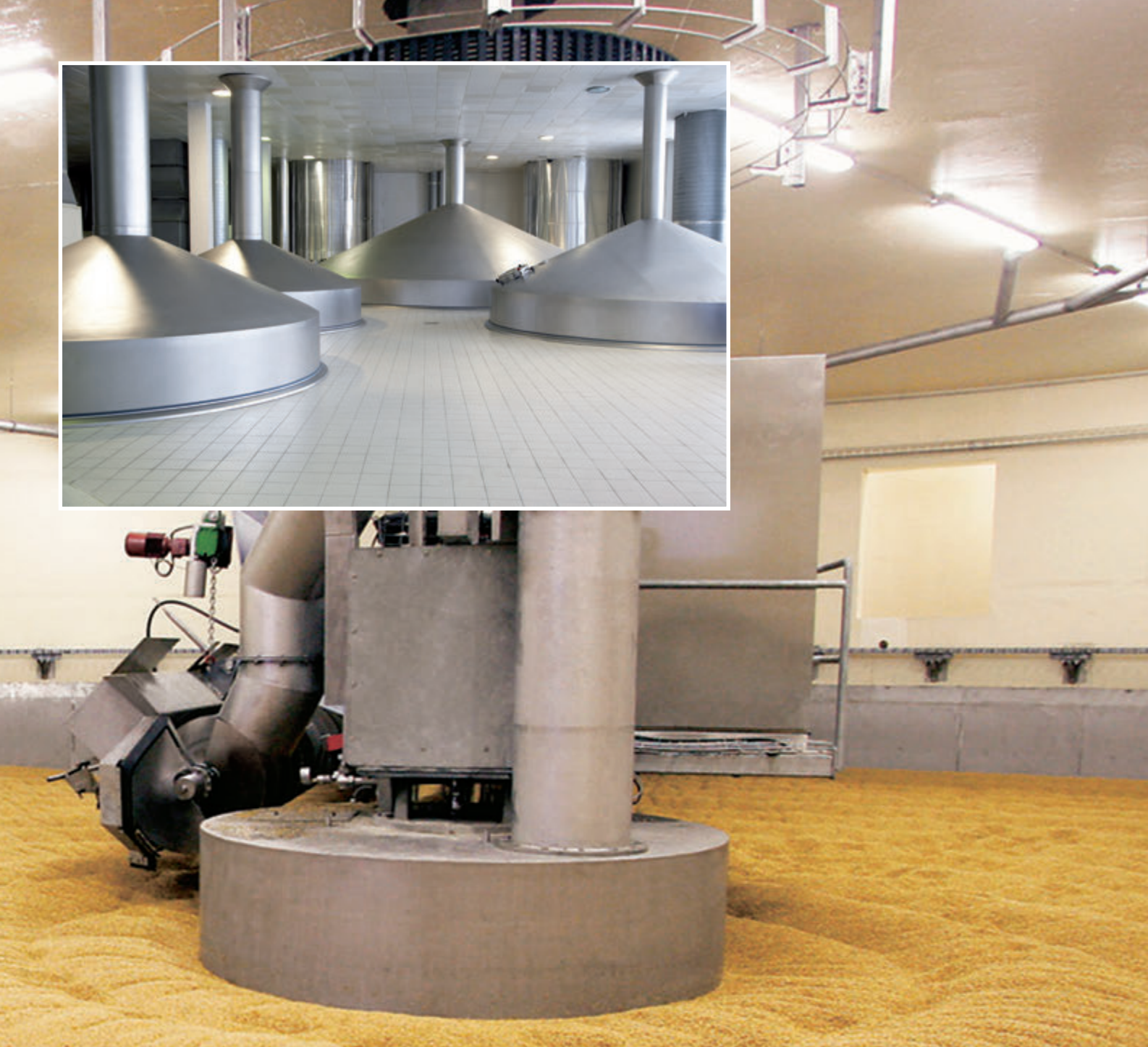
this period, made the company the largest Russian manufacturer of consumer goods with a market share of over 37%, and one of the largest breweries in the world. Since 2008 Baltika became a significant part of Carlsberg Group and its region of Eastern Europe, which also includes Azerbaijan, Belarus, Kazakhstan, Ukraine, Uzbekistan, Georgia, and Moldova. In 2012 Carlsberg Group acquired 100% stake in Baltika. Today Baltika owns 10 breweries in St. Petersburg, Yaroslavl, Tula, Voronezh, Rostov-on-Don, Samara, Chelyabinsk, Novosibirsk, Krasnoyarsk and Khabarovsk. The brewery in Azerbaijan was purchased the same year. The company also owns two malt houses in Tula and Yaroslavl.

The secret of success

The company produces more than 30 brands of beer and 10 non-beer brands. In addition to key brand Baltika, it produces such varieties as Arsenal, Neva, Yarpivo, Tuborg, Carlsberg, Holsten, Kronenbourg 1664, Grimbergen, and Warsteiner. The company's products can be purchased at 98% of retail outlets in Russia and more than 75 countries abroad, while the supplies network is constantly expanding. The share of the company's

products makes 67% of all Russian beer exports. Quality of products is number one priority for a company-leader in the Russian beer market. All plants of Baltika are equipped with modern equipment, and only the best raw materials are used for production. The company's control system is based on leading international quality management standards ISO 9001, ISO 14000 Environmental Management, Occupational Health and Safety OHSAS 18000, and safety management of food production ISO 22000. The decision taken by Baltika's leadership in early 2013 to implement the Integrated Management System which established common rules for working in the areas of quality management for all employees, became the turning point in development. Over the past year all the elements of the system necessary for successful operation in accordance with the requirements of international standards were created: development of a policy on integrated management system, revision of the basic regulations and instructions, training of the staff, assessment of the risks in the area of occupational safety and health, environmental and food safety, and preparation of the action plans to mitigate those risks.





In the spring of 2014 the reputable international audit company Det Norske Veritas carried out certification audit which confirmed that the implementation of management systems in LLC Baltika corresponds to the international standards. Such attention to quality standards is not by chance, because a company CEO Isaac Sheps is an acknowledged expert in the field of quality management. Over the past 20 years, he has been a member of the international committee ISO/TC176 which is responsible for the development of standard series ISO 9000. He has been professionally engaged in quality management for over 30 years, implemented the integration of quality management systems in many companies, and is an author of a doctoral the-

sis and scientific papers on the topic of quality and performance management. In addition, Isaac Sheps is the chairman of the Union of Russian Brewers – a non-profit organization that brings together 90% of the producers of beer in Russia. The efficient operation of the company is provided by 8500 qualified and experienced workers. Examination of the brewers of Baltika is recognized both in Russia and abroad. Due to the close cooperation at the global level within the Carlsberg Group, Baltika staff successfully applies the best practices, experience and approaches of the Group for the development of local brands and initiatives. The company pays great attention to the development of leadership skills and employee engagement, to retain

talents and attract young professionals.

Company investments and prospects

The company strategy has clearly defined its area of work: continue to focus on beer as the basis of business and take advantage of other categories for supporting the beer business. The strategy of Baltika consists of five elements: people, consumers and innovations, customers, efficiency, society and reputation. In recent years, new plants in Russia were not opened, and the beer market declined by more than 25%. The main reason for the decrease of the market is the continuing growth of the excise rates outstripping inflation, restrictions on the sales locations and time, which vary from region to region. But



Baltika, nevertheless continuous to invest and strengthen its position. In 2013, the company's main investments were aimed at maintaining production facilities, as well as the implementation of projects in the field of energy efficiency and environmental protection. The total investments in 2013 amounted to 5.3 billion RUB. The largest projects in 2013 included:

- Modernization of railway wagons for transportation of finished goods.
- Modernization of wastewater treatment plants in Baltika-Yaroslavl branch (the first stage).
- Environmental Project of a branch Baltika-Samara to organize the process of drying the liquid brewer's grains and its utilization.
- Energy efficiency projects at the branches Baltika-Samara and Baltika-Yaroslavl (period of completion – 2013-2014).



- Improving the efficiency of the bottling lines in all branches of the company.
- Modernization of the high-tech equipment of the manufacturing laboratories of all company's plants.

In 2012, Baltika and Carlsberg Group signed a memorandum of understanding with the United Nations Industrial Development Organization (UNIDO). Together, within five years, they are planning to implement a number of major projects in the field of environmental protection totaling in 1 billion RUB. For example, in August 2014 in the framework of this cooperation Baltika-Tula plant has launched complex of biological wastewater treatment facilities, which will reduce the burden on municipal wastewater treatment plants and the ecosystem of the river, which carries water discharge of urban sewage. Though investment in Environment and Health & Safety do not bring returns in the short and medium term, they are the projects of the future and their implementation is company's duty as a socially responsible manufacturer. In order to improve performance at all levels, the company switches from a functional to process control approach.

New products

In addition to the existing ones, Baltika introduces new brands. The fans of the amber nectar can already taste two new exclusive varieties of the brand Baltika from the series "Brewer's Collection" –

"Kaliforniskoe" and "Vena". Category of copyright beer rapidly and successfully spread in the West among small breweries and global players. In 2014 Baltika has launched a new variety of brand Tuborg – "Tuborg Gold". In addition to launching new beer brands, Baltika also develops its beverage category. Among the novelties of this year were hard drink Seth & Riley's Garage and cider Somersby. The packaging formats of existing varieties was updated. In honor of the 350th anniversary of Kronenbourg brewery, a limited edition Kronenbourg 1664 in a can with thematic design was released. For packaging of Žatecky Gus, the company developed a series of illustrated stories about the adventures of heroes Žatec Hops and Goose, where special emphasis is placed in the Czech "roots" of beer. In 2014 Baltika launched a series of regional novelties that meet the needs of consumers in a particular area. For example, in the Far East, a new variety of the brand DV "Amba", a lager beer brewed by the original recipe of the Far Eastern brewers. "Zolotoye", a new variety of Sibirskiy Bochonok, was introduced to please Siberians. This year the citizens of Tula had the opportunity to re-try the familiar and favorite flavor – a new sort of the brand Arsenalnoye "TAOPiN", brewed by the restored original recipes.

Worldwide recognition

High quality products of Baltika is recognized by world's leading experts. Brands of the company are the owners of 650 Russian and international awards of the professional and consumer competitions. Among them are such prestigious ones as International Beer Challenge (United Kingdom), European Beer Star Awards (Germany), World Beer Sup (USA), the Prize of the International degustation competition Golden Beer Stamp (Czech Republic), and many others. The employees of Baltika are regularly invited to participate in the jury of the international competitions as the experts to assess the quality of beer. Also this year, as many as five beers of Baltika won the awards of prestigious competition International Beer Challenge 2014: sort "Baltika Munchen" received "gold", and "Brewer's Collection. Russian Imperial Stout" received "silver". The sorts "Baltika №7 Export", "Baltika №8 Wheat", and Old Bobby Ale were awarded bronze medals. ■

Written by Oleg Gnashuk



Spanish star

Beer is one of the oldest and most widely consumed alcoholic beverages in the world, according to the statistics the third-most popular drink overall, after water and tea. Originating from ancient times, today the brewing industry is a global business, consisting of several dominant multinational companies and many thousands of smaller producers ranging from brewpubs to national, regional and local breweries. One of the most acknowledged and widely recognized market players is the Damm Group – more on the business, development history and offer of the Spanish giant in an exclusive *Manufacturing Journal* article by Aleksandra Strojek.

The birth and growth of the star

The beginnings of the company date back to 1876 when Damm is founded and the company begins its activity marketing Strasburger beer using the symbol of a star, which is visible on Damm labels until now. Not long after, in 1907, the manufacturer receives its first international awards – it is namely acknowledged at fairs in Rome, London, Antwerp, Paris and Geneva. In 1936 the company witnesses some structural changes – it is collectivized and in 1947 it accelerates its growth with new subsidiary companies set up in a number of Spanish cities. In 1954 Damm starts its first exports activities with an ambitious direction of the United States, which demonstrates the company's ongoing conquests and vision for the future. The decades of 1970 and 1980 are focused on marketing activities of various scope. In 1970 the company launches its first TV campaign and in 1976 it celebrates its centenary. In 1982 Damm sponsors the Football World Cup, whereas a decade later Damm becomes the sponsor of the 1992 Barcelona Olympics and Catalan human tower teams. At the turn of the millennium, in 1999, Damm begins diversifying its prod-

uct portfolio with the acquisition of Veri, whereas in 2002 it is consolidated in the water market following the acquisition of Fuente Liviana. Just a year after, in 2003, the company enters into the juice market by acquiring shares in Granini. In 2008 the most recent product diversification takes place – Estrella Damm Inedit is launched on the market and revolutionizes the beer's world. It is namely created by a team of sommeliers who believed in the need for a beer to accompany and compliment the varied flavours found in modern gastronomy. It is worth to mention that Damm comes down not just to beer or drinks. The Damm group is composed of the main company and some other units. Agora Europe is a company involved in performing and marketing logistics activities electronically or over the internet. Agora's goal is to improve its visibility and efficiency in the supply chain process. It maximizes the profitable use of resources, reduces logistics costs and removes low added value tasks. Alfil Logistics is an integral logistics services company specializing in transport, handling and storage for mass market of food and beverages. Its logistics centres are located in the largest cities of Spain and the enterprise can





boast of an extensive customer portfolio, in particular Heineken, Damm, Bacardi, Benckiser and many more. It is now established as one of the main companies in the sector. Last but not least, Font Salem is a company involved in manufacturing beer and soft drinks, specializing in private labels and co-packing. It has become a leading, landmark company in the private labels sector with more than 400 employees. As a highly competitive brand, it covers both the Spanish and international market with a current production rate of more than 450 million litres.

Product portfolio

The launch of Damm Indeit reflects the approach of Damm towards market novelties and new ventures – it has always treated them as a challenge and a chance to grow. At the current moment

the product portfolio of the enterprise includes a number of beer and water brands with Estrella Damm being the most popular one. In fact, Estrella has become a symbol of quality and prestige both for consumers and professionals. The beer has been recognized on numerous occasions with prestigious prizes received both at the beginning of the 19th century, i.e. right after the establishment of the company, as well as now, after more than 130 years. Interestingly enough, despite all these years, the very basics of the production remain the same – the producer continues to cooperate with the farmers in the Ebro basin to obtain barley of the prerequisite characteristics. What is more, Damm still malts in its own Bell-Lloc (Lleida) malthouse, making it one of the few breweries in Spain and in the world that still produces all of its malt barley in its

own malthouse. Likewise, the company continues to use its original recipe as its basis, including pearl rice, a very Mediterranean ingredient that characterizes Estrella's flavour. Next to Estrella the company would venture for other beer products. Daura, which was the first beer to enable coeliac sufferers to lead a normal social life drinking beer that tastes the same and has the same properties as regular beer. Indeit, which stands for a true love story between beer and fine food. Xibeca, being Damm's refreshing smooth beer and a perfect choice to be enjoyed together with friends, thanks to its smoothness and original one-litre bottle. Free Damm, a 0.0% vol. beer, that is light, refreshing, balanced in terms of bitterness and very low in calories. Free Damm Limón, created after the success of Free Damm, as many consumers called for an alcohol-free shandy. Last but not least, A.K. Damm, smooth and full of Alsatian character, as well as Saaz, a genuine beer with smooth taste and bouquet, which stands for aromatic hops of a small region in the Czech Republic of the same name.

Focus points

The Damm group business is based on manufacturing and distributing drinks, mainly beer, and providing services of various scope. At the Damm group seeking to be competitive and profitable is supported by achieving consumer, customer, shareholder and employee satisfaction, offering a high quality product and always acting with the utmost respect for the environment and human safety. As a business organization, the Damm group's overriding aim in all its activities is quality. The company is therefore genuinely committed both to supplying its customers with safe and healthy products and providing services that meet top quality standards. For Damm, quality is not just a basic principle in its business management policy – it is also a code of ethics that goes far beyond that. It is laid down as both a right and a duty in its very "incorporation". In addition, as the manufacturer performs its main business activity in the drinks sector, Damm is particularly committed and careful in regard to this aspect, constantly demanding and monitoring production, bottling and drink distribution processes in order to satisfactorily fulfill the quality standards stipulated by the law in force. Furthermore, Damm ensures that the external providers it





the environment and achieving a sustainable and lasting balance between its business activity and its surroundings. Last but not least, Damm knows a lot about beer, but above all it knows how important the people who work for the group are as a part of its winning formula. That is why it takes care of them and does its best to help them grow by promoting and encouraging all the workers. Damm's staff development policy is based on a customized plan, which defines the actions, goals and resources for comprehensively managing this development, determining guidelines for the selection, recruitment, induction, training, development and incentives of the staff. Without their involvement the Spanish star would not shine as much as it does now. ■

works with also fulfill the same high quality standards. Damm has always been linked to and part of the country's society and connects to it in a very special way. Right from its roots, Damm has remained consistent with this principle and strives for the impact of its work and activities to reach beyond the purely economic side and to permeate into social and human aspects. As mentioned before, the Damm group actively participates in different areas of social life: sports, culture and the environment. In fact, the impact on people and the environment is of significant value to the company. Its commitment in this area is

demonstrated by the fact that the Damm group was the first brewery in Spain to develop and implement an environmental management system, obtaining the respective ISO 14001 standard in 1999. On a daily basis the manufacturer continues improving its relationship with



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FACT BOX



FULL NAME:

Viraj Profiles Ltd

CMD:

Mr Neeraj Raja Kochhar

OPERATIONS:

Steel Industry

ESTABLISHED:

1991

EMPLOYEES:

9000

TURNOVER:

1.5 Billion USD

www.viraj.com

India. The country of magic and endless opportunities, the promised land, of which sailors from the West dreamed for centuries. Nowadays the Republic of India is one of the fastest-growing economies. a global superpower known for its telecommunication, automotive, IT and pharmaceutical industries. India magnetizes foreign investors and the country's largest city, Mumbai, is one of the world's top ten centers of commerce in terms of global financial flow, generating 5% of India's GDP. It is also the headquarters of one of the most important Indian companies, Viraj Profiles Ltd., the second largest manufacturer of stainless steel long products in the world and number one in stainless steel flanges. I have interviewed Mrs. Renu Kochhar, Managing Director, Viraj Profiles who also heads the sales and marketing department of the company and Mr Neeraj Raja Kochhar, CMD, Viraj Profiles, to analyze the secret of success of a young and vibrant organization, which has become the synonym of modern, rapidly developing India. If we could understand the unique model of business activity of Viraj Profiles Ltd., we'd see the future of the Indian subcontinent. . .

24 years of constant development

Viraj Profiles Ltd. Is indeed a very young company, but it doesn't mean that it is also an inexperienced one. It's truly amazing that an organization founded just 24 years ago achieved such a remarkable position in the global market. At the beginning of its business activity, Viraj was a workplace for less than 150 Employees and in 1991 started its first melting shop in the industrial area of Tarapur near Mumbai. Initially the company started manufacturing uten-

sil-grade steel for the domestic market but it always kept its eye on the international market which was growing significantly. To make an international expansion a possibility, in 1995 Viraj started increasing its production capacity, diversifying its product grades and product range, and enhancing its production processes. With what started as a small induction furnace to manufacture utensil grade steel for domestic markets, Viraj Profiles Ltd. has now transformed into the world's second largest stainless





steel manufacturer with a capacity of 528,000 tonnes per annum and a human resource strength of more than 9,000 Employees and with an annual turnover of over US \$ 1.5 billion. Today the company marks its strong presence amongst global competitors, with Viraj's products exported to more than 1300 Customers in over 90 countries worldwide spread across six continents. Viraj is also one of the largest exporters of Stainless Steel Long products in India. The organization's highest quality products are well known among entrepreneurs working in steel, defence, construction & structural buildings, power, petrochemical and marine industries. The question is, how is it possible to achieve such a tremendous success in just more than two decades? I'll try to find the answer to that question with the help of Mrs. and Mr. Kochhar who have sailed the ship so

smoothly for over two decades and left no stone unturned in order to establish one of the largest stainless steel conglomerates of India.

The silent, transparent and healthy giant

It's all about trust. This one, short sentence can be considered as a motto and guideline to every business act, undertaken by Viraj Profiles Ltd. Can you imagine, how hard it is to maintain healthy business relation with more than 1300 Customers around the world? To do so, you need to be patient, professional, flexible and prepared for every possible task and you have to stay like this for years to build great reputation in your corporate environment. "Building trust is not a one-time deal; you have to prove yourself every time the customer uses your product. Trust-building and maintenance take vigilance and sus-



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tained effort. Once you have it, you can't rest on your laurels. In a way, trust is an absolutely essential part of sales, as well as business in general." says Mrs. Renu Kochhar. Viraj's success is a direct result of the company's management philosophy, clear vision of development, proper hierarchy of values. Viraj boasts of the ability to offer the right product to the right customers at right prices, suited to the market needs, repeatable world class quality products, desire to constantly improve the technology and optimize production and management processes, and putting strong emphasis on Customer relationship management. Consistency in action, care for the needs of Customers, stringent possible standards. Viraj knows how to execute this policy in practice, still, that would be just a catchy advertising slogan without the right team of perfectly prepared and trained Employees. "At present we have workforce of around 9000 employees working at different levels. At Viraj, each individual is responsible for their duties and empowered to do the right thing. Passion, ownership and transparency are the backbone of our work culture. From the moment of their Induction, all Virajians are introduced to our way of business and everyone plays a vital role in making us a great place to work at. Continuous training and mentoring programmes conducted at Viraj makes us one of the most preferred employers in our industry" – says Mr. Kochhar and now we know that Viraj promotes probably the most effective HR policy in the world, if the company was able to increase employment from 150 to 9000 Employees in 24 years. It is thanks

to them and cutting-edge technological equipment Viraj can be what it is – a global leader in its area of business interest. Viraj is focusing on technological investments and obtaining the most efficient equipment. It's important to mention that the company has a new section rolling mill. It is one of its kind and no other manufacturer in India has this kind of fully automatic set up. The annual production capacity of this mill would be around 180,000 tons per annum and it will further add to the company's capacity significantly. The company's Steel Melting Shop is well equipped with five induction furnaces, two AOD converters, two continuous billet casters and has melting capacity of 528,000 tons per annum. Viraj boasts a huge product offer, including Austenitic grade of Fasteners, nuts, bolts, screws in various types and size range. We produce Equal & Unequal Angles, Taper & Non-Taper Channel, Cold Drawn, Hot Rolled Flats, Polished & Hairline Angles, Flats, S-Beams, Tee Bars and different shapes of flanges in size ranging from 0.5" to 36". In addition to this, the organization also manufactures cold drawn bars, peeled and polished bars, rolled bars, forged bars in various shapes such as round, hexagon, square and in various size ranging from dia 3 mm to 600 mm. What's more important, the company puts human first and revenues second. Healthy principles in business pay off and this is how every company in the world should project its future development.

How to keep your zest?

Global leaders can't rest on their laurels, for they have a huge responsibility for the





future of thousands of Employees and the world itself. Only companies, characterized with the highest possible level of business acumen are ready to take this responsibility and Viraj Profiles Ltd. Is one of them. 95% of the company's products are being exported abroad, which means that the company has to cooperate with Customers representing different cultures and mentalities. Viraj walks the path of success, because the organization from India understands that a leader has to set global trends, but also react to ever changing needs of Customers. For example, every modern company has to think of protecting the environment and act according to the rules of Corporate Social Responsibility. Is Viraj prepared to face contemporary challenges? "Viraj is going Eco-friendly by focusing on Energy efficiency in its factories and production processes with

the use of eco-friendly recyclable materials. We recognize that use of recycled scrap supports waste management, conserves natural resources and reduces energy usage. Without compromising on quality, we have put system in place wherein we use waste product of one process as the raw material for another process. The main area where we contribute with recycled material is in our melt shop, wherein we import Industrial and Domestic recycled scrap from various countries in order to produce quality Stainless Steel material" – explains Mr Kochhar. When it comes to CSR, it's important to mention that the company is quite active on this side. For example, Viraj has established a world class school for the students from nursery to 8th class. Viraj doesn't forget about anything... What amazes me most, when I analyze Viraj's history, current activity

and management philosophy, is how the company, which develops so rapidly, manages to keep its zest. When you are best at something, you slowly lose momentum and motivation. What you need is a change, something new that will catch your attention, help you to find the need to compete again, expand farther, do more. It appears that the company from India finds pride in staying on top. The company's vision is "to be counted amongst the most respected and preferred enterprises globally." That desire has already become truth but that does not make the organization to change its vision. When I ask Mr. Kochhar, what is he most proud of, when it comes to Viraj, he says: "We are proud of our organizational values, strong focus towards customer satisfaction and the commitment towards maintaining the superior quality and our zest for technological upgradation." Everlasting zest and fair approach to other human beings – Employees, business partners, customers. This is what makes Viraj a true role model in the world, in which most of companies simply count their money... ■

Written by Jacek Głowacki





TMK: Art of Leadership

FACT BOX



FULL NAME:
TMK

CHAIRMAN OF TMK'S BOARD OF DIRECTORS: Dmitry Pumpyanskiy

OPERATIONS:
Pipe products, oilfield services

ESTABLISHED:
2001

EMPLOYEES:
44,025

REVENUE:
6,432 mln USD

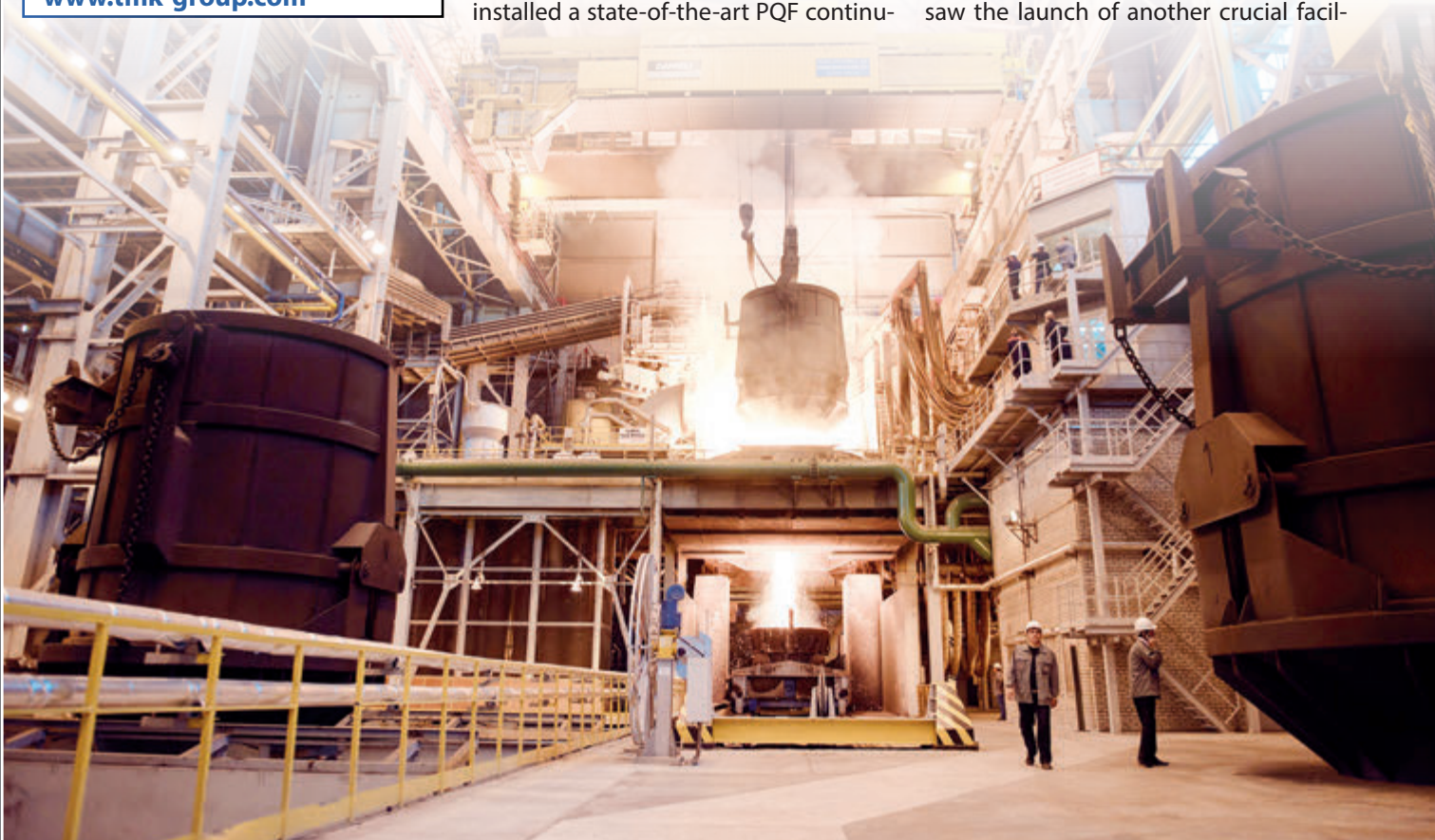
www.tmk-group.com

TMK, a global manufacturer of steel pipe, was founded in 2001. In 2009, it ranked first globally in terms of pipe production and keeps leading the pack for the fifth year running. The company says that this impetuous growth was due to its successful strategy hinging on three key principles: proprietary R&D platform, comprehensive technology upgrade and in-house oilfield service business development.

Comprehensive Upgrade

Several large Russian pipe facilities with their heyday back in the Soviet times served as TMK's original manufacturing platform. By the 2000s, their capacities were materially outworn and were in a bad need of upgrade. Fully aware of how much of a hindrance to growth that was, in 2004 TMK launched a Strategic Investment Programme to fully upgrade the capacities and improve overall production performance. The upgrade involved steel-making, rolling and finishing (fine finishing, heat treatment, threading, etc.) capacities, thus being an end-to-end initiative. The early years of implementation saw continuous casters replaced or upgraded. Seversky Tube Works had a cutting-edge electric arc furnace shop launched, while TAGMET installed a state-of-the-art PQF continu-

ous seamless pipe rolling mill. Volzhsky Pipe Plant introduced a production line for large diameter longitudinal pipes (LDP) used in the construction and work-over of trunk pipelines, making TMK one of the leaders in this market. As time went by, the company was expanding. In 2006, TMK acquired two Romanian plants – TMK-RESITA and TMK-ARTROM, leveraging them as a launching pad for TMK's European Division. In 2008, the company established its American Division to embrace ten pipe production facilities in the USA. All of these facilities were part to the upgrade effort, with the American plants rapidly improving their steel-making, rolling, welding and finishing capacities, Romania renovating an electric arc furnace and introducing a CPE pipe rolling mill. Last year saw the launch of another crucial facil-





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Cooperation between "Konecranes" and "TMK" began in 2006.

At that time, "TMK" had ambitious plans to modernize old production facilities of the group and to construct new ones. Modern CCM (Continuous Casting Machine) production required new technologies and reliable lifting equipment. With the purpose to ensure smooth operation of such process equipment, "Konecranes" delivered four special cranes to OAO "Seversky Pipe Plant" and two cranes for OAO "TAGMET".

Later on, in 2009, "Konecranes" delivered seven magnet cranes to OAO "Volzhsky Pipe Plant", for the workshop manufacturing longitudinal welded pipes of large diameter, 1422 mm. This allowed "TMK" to strengthen its position on the pipe market significantly.

At "Konecranes" we understand that lifting equipment is only a part of the process. We have learned this by working closely with customers to make their processes more efficient – with just right hardware, software and knowledge. Konecranes is a leading provider of overhead crane modernizations with over 100 years of experience. Our professionals are skilled and experienced in modernizations, large and small. We have the scale, expertise, technology and resources to modernize any make or model of overhead crane. An aged crane can be given new life.

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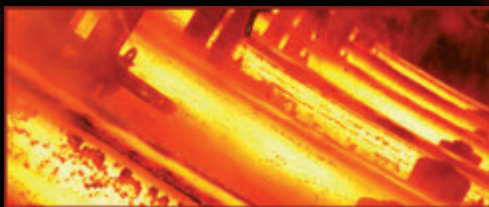


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web www.sichimalfa.com

ity included in the final stage of the Strategic Investment Programme. Taganrog Metallurgical Plant installed an electric arc furnace shop with a total capacity of 950 ktpa, enabling the company to shut down obsolete open-hearth furnaces, materially reduce emissions, improve the quality of steel and finished tubular products. Currently, all TMK plants operate cutting-edge technology and equipment. The company is finalising the construction of the last facility under the Strategic Investment Programme, a continuous pipe rolling mill at Seversky Tube Works to come on-stream in autumn 2014. Eventually, TMK's investment in the capacity upgrade made up a total of USD 4 bn.

In Collaboration with Research

Investments under the upgrade programme are backed by in-depth analysis and research. TMK's Russian Research Institute for the Tube and Pipe Industries (RosNITI) in Chelyabinsk grew to become the company's major research platform. Against the backdrop of escalating costs in the 2000s, regular pipe production was increasingly less attractive. To boost its competitive edge, TMK had no other choice but to offer the market new high-tech products that would give oil and gas companies an opportunity to develop hard-to-reach shelf deposits, deposits in permafrost and adverse working and geological environment. This gave rise to TMK's premium line of business. Premium threaded connections were designed by the company to substantially diversify TMK's offer to oil and gas companies. Furthermore, TMK was the first Russian company to start producing vacuum insulated tubing to prevent the upper parts of permafrost gas wells from thawing and hamper wellbore collapse. The company's research findings were progressing and going global. This was underscored by nine grades of TMK premium threaded connections passing the tests at Oil States Industries (Aberdeen, UK) and being certified for CAL IV, one of the world's most rigorous standards. Simultaneously, the company was tapping into the use of new materials which would facilitate manufacturing of pipes resistant to adverse working environment. TMK's product mix was further extended by hydrogen-sulphide resistant and 13 Cr (super chrome) pipes, along with other innovative high-demand offerings. Acquisition of the American assets warranted a stronger innovative drive within the USA. In 2011, TMK finished the construction of an R&D Centre in Houston (Texas, USA) with its cutting-edge machinery and equipment allowing to research, develop, test and certify high-tech tubular products. In close cooperation, Russian and American researchers developed a single line of TMK Ultra Premium (TMK UP) premium connections which are widely used to explore and produce hydrocarbons worldwide. Under special agreements, licensees from a score of nations representing all of the world's key oil-producing regions are authorised to use the TMK threading technology as well.

One Stop Shop Service

Promotion of the oilfield services business, research and innovation, and a comprehensive investment programme have all helped TMK. Premium tubular products require specific manufacturing practices, tools and skills. Hence, the company needed to tackle the task of training the consumers' staff, overseeing pipe string sinking and sharing knowledge with service teams deployed in the oilfields. This emboldened TMK to further promote its oilfield service business. The company was fully aware that it was more viable economically to sell its products (not just pipes, but also fittings, crossover subs, other components and well equipment) through an added value delivered, that is by tacking on supplementary services, such as construction, repairs, well completion, heat treatment, protective coating and threading operations. At TMK, the primary responsibility for such services lies with TMK Oilfield Services (TMK NGS), which embraces several facilities in close proximity to oil and gas provinces, like the Urals, Siberia and Volga Region. Over time, the geography of TMK's service business has seen further expansion. In 2013, TMK co-sponsored





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the opening of Threading and Mechanical Key Premium, an Abu-Dhabi based service and support centre providing pipe and well equipment repairs and threading services for oil and gas companies in the Middle East. In 2013, TMK's servicing business moved on to the American continent, with OFS International, a TMK subsidiary, acquiring pipe service and accessory manufacturing assets. All this enabled the company to unlock its potential and go global, shipping products and providing services in 80 countries worldwide. Four divisions scattered across the continents and an extensive sales network are the reason behind the company's success in all key hydrocarbon producing regions. Now TMK numbers global oil, gas and servicing majors among its customers and partners. A company, which started off with just three Russian plants 13 years

ago, grew to embrace 28 facilities in seven countries and employ over 44,000 people. And it keeps growing. Recently, TMK announced the construction of a TMK R&D Centre in the Moscow region town of Skolkovo. The facility is slated to become the company's third corporate R&D centre. Promotion of the oil and gas business, research and innovation, and a comprehensive upgrade programme have all helped TMK become one of the global pipe market leaders. In 2013, TMK produced over 4.3 m tonnes of pipe, ranking first for the fifth year running. It is not going to indulge in self-complacency, however, and will be leading the charge further on. ■





The company of the future

Meeet Company „Alunext“ - a modern, dynamically developing company, specializing in the production, coating and sale of aluminum profiles for various industries. An active member of the Russian Association of Metal traders, participant of regional and international metallurgical exhibitions, it is a high technology, flexible enterprise.



General Director
Vinogradskii Leonid

FACT BOX



FULL NAME:

ALUNEXT

GENERAL DIRECTOR:

Vinogradskii Leonid

OPERATIONS:

production and painting of aluminum profiles

ESTABLISHED:

1993

EMPLOYEES:

more than 300

www.alunext.ru

So much choice, so many advantages

„Alunext“ was founded in 1993. How has the company, established in the difficult times of the 1990's, managed to make it successfully into the twenty first century? Judging from its recent indices, one might say that the key to success turned out to be its versatility and client orientation. „Alunext“ specializes mainly in pressing profiles from aluminium alloys 6060, 6063, AD1 and AD0, including the ones with powder coating, used in various fields of national economy. „Alunext“ manufactures construction aluminum profiles from various alloys, of all levels of complexity and configuration, according to the drawings provided by the clients. The catalogue including part of the profiles already manufactured according to the clients' drawings is available on the website of the company which offers more than 1300 various profile sizes and launches 120 new production types, year in year

out. The majority of the production is used in modern constructions of various destinations. „Alunext“ implements the policy of constant technical upgrading and modernization, since the company strives to attain international productivity and quality standards with regard to the manufactured products. The professionalism of the staff and multi-level quality control system at all stages of production provide their customers with the guarantee of precision, reliability and durability of finished goods. The company ensures most advantageous conditions of cooperation for its business partners. „Alunext“'s clients enjoy a flexible system of discounts and shortest possible order delivery dates. Furthermore, the company delivers the finished goods to the client's premises upon the client's request. In the reality of the hard competition, the company has created its own niche on the aluminium market. Its strategy is focused on developing





and upgrading complex, high-precision construction architectural profiles and on developing of the drawing trend, i.e. profile manufacturing according to the client's drawings. Today the company has a network of permanent clients in Russia, CIS countries and Europe.

Technology and the future

Without a doubt, the main asset of the company is its technology, since it allows to bring the clients' ideas and wishes to life. The plant is equipped with modern imported technology: 1600 t. and 1100 t. extrusion presses, as well as a new 2000 t. pressing line, installed and commissioned in 2014. A vital role in the enterprise is played by the painting area, equipped with two Italian painting lines, "Compact-1500" and "Compact-1250". Aluminum profiles are painted in any colour of the RAL scale



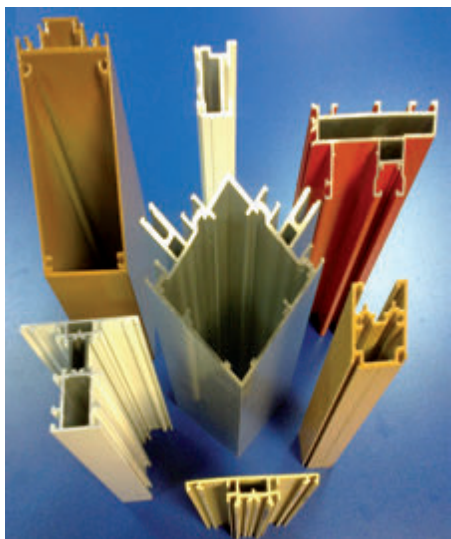
according to GOST 9.410-88. The quality of the coating depends to a great extent on the quality of the surface preparation of the profile itself, which is why prior to coating the profile undergoes industrial technological cycle of preparation for coating: degreasing, acid etching, chromate treatment, rinsing, drying. The process involves the use of best chemical agents, both domestic and imported. Furthermore, new thermal vacuum machine for decorating flat and solid products (thresholds, panels, trade and exhibition profiles, parts of door and window constructions), TVU-380, which gives the profile surface a clear texture of wood or stone, as well as high wear resistance and high anti-corrosion characteristics, has been put into service at the coating area. Together with the startup of the new press, its is planned to increase the volume of production by 15-20%, with reference to the coated profiles and construction industry needs. The brand new imported equipment allows the company to manufacture high-precision and complex profiles. This year the company is planning to export a vast part of the production, mainly to Germany and the Baltic states. The indices in this area are to increase by 8-12%. However, this does not mean that „Alunext“ is neglecting its clients in the country. The geography of the company's deliveries includes 24 entities of the Russian Federation, all over the Russia's territory. The main volumes of deliveries go to the Central and Southern Federal Districts. The company has about 120 Russian clients, which range from small ones (ordering hundreds of kilograms)

to big ones (purchasing thousands of tons). Such a diversity of orders speaks volumes of the company's versatility, the production of which is used in the construction of buildings in the biggest cities of Russia, such as Rostov-on-Don, Sankt-Petersburg and Moscow. Despite the large competition, „Alunext“ manages to stand out, processing the orders in a timely manner and ensuring the best possible quality of the finished goods. This makes the company's success easy to comprehend. The company's policy is focused mainly on the constant modernization and quality improvement, without forgetting about the social element of business. People are what matters most. Thanks to its professional and hard-working staff, the company is a reliable business partner, providing its products as soon as possible and according to the order. One of the company's goals is to ensure both the moral and the financial satisfaction of its employees. Even the most state-of-the-art technology cannot fulfill all the tasks of the company on its own.

Recognition and certificates

The success of a company is proved not only by the number of satisfied clients, but by the recognition, which the particular company enjoys in its industry. „Alunext“ may safely boast to have the both of them. During the last 12 years „Alunext“ has been included in the group of „1000 best enterprises and organizations of Russia“. These achievements do not refer merely to the company's activity on the national market. The enterprise is also an active participant of international economic activity and became the winner of the „Best Don's Exporter“ contest in the years 2009-2011, and the „Best Russian Exporter“ in 2011. In order to maintain the high quality of its products, the company proves its professionalism by the certificates it has been granted. The quality of the production has been confirmed by the certificate of conformity of the Russian Gos-





standart and the ISO 9001:2008 quality system certificate, issued by the international certification body, TUV SUD Management Service GmbH. To improve the consumer properties of the products, the aluminum profiles are coated with powder coating. The quality of these coating has been confirmed by the QUALICOAT (Association of Quality Control in the Lacquering, Painting and Coating Industry) sign. It is worth mentioning that the profiles meant for the architectural and construction industry, with powder coatings, were distinguished in the contest „100 Russia's best products” in 2010-2013 and won the contest „Don's best products” in 2010-2013. The company stands out from the other plants not only by maintaining the highest quality standards and constantly striving to modernize itself, but also by its attitude to the social issues, which has also met with acknowledgement of the relevant organizations. „Alunext” is the winner

of the regional stage of the all-Russian contest „Russian organization of high social efficiency”, in the category: „For lowering the number of industrial accidents and occupational diseases in the organizations of the production sphere”. Since 2011, „Alunext” is present in the register of „Russia's leading enterprises”. In 2013 „Alunext” successfully went through the process of certification and was entered into the „Register of conscientious suppliers” federal automated system. Trust is one of the most important elements of success in business. The acknowledgement which the company receives not only brings joy and satisfaction to its management and staff, but also allows the

clients to choose a reliable and professional business partner who will guarantee the quality processing of their order. Such a goal may only be achieved through many years of hard work and a good strategy for the enterprise's development, which includes both maintaining the good relationships with the already existing clients and searching for new ones, also from abroad. Because of this „Alunext” constantly and successfully participates in exhibitions and contests, both on the Russian and the international level. For instance, every year the company participates in the world-renowned exhibitions, such as

Metal-Expo in Moscow and „Aluminium” in Dusseldorf, Germany.

What's new?

Considering the specificity of the industry, it should not come as a surprise that the company stresses in particular the quality of the manufactured goods. In order to ensure the quality of profile geometry, a new modern module of compact measuring system RomiShapeDT by Romidot has been installed at the plant, as an addition to the one already existing. The system is based on the use of new optical and computer methods, ensuring fast, accurate and independent checking of geometrical shape of pro-

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files during the production process. The system generates information about the control results in such a way that it can be used and processed by different departments of the company for improving production management. Yet, that's not all. Apart from starting a new 2000 t. pressing line, „Alunext” has commissioned a new automatic line, „Compact-1500” (manufactured in Italy), used for profile coating by spraying powder coating on metal surface in electrostatic field. This allowed to increase the capacity of the painting area by 1.5 times. In view of the rise in the enterprise's production capacities, the company is planning to expand its staff with young employees. In 2014 the average headcount of the staff will include dozens of new workers. This is not only an invitation for the professionals who see their future in „Alunext”, but an incentive for the clients who wish to cooperate with a company which never ceases to develop. This is yet another proof of the great demand that the company's products enjoy and the acknowledgement which it receives. ■



Written by Aleksandra Lewandowska



Professional glass solutions and production of insulated glass units with over 12 years of experience



CEO
Dmitri Sobolevski

GLASSBEL offers glass units of various complexity and functionality. GLASSBEL develops and proposes solutions in glass which will provide a long-term return on investment due to the high performance properties of the product as well as creating expressive architectural style on a building. The company is known for its innovative solutions, like, for example, glass with electric heating, digital-printed glass, etc. GLASSBEL operates two production sites located in: Klaipeda (Lithuania) - UAB GLASSBEL Baltic and Minsk (Belarus) - JV Insulation and Architectural Glass Works LLC, and the following sales offices: GLASSBEL EU in Klaipeda, GLASSBEL UK in London and GLASSBEL Engineering LLC in Moscow. The company exports its products to, among others, Saudi Arabia, Chile, United Kingdom, Canada, Scandinavia, Central and Eastern Europe, Russia and CIS countries. Currently, the company employs around 350 people. The production of GLASSBEL is ISO 9001:2008 and 14001 certified. Among the projects completed by the company, there are: Danish Maritime Museum in Helsingor, Denmark, Foster & Partners Architectural Offices in London, United Kingdom, Train Station in Umea, Sweden, Belarusian Potash Company's Head Office in Minsk, Belarus, Ice Arena in Sochi, Russia, and many others.

FACT BOX



FULL NAME:

GLASSBEL Group

GENERAL DIRECTOR:

Dmitri Sobolevski

OPERATIONS: Production of insulated glass units, engineering services in field of architectural glass, R&D.

ESTABLISHED:

2001

EMPLOYEES:

350

www.glassbel.com

Historical overview

The most important stage in the company's development was the opening of the production site and office in Klaipeda, Lithuania. It was a gateway to enter a completely new level – increase manufacturability and significantly expand customer portfolio. Another milestone was the launch of an office in London, which became the fourth sales office after Lithuania, Belarus and Russia. Another important moment in the company's development was entering new markets – in the last year GLASSBEL worked under the projects in Chile (Bahá'í House

of Worship in Santiago) and Saudi Arabia (SKYWALKS project – pedestrian bridges between buildings of the financial district KAFD in Riyadh).

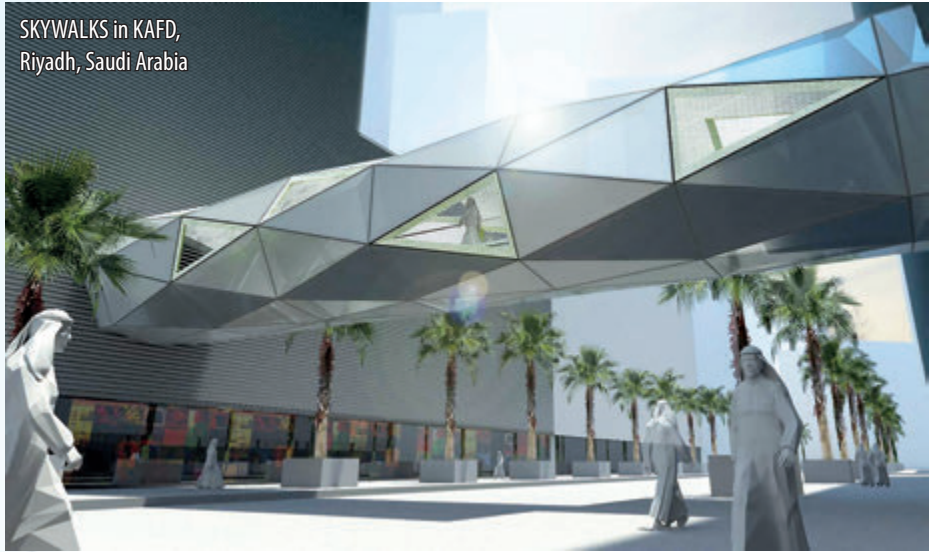
Strategic potential

Strategic potential of GLASSBEL is reflected in its slogan: "Professional glass solutions." The company's aim is not only to provide high quality products to customers but also to develop complete glass solutions for facades and interiors. The company's potential is built on highly professional engineering, expertise, reputation and many years of experience

Office of Belarusian Potash Company,
Minsk, Republic of Belarus



SKYWALKS in KAFCO,
Riyadh, Saudi Arabia



on the market. It also consists in professionalism and knowledge of its team, as well as manufacturability of production. After years of work on complex, non-conventional projects GLASSBEL gained vast theoretical and practical knowledge, thanks to which the company is not afraid of the most complex production tasks and constantly improves its production technology. Efficient logistics with experience to supply products at distances of up to 13,000 km as well as partnerships with the world's leading suppliers of raw materials are also the core of GLASSBEL's success. The company has recently started supplies to South America and Saudi Arabia. Its latest supply of products for the SKYWALKS project in Saudi Arabia was carried out by air, which was a completely new experience for the company. GLASSBEL is not afraid of borders and distances and its main goal is to provide customers with integrated solutions along with the highest level of service.

Mission, vision and values

One of the advantages of GLASSBEL is the fact that it offers its customers professional glass solutions for their projects. The company offers a wide range of services – from development through technical consulting to implementation, logistics and delivery of finished product. Another key advantage of GLASSBEL is its individual approach to every customer and each new assignment. The company is present at all stages of the project, cooperating with the world's leading architectural bureaus, façade companies, and manufacturers of specialized systems, its end client being the investor. One of the company's key features is the ability to develop innovative solutions in glass. Its R&D department with the support of

the entity's research laboratories and in collaboration with leading research and testing centers in Europe and the CIS countries develops, tests and puts into production new products with special properties. The company's mission is to contribute to the formation of modern urban architecture and development of construction technologies through the provision of innovative glass solutions. GLASSBEL is technologically progressive, successful company, offering its clients the best solutions to realize their ambitious goals. The company always keeps pace with times and adjusts its activity to market changes. In the past few years the company focuses on the development of marketing and R&D. Marketing target - explore the market, understand the needs of the market and where it's going, that will be necessary to our customers tomorrow. The task of R & D, respectively - to meet the needs of the market and our clients, to develop a professional solution. In today's dynamic business environment, it is important not just follow the trends, but to be always one step ahead, as in chess, to think several moves ahead and create a market for their solutions. In the nearest future, GLASSBEL plans to build a new plant in Minsk and invest in glass processing equipment.

Production

The company's main activity is architectural glass processing and production of glass units of any complexity. Its production sites in Klaipeda (Lithuania) and Minsk (Belarus) are equipped with high-tech machinery from leading manufacturers. GLASSBEL has integrated automation system allowing it to optimize the production process and minimize customers' costs. Stable quality of production is con-

trolled by a multilevel monitoring system. GLASSBEL's main group of products consists of Insulated Glass Units (IGUs) in Jumbo and Super Jumbo sizes of various complexity for different glazing systems: mullion-transom, structural and spider. The company also offers energy efficient glazing solutions: energy saving glazing of the latest generation, as well as a new trend in the façade glazing – product line for solar protection: glass units with built-in and external blinds, digital printing on glass. The company offers a series of specialized products under 20 names: Glass-HEAT (glass with electric heating), Glass-SHIELD (glass with the protection from audio interceptions), Glass-GUARD (glass incorporated into the buildings' alarm systems), or Glass-SECURITY (designed to withstand the impact from bullets, used in security systems). Glass-DESIGN line of products for the façade and interior includes: Glass-PRINT (glass with color, large format images created by means of digital printing), Glass-SMART (glass with switchable transparency), Glass-CURVE (curved glass), Glass-COLOR (laminated glass with the use of different colored films), Glass-MESH (described above), Glass-DÉCOR (glass with natural stone, textile or other decorative components), and Glass-BLIND (double glazed glass with integrated blinds). Production technologies applied by GLASSBEL include: glass (including laminated glass) cutting, edge treatment, tempering, heat strengthening, Heat Soak Testing, lamination, water jet cutting, glass roller printing and silk-screen printing, digital ceramic printing, and glass units assembly. GLASSBEL provides engineering ser-

VICES to the Clients in the area of architectural glass: project design, technical consulting, development of innovative products and logistics. Project design - a search for solutions for glazing project according to customer requirements. An example - is the office of the Belarusian Potash Company in Minsk. The architect's idea was to construct a building in a form of a red color potassium salt crystal. Since red glass is not available on the market, GLASSBEL considered several options – colored films for lamination or silk-screen dot printing. Finally, the company developed a customized solution – Glass-MESH – glass laminated with synthetic fabric, with metalized coating. From the outside the fabric has metalized coating, whereas from the inside it is neutral, thanks to which color reproduction is not impacted and natural daylight can enter the interior. This solution attracted attention of architects and investors, and is becoming a popular solution for façade glazing.

Export

The company exports its products to over 20 countries: Saudi Arabia, Chile, United Kingdom, Canada, Scandinavian countries, Central and Eastern Europe, Russia, CIS countries, etc. In the nearest future, GLASSBEL plans to enter UAE, Saudi Arabia and other Middle East markets.

Important projects

There are over 5000 projects completed by GLASSBEL worldwide. One of the most significant ongoing project is SKYWALKS in Riyadh, Saudi Arabia – a network of transitional bridges connecting various

buildings of the The King Abdullah Financial District (KAFFD). GLASSBEL cooperates on this project with Al Ghurair company, which carried out façade works at the highest building in the world – Burj Khalifa. The volume of glazing used in the project is estimated at about 50,000 square meters of complex glass panels. These are acute triangles with dimensions 2.4x4.6 m with a pattern created using silk-screen printing method. Another important project was the Bahá'í House of Worship in Santiago, Chile. Around 180 architects from 80 countries participated in the competition for the architectural design of the temple. The building was constructed with the use of digital printing in glass - Glass-PRINT solar with the dot pattern. The building was built in a form of nine translucent stone petals with glass bends between them. Another impressive projects realized by GLASSBEL include the Concert Hall of the Novosibirsk Philharmonic, or the office of internationally known architect Norman Foster in London. One of the last and most interesting projects of GLASSBEL is an XVIII-century three-storey, stylish Georgian office building in London. The project was led by Duggan Morris Architects. Recently the company has started works on the use of photovoltaic glass in façade glazing. GLASSBEL has become a partner of SmartFlex project under the Seventh Framework Program of the European Union.

People

The company currently employs approximately 350 people – highly professional, dedicated experts in the field of management, engineering, marketing, innovation, technology and calculations.

Awards and certificates

Both production sites of GLASSBEL are certified according to the ISO 9001:2008 and 14001 quality management system. Its products' quality is certified by the International Institute Stazione Sperimentale del Vetro in Venice, Italy. Many of GLASSBEL's projects win prestigious international architectural awards, which is the pride of the entire team. Recently, Maritime Museum of Denmark was awarded a title: "Building of the Year 2014". ■

Written by Magdalena Kucypera

Bahai Temple,
Santiago, Chile





Leading Producer of Electric Motors in Russia



Mr. Toursoun Akhounov
General Manager

JSC ELDIN is one of the leading machine-building enterprises in Russia. Currently the company produces a series of induction motors with rotary axes height from 71 to 355 mm. The products of the ELDIN factory received many international certificates for compliance with world quality standards. The products have been repeatedly awarded the highest Russian and international awards. In 1997, JSC ELDIN was one of the first companies in Russia to certify quality management system in the German certification body DQS according to international standard ISO 9001 and in May 2014 successfully passed DQS re-certification audit.

History

Yaroslavl Electric plant has a rich history. The plant was built in accordance with the state plan of electrification of Russia. It was constructed by the Swedish electric ACEA stock company for production of electric cars. Production began in 1928. The first products to go off the conveyor were three-phase motors up to 55 kW and starting equipment for them. Since 1932 the plant began production of high-power motors (500 kW). The team at the plant steadily increased production volumes, and mastered new products. In a relatively short time the

plant transformed from the electric motors production plant into electric machines production plant, which manufactured a wide range of motors up to 700 kW, including compressors, grinders, cranes and other equipment, as well as a dynamos, battery units, household electrical products. During World War II, repair of tanks was organized in the plant buildings. Thus, the plant continued to live as a company working on the defense of the country. The company's contribution to strengthening the defense capacity of the country during the war period was recognized by the

FACT BOX



FULL NAME: JSC "Yaroslavl Electric Machine Building plant" («ELDIN»)

GENERAL DIRECTOR:
Akhounov Toursoun Abdalimovich

OPERATIONS:
Electric motors' producer

ESTABLISHED:
1930

EMPLOYEES:
1023

TURNOVER:
1 059 499.00 ths RUB

www.eldin.ru





order of I degree for the 40th anniversary of Victory of the Patriotic War. In 1971-1975, the plant mastered production of a new series of electric motors for general industrial use with improved weight, technological and operational performance and a wide range of capacities. Yaroslavl Electric Plant became a leading enterprise in production of motors with rotation axis height of 160 millimeters. In 1971 the plant produced the first prototypes of 4A series motors. In the difficult period after the collapse of the Soviet Union the plant's team managed to achieve good results. The plant, which previously produced only induction motors with rotation axis 160 mm, promptly mastered the production of a new series of electric motors within thirteen different dimensions, that were previously manufactured by 34 enterprises of the USSR. This allowed

to eliminate dependence of the domestic industry on imports of the specified range of motors.

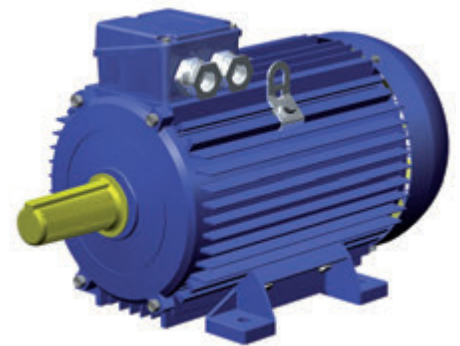
Strategic potential

The three main assets which are the foundation of the company's success are high quality products, design and timely shipments. Being one of the leading machine-building enterprises ELDIN constantly improves the competitive ability of its products by improving the quality, updating the product range, and implementing the best world achievements in the field of electrical engineering. One of the key assets of the company is the development of leadership among managers and involvement of staff in the continuous improvement of management and production as well as further improvement of the quality management system and its effectiveness.



Products and custom products

Another important advantage of ELDIN is a full production cycle, which enables the company's Design and Technology Division is able to develop the motor on the basis of customer sketches. The company has mastered the production of special electric machines that help to solve problems of resource and energy conservation such as electric motors that drive the roller tables in the steel industry, cranes, gearless elevators, submersible pumps, as well as complete drives with frequency and parametric converters, synchronous generators for mobile diesel-generator sets. However, the main products of ELDIN are three-phase induction motors with squirrel-cage rotor in the aluminum and cast iron shell with a rotation axis height from 71 to 355 mm, which surpass many foreign counterparts in terms of energy and starting characteristics, noise, power consumption, material consumption, reliability, durability, and design. The mo-



tors are designed for a wide range of applications and can be used with different machines, fans, and pumps. ELDIN also produces explosion proof motors for the needs of the energy companies and the chemical industry, synchronous generators with speed of 1500 rpm, complete electric drives with a wide range of speed control, multispeed motors for elevators, motors for ships certified in accordance with the requirements of Russian Maritime Register of Shipping and according to the requirements of Germanischer Lloyd. The company is expanding research and introducing the so-called "smart" motors, equipped with a system of regulation such as parametric and frequency adjustment and starting systems and protection of asynchronous machines. For production of these new motors ELDIN uses its own well as of other well-known companies such as "Control Techniques", "ABB", "KEB". ELDIN constantly updating its product range.

For example, in 2013 the company mastered new products such as explosion-proof electric motors BA132; 160; 180; 225 with type of protection 1Exd IIC (explosion-proof enclosure) according to the new international standards of IEC; Explosion-proof electric motors BRAB225 for air cooling apparatuses for compressor stations pumping gas and petrochemicals; Single-speed motors for elevators working from the inverter; Motors with increased energy efficiency class IE2, IE3 according to IEC standards 60030.

Exports sales

Currently, the share of the plant in the production of induction motors is about one third in the Russian Federation. The company is actively promoting its products on the world market of high-tech electrical products. Before the crisis the share of exports in total production of the company was 27%. In 2013, exports accounted for approximately 8.2%. The main foreign partners are located in Germany, Italy, Spain, France, and the CIS. High evaluation of the company's performance confirms that the consumer has access to one of the most competitive ranges of induction motors manufactured in the electrical industry in Russia, CIS and other countries. Therefore ELDIN's business partners have a good reason for trustworthy, mutually beneficial, stable and long-term business partnership.

Mission and investment projects

The mission of the company is to provide customers with high quality, competitive asynchronous motors. In 2014



the company's main goals are to retain its main customers and thus keep their sales figures. This will be achieved through manufacture of new products developed in 2013 and development of new, more advanced products. ELDIN will continue technical upgrading (equip the foundry and mechanical processing production). The management is looking for ways to improve personnel policies and wages as well as the efficiency of the social sphere. In 2014 ELDIN is planning to purchase equipment worth 78 million rubles. The main areas of work in terms of technical upgrading for 2014 include further development of the frame processing, acquisition of modern turning systems. In order to increase the output of casting on external orders and increasing mobility the company plans to acquire induction melting complex models SRC-0, 4/0, 32. ELDIN is

also considering acquisition of automatic molding line with capacity for casting of frames, shields, and covers. In 2013 JSC ELDIN successfully passed the federal and regional stages of the program 100 best goods of Russia, organized by the inter-regional public organization The Academy of Quality Problems and received a diploma in the category "Production of three-phase asynchronous motors with squirrel-cage rotor type A (RA) 355." In March 2014 General Director of JSC ELDIN Akhounov Toursoun Abdalimovich received a commendation from the Committee of the Federation Council of the Federal Assembly of the Russian Federation on economic policy for his great contribution to the economic development of the Yaroslavl region. ■

Written by Helena Rožko





Wemeco- connecting Western and Central Europe

FACT BOX



FULL NAME:

Wemeco Poland sp. z o.o.

PRESIDENT:

Richard van Heuven

OPERATIONS:

Production of metal products and structures

ESTABLISHED:

2001

EMPLOYEES:

102

TURNOVER:

5 mln EUR/per year

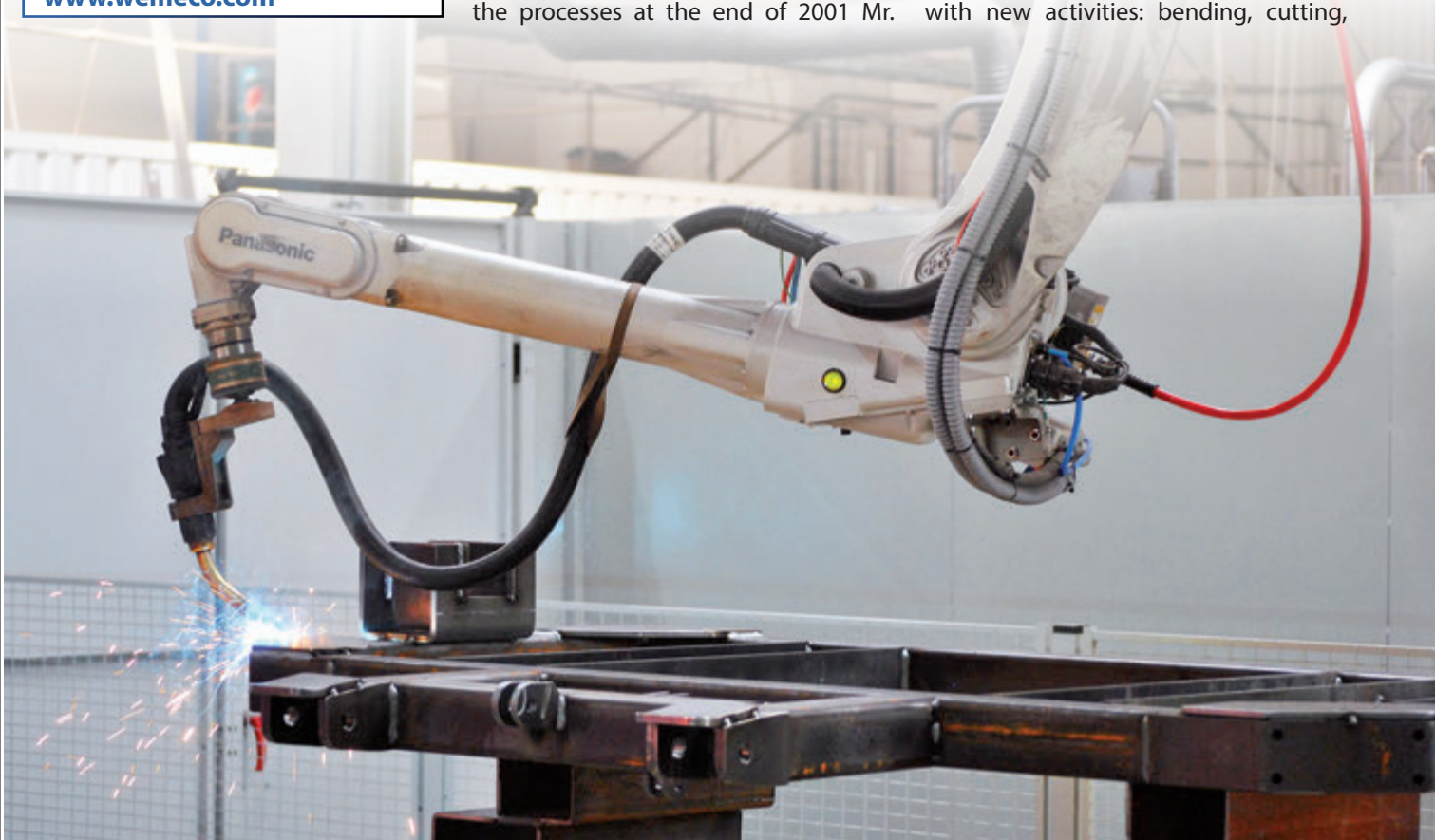
www.wemeco.com

Western-European Middle-European CO-operation- Wemeco- is a modern production plant located in Kudowa Zdrój, Poland. The factory is situated about 3 km from Czech border. This location is one of many factors that increase the company's competitive edge – during purchasing materials and services, they can always compare prices between both markets and find profit for their Clients in the difference.”- Mr. Krzysztof Wróbel, Director of Wemeco Poland, Member of the Management Board, tells about the company's success in the exclusive interview for Manufacturing Journal Magazine.

Western-European Middle-European CO-operation

The idea was to build a bridge connecting companies from Western and Central Europe. „Our company's name is an acronym of Western-European Middle-European CO-operation. This term represents the idea of connecting cost-effective production capacities of suppliers from Eastern Europe with a demand for such services among receivers from Western Europe. Initially strongly supported by the suppliers but now we are still developing our products' offer as well as many new projects on our own.”- explains Mr. Krzysztof Wróbel, Director, Member of the Management Board. In order to get a better grip on the processes at the end of 2001 Mr.

Richard van Heuven with the assistance of Mr. Krzysztof Wróbel decided to open the own production facility in Kudowa Zdrój, Poland. At the beginning Wemeco Poland was established as a small production plant, where they began assembling mass articles for a large company from Finland. This collaboration went so well that the location quickly became too small. After an extensive search a new location has been found. The area after former military base together with buildings were adapted for production needs. The existing halls and the office were completely rebuilt, renovated and optimally equipped for small scale production. In 2002, after the space expansion was realized the company started with new activities: bending, cutting,





chines park for steel tooling which is regularly developed by another CNC machines. „Over a hundred engaged employees represent the heart of our organization. This combination of factors guarantees that production operations are performed very effectively at our company and at reasonable prices and on high quality level.”- Mr. Krzysztof Wróbel reveals. „We specialize in the production of specified product groups. They result from the capacity of our machines park, but also from experience of our employees and portfolio of completed production projects.”- he adds.

Wemeco provides its Clients with:

- Frame bearers for industrial devices
- Intermediate frames for reinforcement of special vehicles and trailers
- Frame constructions for machines
- Atmospheric tanks
- Machine casings
- Transport carriages and vehicles of different character
- Various constructions of different degree of complexity, which besides manufacturing the constructions themselves, require installation additional elements – electric, electronic, hydraulic, pneumatic

sawing and welding as well as the assemblage of complex sub-assemblies. Due to the rapid growth of the polish branch of the company at the end of 2002 the workforce rised to sixty employees. The company’s metalwork department was an immediate success. Customers were interested in outsourcing of metalworking and the department grew steadily. Partly because of

this, the space available for the welding shop became too small and in the middle of 2005 they started with the construction of a new production hall with an area of 2000m2. The headquarters was moved to the new location which allowed them to work more effectively.

The modern and young corporation

Wemeco has at its disposal modern ma-





- Other products that match our specialization and machines park including products sold under their own brand (wemDeck ® hatches and wemStep ® stairs)

Growing businesses face a range of challenges. As business grows, different problems and opportunities demand different solutions - what worked a year ago might be not the best approach now. For that reason Wemeco is open for new challenges and development opportunities. „For the purposes of emerging opportunities of long-term cooperation, we continuously expand our machines park, employ proper specialists and constantly gain new knowledge. Thanks to such approach, we are able to quickly respond to market demands and conditions put by our business partners. We specialize in steel, stainless steel and aluminium constructions.”- Mr. Krzysztof Wróbel claims. Maximum weight of the construction, which the company may manufacture is ca. 2.5 T of maximum dimensions 4 m x 3 m x 3 m. Products encompassing the following production and logistic operations are the most common:

- purchase of materials
- as many production operation as possible (welding is a must)
- surface treatment
- gaining assembly components
- assembly of purchased components
- final inspections and specialist test
- final packing
- dispatch to our Client of final client

„Each production project is individually considered, that is why the aforementioned features are only general indications concerning new products hunted by us. Each new cooperation opportunity is subject to separate, thorough analysis. We often invest and develop ourselves, in order to meet demands of a given project and of the commitment: Perfect quality for reasonable price.”- Mr. Krzysztof Wróbel summarizes.



Generating Customer delight

The key to growth and success? Generating Customer delight, delivering great products and excellent value, continuously improving quality. „For our company, quality is not only the satisfaction of our Clients and meeting their expectations and requirements. This is always guaranteed by maintaining and observing quality procedures, which fact was officially confirmed by DEKRA Certification sp. z o.o. in the form of ISO 9001:2008 certificate. Within the scope of quality, we are far away.”- Mr. Krzysztof Wróbel explains. The optimization of various processes has attracted Wemeco’s attention in recent years because, in the face of increased competition, process optimization provides an unified framework

for reducing production costs, meeting safety requirements and environmental regulations, improving product quality, reducing product variability..... Thus, they are treating Customers and its expectations as a starting point. They invest their full engagement, energy, know-how, experience and continuous search for any types of optimization into cooperation with the regular Clients. That is why they start cooperation only with trusted and serious partners, who want to cooperate with Wemeco as its supplier for a long time. Wemeco delivers products directly to many European countries. Their key markets are located in Germany, Holland, Belgium, France, Finland. „Final products of our Clients, in which our constructions are employed, are used around the World, starting from Europe (Denmark, Norway, Great Britain, Russia), through Asia (China), North America (Canada and Mexico) to Australia. Our products are also used on ships, which navigate through all the seas and oceans.”- Director Wróbel concludes.

The key success factor

„Moreover our people are constantly trained and they have the necessary certificates. We are fortunate with a high degree of professionalism among our employees.”- Mr. Krzysztof Wróbel highlights. On the basis of a high quality products as well as competent, motivated employees Wemeco is dealing with the successful business. Furthermore Wemeco invests constantly in training for its employees, so that they can develop and grow, so the quality and effectiveness of the company is still increasing. Perhaps the most important part of a good manager’s job is communicating effectively. Creating a culture of communication in which managers and employees share common goals and work together to meet them can boost a company up. Their model is to increase employee freedom as they grow rather than limiting it, to continue attracting and nourishing innovative people, so they have a better chance of sustained success. ■

Written by Katarzyna Olszowska



Over 35 years on the mining and chemical engineering markets



General Director
Romanovich Aleksander

FACT BOX



FULL NAME:

JSC LMZ Universal

GENERAL DIRECTOR:

Romanovich Aleksandr

OPERATIONS: Manufacture and repair of mining, lifting and handling equipment

ESTABLISHED:

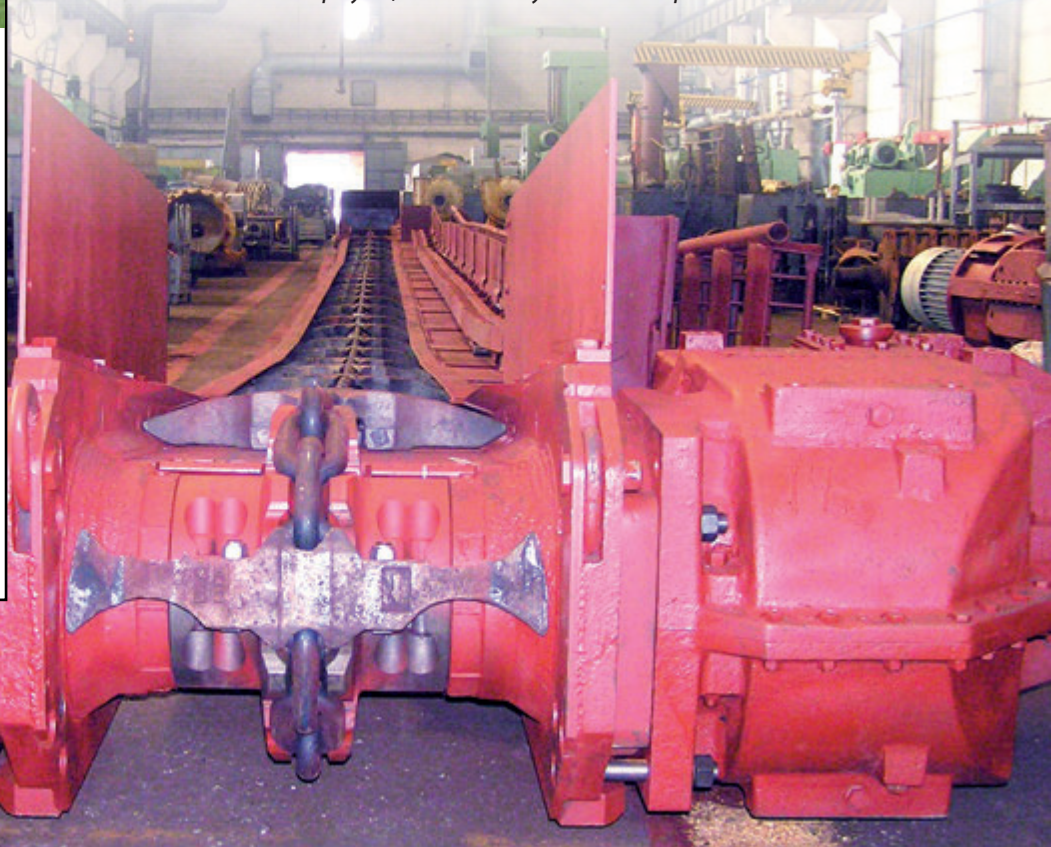
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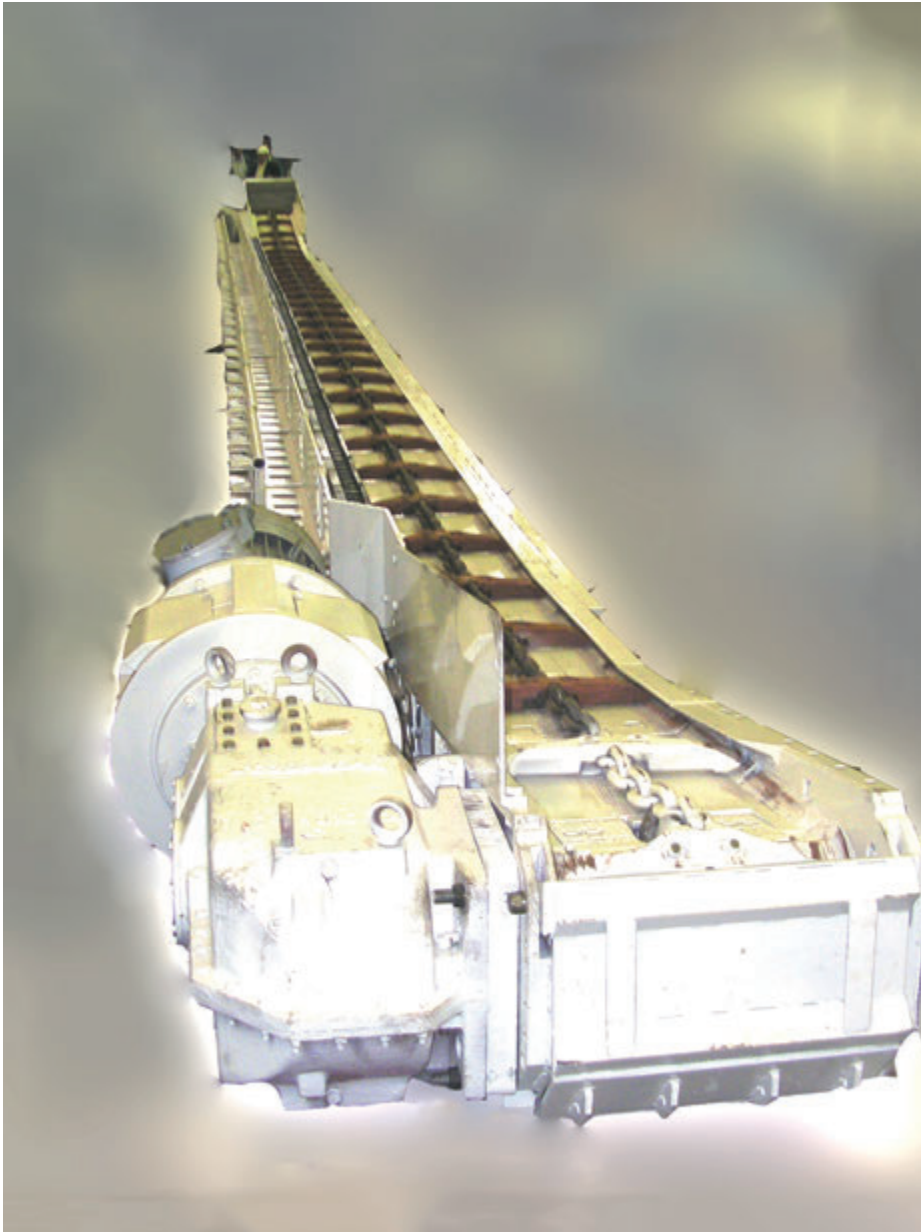
EMPLOYEES:

1077

www.lmzuniversal.com

Main activities of JSC LMZ Universal (LMZ Universal) include design, manufacture and repair of mining, lifting and handling equipment, manufacturing equipment for processing plants, production of substandard equipment, spare parts for mining, mineral processing and power equipment, production of steel, cast iron and non-ferrous casting, as well as the ability to manufacture custom-made equipment according to the customer's project. The enterprise has its own foundry production, allowing it to manufacture castings from steel and iron alloys of various complexities. Steelmaking arc and induction furnaces installed in the foundry shop together with molding section's equipment allow the company to produce castings weighing from 1 kg to 8 tons. LMZ Universal has managed to gain prestige among its partners and customers: equipment of LMZ Universal is in demand among mining companies operating in Russia and abroad. Quality management system (QMS) of production (equipment and tools for mining and processing industries) of LMZ Universal was certified in 2005. QMS' compliance with the requirements of state standard STB ISO 9001-2009 was confirmed by the certificate of the National System for Conformity Attestation of the Republic of Belarus. One of the priorities of the company's activity in the field of personnel policy is to ensure it employs experienced, highly qualified staff, as well as consolidates workforce with the aim to achieve set goals and objectives. In order to stay competitive, LMZ Universal improves and reorganizes its activities in response to changing demands and trends of today's market conditions in various sectors of mining and chemical industries. The company's experts are involved in the development and implementation of technologies, enabling the company to decrease production costs and, at the same time, enhance competitiveness. LMZ Universal always strives to stay ahead, grow and look into the future, at least the nearest one. The main principle of LMZ Universal's activity is focus on results, maintaining close relationships with customers and suppliers, honest and responsible fulfillment of all obligations towards the latter as well as towards its own employees, and the ability to find a compromise in difficult situations.





History

Open Joint-Stock Company LMZ Universal was established on 25 July 1995 on the basis of Soligorsk Foundry and Mechanical Plant, the legal successor of repair and mechanical factory, founded on 15 August 1977. The plant was set up for the production and repair of equipment for potash and chemical industry enterprises. In December 1980, a foundry shop was put into operation, with castings annual output estimated at 2.5 thousand tons. In November 1984, main facilities of the plant were put into operation. In the following year, the company mastered the production of spare parts for various mining (tunneling machines, shuttle cars, conveyors) and chemical equipment (mills, thickeners, pumps, roller compactors) operated by PO Belaruskali. During the next 5 years the company was actively mastering

the production of attachments for face conveyors, heat exchangers for chemical plants manufacturing phosphate fertilizers, chain elevators, unbalanced-throw screens, RKS picks for continuous miners, a site for the manufacture of transmission housings for the motorized units and many others. Every year was marked with the achievements in the field of production, which was confirmed by the expansion of commodity nomenclature: the annual release of new high-tech equipment in the dynamic market of mining industry, which enabled LMZ Universal to firmly occupy and consolidate its position. The management team of LMZ Universal consists of experienced and highly qualified managers: General Director - Aleksandr Sergeevich Romanovich, Head Engineer - Dmitriy Leonidovich Goroshcheniya, First Deputy General Director - Aleksandr Aleksandrovich Kulbitskiy,

Deputy General Director for Economics - Nikolay Nikolayevich Voroshkevich, Deputy General Director for Production, Department Head - Andrey Mikhailovich Lavriyena and Deputy General Director for Personnel, Social and Ideological Issues - Yuriy Alekseyevich Yusha.

Production

The main specialization of "LMZ Universal" is the production of conveyor technology. In this segment, the company annually performs several orders of high importance. The company's products outwardly demonstrate the competitiveness of modern domestic engineering. The production program of LMZ Universal and its portfolio of service include: design, production and repair of mining equipment, design and production of lifting and handling equipment, manufacture and repair of technological equipment for processing plants, production of substandard equipment based on the customer's project, production of spare parts for mining, mineral-processing and power equipment, production of steel, cast iron and non-ferrous casting. LMZ Universal releases the following mining equipment: face conveyors for faces of small and medium extraction capacity with length of up to 320 m and width of 732 to 832 mm, flight bar conveyors with up to 170 m length, conveyors with the loading scrapers, stowing conveyors, belt conveyors and equipment for them, screw conveyors, stowers, mine cars, devices for displacement of flight bar conveyors, bunker stage loaders, movable stage loaders, side tilters. For various enterprises of processing industry LMZ Universal produces: chain and belt elevators, mine and mounting winches, conveyor and hammer crushers, unbalanced throw-screens, feeders, hydrocyclones, flotation machines, spiral classifiers, mining cutting tools, screw and interlocking supports, pumps and pump units for various applications (designed to pump gravel, sand and gravel, slag, ash and slag and other abrasive hydro-mixtures, clean water, sugar juices, beetroot molasses, chemical and petroleum products, as well as chemically active liquids of various density). The enterprise manufactures simple and complex castings, single and small-scale products batches of steel and iron alloys. Its own patternmaking allows the company to produce pattern equip-

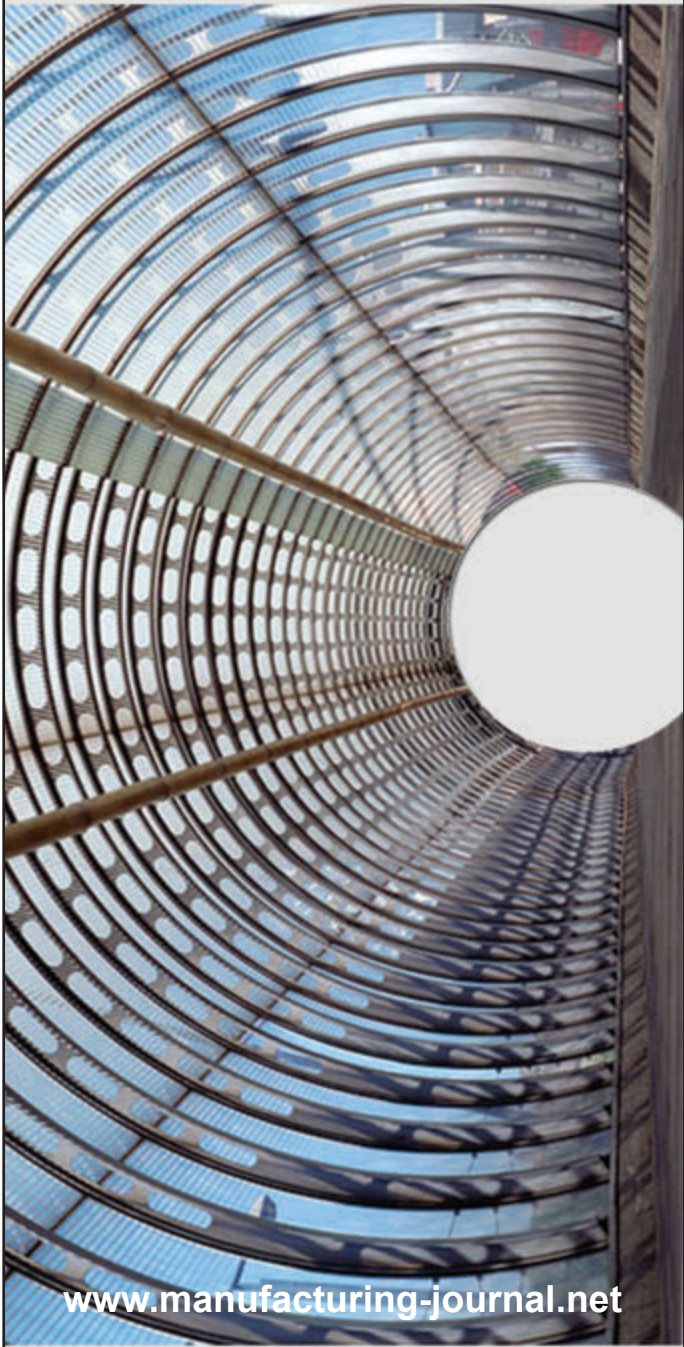


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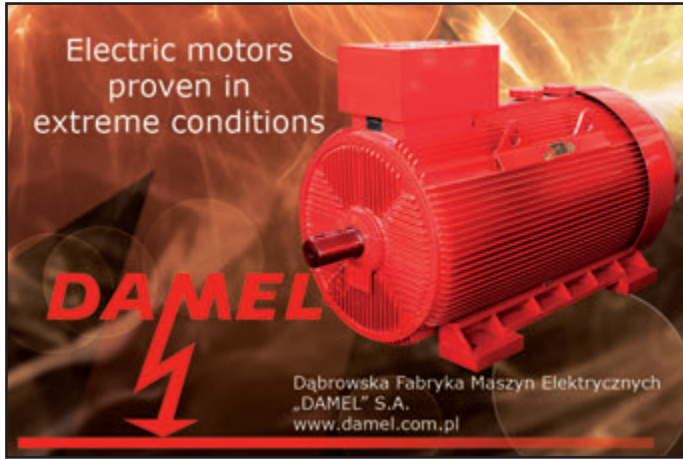
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ment of various levels of complexity. The plant releases castings for: mining equipment, working in the conditions of impact abrasive wear, units and components of mining equipment working in heavy-loaded conditions, pumping equipment, operating in the conditions of abrasive wear, in the corrosive acids environment and salt solutions, large-sized pieces for motor industry, moulds for automobile and tractor tires, details of heat-resistant steels and irons for heat treatment furnaces. LMZ Universal also produces various types of substandard equipment: deep impeller foam separation machine, rod mills, ball mills, we dust coagulation collectors, sheet filters, fertilizer warehouses, blade centrifuges, arch sieves, conditioning tanks, thickeners, drum dryers. Well-designed, balanced technological solutions enable the company to offer each year to its customers new production which is in demand on the market.

Goals

LMZ Universal strives to achieve important goals, the implementation of which requires considerable time. Among the top priorities of LMZ Universal there are: to enhance customer satisfaction, study directions in their activities in light of demands they made during the process of design and manufacture of products, study of trends on both - domestic and foreign markets, implement new technologies, optimize costs, improve methods of planning and organization

of production, develop new types of production and thus increase export potential, develop professional skills of the staff and create working environment, ensuring production output corresponding to the specified requirements, avoid harmful effects on the environment. The company's goal is to manage the production process as a customer-oriented system, ensure the highest quality of contractual obligations, maintain and improve the quality management system in accordance with the requirements of STB ISO 9001-2009, and continually improve the effectiveness of the enterprise.

Customers and partners

Among major customers of LMZ Universal, there are: JSC Belaruskali (Belarus), official distributors: Prominvest LLC (Russian Federation, Ural and Siberian regions) and PT Linter Est (Estonia, in the Baltic states (Lithuania, Latvia, Estonia)). The production of LMZ Universal is also exported to Kazakhstan, Uzbekistan, Ukraine, Bulgaria, and China. The main suppliers of raw materials are: Damel



SA (Poland) - LMZ Universal buys from it motors for face conveyors, Fasing SA (Poland) - a supplier of chains, Voith Turbo (Germany), Froda Steel (Czech Republic), Kettenfabrik Unna (Germany), C.H. Schäfer Getriebe GmbH (Germany), CJSC Belrossplav (Russian Federation), Mechel Service LLC (Russian Federation), PromKomplekt LLC (Russian Federation), BelUGMK LLC (Russian Federation). LMZ Universal appreciates long-term cooperation and high level of partnership.

Quality

Quality management system (QMS) of production (equipment and tools for the mining and processing industries) of LMZ Universal was certified in 2005. QMS' compliance with the requirements of state standard STB ISO 9001-2009 was confirmed with the certificate № BY/112 05.01.021 0583 from 28 August 2009, registered in the National System for Conformity Attestation of the Republic of Belarus. OSH management system (SMS) in the production of equipment and tools for the mining and processing plants was certified in 2009. LMZ Universal constantly monitors the quality of products with the direct cooperation with mining specialists, engineers and designers. For these purposes, a system of maintenance service was established. This cooperation creates a space for exchanging experiences and strengthening ties. Cooperation with mining enterprises serves as a compass for the company's development priorities and identifies ways in the enterprises' work. LMZ Universal is a participant of various specialized international exhibitions of mining, chemical, electro-technical equipment, as well as metal products, machine tools, tools and technologies for metalworking. LMZ Universal is a permanent participant of the annual international exhibitions of mining equipment in Novokuznetsk (Russian Federation), Karaganda (Kazakhstan), Tashkent (Uzbekistan), Donetsk (Ukraine), and Moscow (Russian Federation). ■

Written by Magdalena Kucypera



Research and production enterprise with a century of history

FACT BOX



FULL NAME:

Research and Production Enterprise „Zarya“ Ltd

GENERAL DIRECTOR:

Alexander I. Chernetsov

OPERATIONS:

Manufacture of chemical products and explosives

ESTABLISHED:

1917

EMPLOYEES:

1750

TURNOVER:

40 million euros (2013)

www.zaryachem.com

Innovation and leadership along with unique experience and traditions enabled the enterprise to become one of the leaders of the chemical industry of the USSR. Nowadays, the RPE “Zarya” Ltd. personnel firmly holds the banner of the industry leader, earned by the whole generations of masters of their craft. From the very first batch of output until now the products of the enterprise were and still are permanently qualitative and demanded both in the country and in the world.

Company profile

RPE “Zarya” has been in business for almost 100 years. During its existence, the company transformed itself from a simple manufacturer of explosives to the leading enterprise of the chemical industry. Today RPE “Zarya” is not just one of the largest manufacturers and suppliers of chemical products in Ukraine, but also a company with well-established traditions, culture, production, serious attitude to product quality and compliance technologies. “Zarya” was founded in 1917 for the war effort during the First World War, when South explosives factory, which is now located in the eastern part of Ukraine, was built. During the Soviet era, the company worked for the defense industry. In 1960 “Zarya” developed and implemented first water granulation TNT plant in the former

USSR and also introduced the method of “dry” TNT melt granulation in a fluidized bed. In 1978 company launched an industrial plant producing hot-mix grammonite 79/21, 50/50 and 30/70. In the early 90s specialists working in the company have mastered a number of new products: polyethylene products (film, packaging), detergents and cleaning products, shampoos, 3,5-dinitrobenzoic acid. These products, along with the production of urea-formaldehyde resins, pentaerythritol, sodium formate, calcium stearate, and others helped up the plant in an economically difficult period for the country. However, the production of explosives for industrial use has always been a priority for the plant. In the 2000s, the monthly volume of purchases of raw materials and sales measured in thousands of tons. The





plant's products were exported to more than 30 countries. Since 2009 five new productions have been established and put into operation. In 2012, the company changed its form of ownership to Limited Liability Company "Research & Development Production Enterprise Zarya" and attracted foreign investment. Company hasn't rested on its laurels. In 2012, it implemented a number of new business projects:

- small-scale production of industrial explosives;
- production of explosive patronized ammonite 6ZhV (mixture based on milled waterproof ammonium nitrate and Trinitrotoluene);
- production of chemical plant protection products;
- modernization of boiler-house for coal transfer
- social assets.

As a result of this work the company's products are recognized not only in Ukraine and CIS countries, but also on the global market.

Main products and brands

The enterprise includes: a unit for raw benzene processing nitration facilities: for benzene to produce nitrobenzene, for benzoic acid to produce 3,5-DNBA; a unit for production of weak nitric acid; sulfuric acid concentration unit; production of industrial explosives; production of chemical plant protection products; production of urea-formaldehyde resins; land for the production of Teflon and non-standard equipment. The company's products are used in chemical, pharmaceutical, mining, metallurgy and woodworking industry. Production of explosives, namely, TNT, hot and cold mixed grammonite has still been the main activity of the company. And in

2012 the production of ammonite 6ZhV (mixture based on milled waterproof ammonium nitrate and Trinitrotoluene) was started. With new industries, the company has shifted to the production of chemical products. Refining of crude benzene to benzene for synthesis and toluene provides production of explosives and nitrobenzene with its own raw materials. This is why "Zarya" does not have to depend on suppliers of raw materials and can control quality and reduce production costs. Currently there are no other facilities in Ukraine capable to produce a similar range of products on a single plant. When asked about the new brands, the Executive Director Yevgeniy Goryuk says: Market research helped us to understand the need of development and adaptation of already existing products to the new market requirements, but not the creation of a new product. I must say, the plant maintains a good pace of new products development, taking into account the situation of giant factories on the territory of the former USSR. As for the brands, we have a registered trade mark (Zarya), but we do not invest in an umbrella brand, focusing on the development of products themselves.

Innovation

RPE "Zarya" is the only company in Ukraine that launched the application of nitration technology for aromatics and continues to use it. As for today "Zarya" is the only manufacturer of plant protection products (herbicides, pesticides, insecticides under the same brand name "Zarya") on the territory of Ukraine. With the assistance of external investment funds, the company has established and put into operation the new productions:

- Crude benzene processing with a wide range of products (benzene for the synthesis, toluene, aromatic motor fuels)
- Production of nitrobenzene,

All this allowed the company to expand into new markets.

Corporate strategy

The company considers many years of experience gained in the history of the plant, and, of course, the staff as its strategic potential. Thanks to 2 own units: unit for non-standard equipment production and unit for machine and repair "Zarya" could flexibly develop new





Trinitrotoluene flaked (TNT)



Ammonite 6 ZhV



Grammonite 79/21

products based on the existing facilities and has the ability to meet customer's requirements, delivering high quality products. Our goal is to improve the quality of our products, to optimize the cooperation with business partners and the enterprise as a whole; - says the Executive Director Yevgeniy Goryuk, - currently RPE "Zarya" is working to improve existing production and research work for the new products development. The company has implemented and certified integrated management system in accordance with the requirements of international standards ISO 9001: 2008 Quality Management Systems; (QMS); ISO14001: 2004 Environmental Management Systems - Requirements with guidance for use; (SPP); OHSAS 18001: 2007 Standard for occupational health and safety management systems (OHSMS). Currently RPE "Zarya" has about 12% of market share on the Ukrainian Urea Formaldehyde Resin Market. The company offers an eco-friendly product with low formaldehyde emissions, which is suitable for top quality furniture manufacturers, who care about ultimate consumer. The company's main activities are benzene for the synthesis and nitrobenzene - two relatively new, but very promising areas of the plant. Today, we occupy one third of nitrobenzene market in Russia, - says Evgeny Goryuk, - and we are planning to enter foreign markets as well. 100% of the Ukrainian TNT market and more than half of the Ukrainian TNT-based explosives market belong to our company. And we are expanding our presence on the global markets. Today 1/3 of the market 3,5-dinitrobenzoic acid (3,5-DNBA) used by countries in Europe in the pharmaceutical industry, is produced at our plant. In the future, the company plans to conquer the markets of the near abroad, and then enter European and Asian markets. In 2013 RPE "Zarya" export sales share rises to 70%. The company exports its products mainly to

the Russian Federation, Spain, Bulgaria, Canada and Moldova. In 2010-2013 RPE "Zarya" has invested USD 47.5 million and in 2013, the turnover of the company amounted to about EUR 40 million.

Recognition of achievements

Company's products comply with the EU directives and requirements, which allow the implementation of such industrial explosives as TNT and ammonite 6ZhV (CE certificate according to Directive 93/15 / EEC) in the European Union. In addition, company's goods are certified under the REACH Registration. Our achievements are reflected in the diplomas and quality awards: Golden European Award for Quality - 1996; New Millennium Award for Technology and Quality - 2000; Diploma of the winner of the national competition High Grade for high quality competitive products; The European Quality Award 2005; Most Eco-Friendly Company in Ukraine in 2012 diploma, - lists Eugene Goryuk. However, the real pride of the company is its highly qualified staff. At the moment the company employs 1,750 people. The plant is working closely with the Polytechnic lyceum and technical schools, as well as with universities, to be able to employ well-educated specialists. Our company employs the whole dynasties of specialists, we have our traditions and we maintain them, - says the CEO Eugene Goryuk.

Mission statement & company values

Company's mission is to be on a leading position in the chemical industry of Ukraine, using modern technologies and an individual approach to each client. Core values for the company include a commitment to doing good for customers, employees, the environment (nature). As the specifics of the company requires a special approach to environmental security, most of the company production facilities were modernized to meet the requirements of the in-

ternational environmental protection. Technology implemented in the company, improved the performance and reduces the emissions of harmful substances into the atmosphere, ensuring a sufficient level of purity of the soil and groundwater. Moreover, emissions are annually reducing by 10%. Industrial wastes are recycled safely, in compliance with environmental requirements. The company uses energy-saving technologies. Thanks to an effective approach in logistics fuel and transportation costs were significantly reduced. Respect for the environment and the sustainable use of natural resources is a part of the development strategy of the RPE "Zarya". In addition to the production activity, the company attaches great importance



to the social services and region infrastructure development. The plant covers major repairs of asphalt pavement of the town, the construction of residential houses for employees, landscaping of the amusement park. Particular attention is paid to the physical education of children and adolescents. In 2011 there was a Junior School "Zenith" founded, with football, volleyball, boxing, swimming and tennis sections. The school provides children's activities and their full development. We are proud of our history, - says Eugene Goryuk, - and we are proud of our people. ■

Written by Madina Turava



Leader in power engineering industry in Russia and CIS countries



General Director
Nikolay Khaustov

Saint Petersburg power engineering company ZVEZDA-ENERGETIKA specializes in autonomous industrial power objects construction for the largest oil and gas concerns, industrial enterprises, housing and communal services and infrastructure. Based on an exclusive interview for Manufacturing Journal with general director Nikolay Khaustov.

Presentation of the company

ZVEZDA-ENERGETIKA was founded in 2001, when Russian market was looking for independent sources of electricity. Since then, the company has built about 2000 power stations of different purposes and types of power. The company has about thousand employees, five affiliates in Russia, representative office in Moscow and full-size production, from receipt of sheet metal to the test bench, including design, engineering and R&D work. General director Nikolay Khaustov compares the development of the company with climbing the stairs to the top: The first important step for us was transition from building only emergency power stations to auxiliary power stations based on reciprocating units. Next was the formation of a unified set of ESN, which includes not only the power modules, but also PSG, MDF and automated control system. Particu-

larly important for us was to enter new markets: the nuclear industry, energy-intensive industrial plants and mines. The company is also working in a new direction EPC-contracts, which include the supply, design, construction and turnkey projects.

Development strategy and technology

The main principle of ZVEZDA-ENERGETIKA in their work is focus on the customer's needs and expectations. Individual approach to every project is the main differentiator of the company. As a result, we produce not what we want to produce, but what our client needs to get. This approach has two aspects: it creates additional difficulties for us, because it is not mass production, but at the same time provides a clear advantage over our competition - says Nikolay Khaustov. The company initiated a large meeting on the production line of pow-

FACT BOX



FULL NAME:

OJSC «ZVEZDA-ENERGETIKA»

GENERAL DIRECTOR:

Nikolay Khaustov

OPERATIONS:

Power engineering company

ESTABLISHED:

2001

EMPLOYEES:

965

TURNOVER:

225 million USD/ 7,2 billion P (2013)

www.energostar.com





er plants, based on products manufactured in Russia and now carries serious consultations with domestic aggregate manufacturers. ZVEZDA-ENERGETIKA is ready to participate in the work on import substitution and even to lead this work. Company management submitted a petition to the Russian Union of Industrialists and Entrepreneurs in regards to the situation in the country which can provide an impetus for the development of Russian diesel engines as well as for the production of domestic element base management systems, generators

and package in general. Unfortunately, in the last few years, Russian producers did not spoil us with large variety of energy products. When there will be a market niche, which will be probably supported by our state for the listed companies, it is necessary to use this opportunity to take a major step forward, - says Nikolay Khaustov. Company's factory (production area of about 18,000 m²) operates on the latest manufacturing technologies. Recently, ZVEZDA-ENERGETIKA implemented a large investment project to modernize production and

create a fundamentally new technology. In order to implement this project ZVEZDA-ENERGETIKA hired a company that is considered one of the best in this field in the world. After creating well-built technological chain, the company has provided high quality equipment necessary to build power stations, and now has the best production in Russia. Only in a few places you can find such a production base as we have, from acceptance, cleaning, cutting of metal to the test stand. Our welding equipment is among the best in the world. Before important negotiations with equipment suppliers I deliberately invite foreigners to our production facilities. During this trip, they can observe that we have really advanced manufacturing, - says general director of ZVEZDA-ENERGETIKA. The company openly shares data with customers and publishes. Annual reports and financial statements can be found on the official website. The volume of sales for 2013 amounted to 225 million USD (7.2 billion rubles). For comparison, in 2012 the amount was 195 million USD (6.045 billion rubles), and, for example, in 2005 - 39.8 million USD (1 billion 154 million rubles).

Main products and innovation policy

ZVEZDA-ENERGETIKA has three priority areas of operation - oil, gas and energy infrastructure, especially projects of housing and communal services, but also a new direction - the electricity net-





work. Initially, the company produced the emergency power plants, capable to restore power supply immediately. After these products improvement the company created emergency and standby power plants, with automatic aggregate and the ability to take on a heavy load, which were its first main product. The second product are constantly working stations, the most important criterion of which is reliability and durability. Company already broke all the records in the industry making piston power plants which work sixty five thousand hours continuously, running on associated petroleum gas. And sixty five thousands hours is equal to eight years of continuous operation fixed by electronic counter. The company's activity is dynamically changing as it develops are new products, gains new customers, and develops new facilities. Changes occur due to complex high-tech solutions such as preparation of associated gas, oil combustion, using of coal mine methane, turbine development trends and access to stronger capacity up to 25 MW unit capacity. The company is very proud of its highly qualified professionals, who are working on innovative solutions. There are eighteen candidates of Sci-

ences, two doctors of Sciences, Scientific and Technical Council, experienced and aspiring young scientists, working to pursue their ambitions in new projects.

Investments and expansion to new markets

As ZVEZDA-ENERGETIKA covers almost all regions of Russia from Kaliningrad to Sakhalin Island, but also CIS countries, company is now planning to export its products to foreign countries. We always had plenty of work in Russia and in former Soviet Union, - says Nikolay Khaustov, - but now we are thinking seriously about how to export our products to foreign countries. So we have worked out a number of projects with 5-6 countries that consider us as a reliable supplier of power equipment for crude oil, associated gas, mine methane. Today, the strategic direction of the company is not only modular power equipment, but also the EPC-projects that include both supply and design, construction and turnkey business. These projects take a long time to implement (from one year to several years), huge volumes and capacities, however, the company's portfolio has several projects in this area. The company makes investments in the development annually. In the near future ZVEZDA-ENERGETIKA plans to invest in new products, particularly in gas engines in cooperation with Russian truck manufacturer Kamaz. A pilot sample of this engine has already been delivered to the experimental area of the company where it will be held various operations, which will allow the company to create "omnivorous" machine, which

will work on individual demand for oil and gas complex. We are going to promote and maintain our brand, which is already recognizable. However, we are ready to consider the creation of new brands for the individual consumers, if there will be new requirements. We are working on a similar topic of mass serial production for large customers, but it is still at the stage of planning and has elements of a trade secret, - says Nikolay Khaustov. First of all the company wants to replicate its experience and multiply the number of using gas turbine engines. ZVEZDA-ENERGETIKA will continue to work with Gazprom, including the Power of Siberia pipeline, willing to work on import, domestic and combined equipment, which is not included in the sanctions list. Another large, ambitious and technically complex project, in which the company is involved is Yamal LNG. The general contractor of the project, the world leader in the field of EPC-projects - the French company Technip chose 250 subcontracting companies from around the world to perform certain types of work on the project and only one Russian company among them - ZVEZDA-ENERGETIKA. We are proud of this victory. Moreover, I want to draw attention to one important point - when we passed a technical audit, the experts rated our company above some foreign companies with a worldwide reputation, - says Nikolay Khaustov. ■

Written by Madina Turava





The highest ethical standards - simply fair

FACT BOX



FULL NAME:

ALNOR Systemy Wentylacji Sp. z o.o.

PRESIDENT:

Bartosz Łojewski

OPERATIONS: Heat recovery ventilation systems and mounting accessories

ESTABLISHED:

1994

EMPLOYEES:

350

TURNOVER:

more than 23 mln EUR

www.alnor.com.pl

Countries of Central and Eastern Europe have gained a lot, when they joined the European Union. Access to the Community's free market, the dynamic development of infrastructure thanks to the EU funds, which flowed to the region with a broad spout, the removal of barriers in the area of exports and expansion into stable markets, characterized with a high purchasing power, a number of legislative solutions that facilitate the international business activities of entrepreneurs – all these elements have become impulses for the development of local manufacturing and service companies. Today, 10 years after the broadening of the European Union, commercial organizations from Poland, Slovakia, Czech Republic, Hungary and the Baltic countries are equal partners to their competitors in the West, brands from the Eastern Europe are recognized and respected by Customers throughout the Union, and their effective operation, full of successes, contribute to improving the economic situation of developing countries, without which it is difficult now to imagine the European Union. One of such companies, which has become a leader in its market segment, is an organization from Warsaw – Alnor Systemy Wentylacji Sp. z o.o. Alnor for 20 years executes orders of Customers from all over Europe, consistently broadens its assortment, optimizes production processes and evolves in order to most effectively meet the needs of a changing market. To better understand this international phenomenon, we have interviewed Mr. Rafał Olejnik, Alnor's Marketing Director, who explained, how a modern production company should operate.

20 years of learning for the benefit of all

Alnor Systemy Wentylacyjne Sp. z o.o. was founded in 1994 in Warsaw. Contemporary role model for many Polish, and not only Polish, entrepreneurs, began modestly as a manufacturer of spiro ventilation ducts. Alnor quickly gained a

leading position in this area of production in our country, inter alia thanks to an excellent team of young, vibrant Employees - without them the development and success of the company would be impossible. 10 years after its establishment, in 2004 (the year of the





Polish accession to the EU), Alnor has developed enough to leave its original headquarters and production facilities, which became too small for the company. Alnor moved to a modern object in Wola Mrokowska near Warsaw, thanks to which the organization was able to broaden its offer – the company started manufacturing rectangular ducts and ventilation accessories. Today Alnor Ventilation Systems Sp. of o.o is one of the fastest growing companies in the industry, thanks to the perfect organization of duties, excellent conditions for cooperation, modern machinery and innovative projects undertaken by Alnor's managers. However, Rafał Olejnik, the company's Marketing Director, draws our attention to something else: "Our beginnings and precise business assumptions were the most important – how we work, what is our vision. Of course, these assumptions have to be adjusted with regard to the global market situation, Customers' expectations, the requirements of individual markets. Openness to Customers' needs and exceeding the standard framework of business activities benefit both parties, which is why we have tried to act with these values in mind (...) We learn for 20 years now and are trying to implement this rule – we hope we're doing fine" – emphasizes Mr. Olejnik, and we know already that Alnor has achieved a great success in a very short time, because the company acted according to a clearly defined, strictly obeyed plan of development, demonstrated flexibility, put Customers and their needs in the very centre of its activity, was characterized with humility and creativity. These are valuable tips for all managers, who dream of recreating the successful path of Alnor.

Simply fair

Every ambitious company, such as Alnor, regardless of world region, in which it operates or the type of its business activity, formulates and develops an individual management philosophy, consistent with the organizational culture, adopted by the founders and managers of the company, their hierarchy of values, experience and know-how of the company's authorities. Successes and failures help develop style of business, this observation is common for all commercial organizations, which have become leaders in their competitive environment and industry. It's no different in the case of Alnor, which has adopted an individual approach to all Customers, who placed orders for the company's ventilation systems in the last 20 years. This approach can be called a simply fair attitude and the marketing director's comment in relation to Alnor's philosophy can draw amazement or even consternation! "If we're not able to execute an order we talk about it openly. If a Customer has very specific expectations regarding our products, we honestly explain what we can do, and what we can't – sometimes even offering better terms on some details, that the Customer expected. We focus on the best aspects of our work and create real value for the Recipient, so they have a clear picture of what they can expect from us, and thus – a guarantee of reliability." By now I have never heard about such an honest company. The prospect of profit usually makes the company pretend that it can perform every single task, which sometimes has a negative impact both on Customers and the company as well. Meanwhile Alnor sets ethical standards in business and a simply fair attitude, which should

be adapted by every commercial organization, is another base, on which Alnor builds its international success.

Technological background and Employees – no chance without them!

At the moment, Alnor employs about 360 people, of which 70 are office workers, and others are employed in the production department and warehouse. Naturally, Employees from the Export, Trade and Execution departments communicate in many languages, including English, French, German, Russian, Lithuanian, Spanish or Italian, which shows the scope of the company's international activity. It is worth noting that Alnor leads a very effective HR policy, according to which the company strongly promotes activities for the development of the competence of Employees. Everyone has a chance to rise, both horizontal and vertical. Today's directors were yesterday Employees of the production department, so they know well the problems and challenges in these positions. Alnor's model promotes the interchangeability of functions, responsibilities and ideas, provide greater flexibility. Even the best Employees would not be able to do much, without appropriate tools at their disposal. Obviously Alnor boasts one of the largest and most modern machine parks in Poland, and Mr. Olejnik announces further investments in this area - the construction of a new production hall and delivery of more efficient machines.

With hope into the future

Alnor Systemy Wentylacyjne Sp. z o.o. successfully operates outside Polish

borders for many years. The company's products were able to convince Customers from Germany, France, Denmark, Sweden, Italy and Spain, and it was not easy. The highest quality of Alnor goods and services, competitive prices, excellent Customer service, flexibility in operation, knowledge of modern market trends, the management philosophy based on the idea of a simply fair attitude – all these elements are not enough. Alnor understands the changes in the approach of European Customers to different brands. The company knows that today, activities in the field of environment protection or Corporate Social Responsibility, are equally important for the image of every commercial organization. Alnor makes every effort to serve as a role model in these areas as well. Mr. Olejnik easily enumerates actions, expressing the company's eco-friendly attitude: segregation of waste, disposal of sheet metal parts and, finally, more than a 100 tons of solar panels that will be mounted on the roof of a new production hall, and thus will significantly reduce the consumption of conventional energy. These and other solutions build Alnor's real image – an environmentally friendly company. Alnor is also a patron of sports – and that's for many years. The company finances two local football clubs – FC Lesznowola and Perła Złotokłós, thus promoting a



healthy lifestyle and conscientiousness of young athletes, but the company also takes care of a cycling club – UKS Józefina, which boasts sections of road, mountain and track cycling. Alnor's activity is not unnoticed. Prestigious publishers and foundations regularly award the company with awards and titles,



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renowned among the entrepreneurs. Business Gazelles and Cheetahs, Forbe's Diamonds are just some examples. The highest quality Alnor's products are guarded by the strictest certificates, including tightness class D certificate of the Swedish SITAC Institute, without which the company could not operate in the Nordic markets. Still, Mr. Olejnik, when asked about the most important reward, of which Alnor is the most proud of, says: "The greatest reward is a satisfied and returning Customer – the one who knows that he can create his own business thanks to the cooperation with Alnor." And this statement is a guarantee of the bright future of Alnor Systemy Wentylacji Sp. z o.o. – a leading manufacturer and distributor of complete ventilation systems. ■

Written by Jacek Głowacki





Nearly a century of history



President
Bohdan Stankiewicz

Stomil Bydgoszcz is a Polish company with over 90 years of experience in manufacturing rubber products. The enterprise is the first rubber hydraulic hoses manufacturer in Poland and one of the leaders and recognized manufacturers of rubber products on both domestic as well as foreign markets. The product range of the company is extensive, which brings about a wide range of applications in many sectors of the economy such as the mining industry, engineering, agriculture, food processing and construction. The top priority of Stomil is production and supply of products and services of top quality, progress and attractiveness that will win customers' satisfaction and assure prosperous growth to their business and the company itself. More on the enterprise, its ventures and plans for the future in a Manufacturing Journal article written by Aleksandra Strojek.

A success story

The company was established in 1920 and in the early years of its operations it was doing business under the name of Kauczuk. In 1970 the enterprise was renamed to Stomil, whereas the year 1998 witnessed some structural and ownership changes. – The history of the company is long and within all the years a number of significant changes has been implemented. Nevertheless an important turning point has been the decision to expand the production scope and to introduce middle and high pressure hoses to the product portfolio. At the current moment these products

constitute the core of our offer and our main sales strategy is based on them. In order to respond to new challenges of the '90s, in 1997 we implemented the Quality Management System in the area of manufacturing and sales of all products, what allowed us to meet requirements of the DIN EN ISO 9002 standard and until today we maintain the EN ISO 9001:2008 standards. It helped us not only to improve our management system and the organization of our workflow, it has also opened up new possibilities on international markets. At the current moment Stomil delivers its products to the European markets, we

FACT BOX



FULL NAME:

Bydgoskie Zakłady Przemysłu Gumowego „STOMIL” S.A.

PRESIDENT:

Bohdan Stankiewicz

OPERATIONS:

Rubber Industry

ESTABLISHED:

1920

EMPLOYEES:

330

TURNOVER:

61,5 mln PLN

www.stomil.bydgoszcz.pl



are also present in countries of Asia and North America – informs Mr. Bohdan Stankiewicz, President of the company. It looks like at the dawn of new millennium the manufacturer of Bydgoszcz may proudly say that its position in the rubber products market is fully established. To a large extent it owes it to faithfulness and loyalty of the customers who are the greatest contributors to its success.

Customer focus

According to Stomil Bydgoszcz, partnership based relations with the customers come down to high, professional standards, a fundamental for achieving a leading position on the market. Stomil is open to communication with customers and commercial partners and focuses all its efforts on meeting the needs of the customers. Therefore the goals of Stomil include: providing products of the highest quality, offering the best solutions to customers, constant improvement of activities, stimulating innovative attitudes focused on the market needs as well as immediate response to signals coming from the market. – In order to meet these priorities Stomil incessantly adjusts its product offer to the expectations of the customers, fights for new quality certificates as well as implements new investments and solutions. What is more, the engineers of Stomil are open for a dialogue with our clients and business partners. We believe in experience exchange, which plays a crucial role in the process of elaborating new products. The company does its ab-

solute best to meet all the expectations of the customers. Our focus is flexibility and quick response to the customers' needs, easy access to the product in demand, well organized logistics as well as convenient delivery times. We are very satisfied that our efforts are perceived and appreciated by our customers – says Mr. Bohdan Stankiewicz.

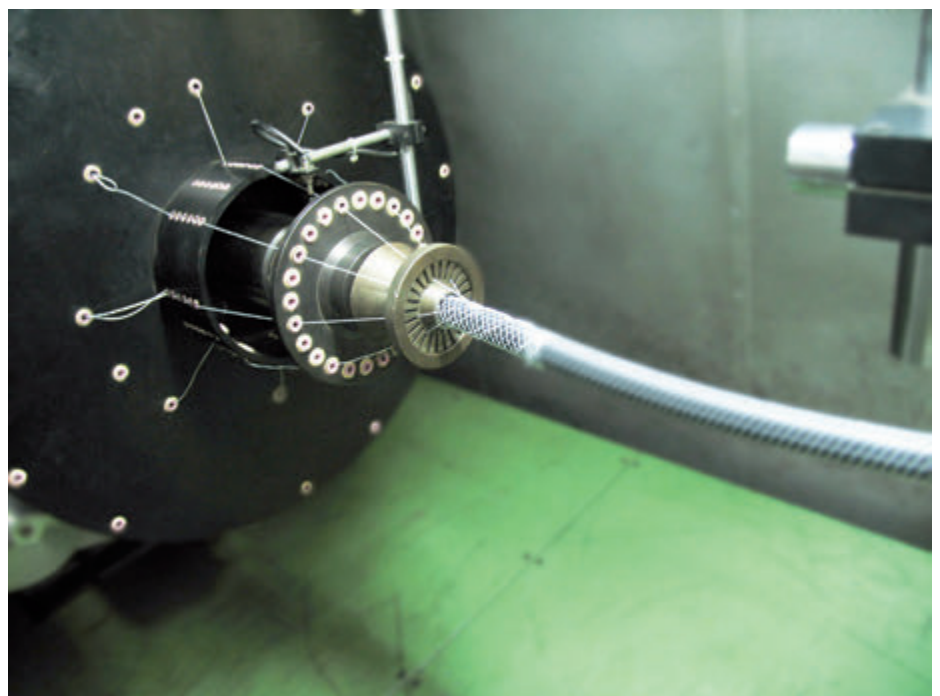
Product offer

Almost a century of market activity finds its reflection in the product portfolio of the company, which has been consequently extended over all these years. At the current moment the offer of Stomil

includes rubber hydraulic hoses and assemblies, rubber industrial hoses, rubber sheets and matings, rubber compounds, molding articles, sealings and extruded profiles as well as rubber belts and fittings. As mentioned above, the products of Stomil can boast of a wide range of applications in many sectors of the economy such as the mining industry, construction, farming, engineering or food processing. What is more, Stomil does not stop to develop and turns to new areas of market activity. The company offers namely a wide range of hydraulic hose assemblies, which owing to the introduction of an innovative DMQ system, are fully compatible with Stomil and Stom-Flex hydraulic hoses. As a result of that the end user of the products receives an absolutely smooth flow of hydraulic liquids.

On top of that, thanks to the R&D works conducted by the technologists of the company, recently the Bydgoszcz works managed to introduce a number of new products to its offer. The most important of them include:

- hydraulic hoses with UHMWPE cover – with market name of Black Diamond, which are up to one hundred times more abrasion and scratching resistant than standard hoses, which significantly increases their resilience;
- hoses with increased resistance against tearing pressure of EH111 and EH221 type (the product ex-



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ceeds the prerequisites defined in EN 857 norm with regards to working and tearing pressures);

- Euro Wash hydraulic hoses applicable for high temperatures (work temperature ranges from -20°C to +150/155°C);
- hydraulic hoses dedicated for the American market named R16 and R17;
- multipurpose water and pressured air hose with a certificate confirming use possibility in Czech mines;
- grinding and sandblasting hoses with increased resistance parameters.

The most recent new joiner in the product portfolio is Stomil Siberia -50, a hydraulic hose of increased resistance against low temperature (work temperature ranging from -50°C up to +100/125°C). It shall be emphasized that the technologists of Stomil are incessantly conducting R&D works in order to introduce new, even more state of the art manufactures that could be soon released to the market.

Goal – investments & development

Nevertheless, the company is aware of the fact that in the business reality of nowadays a recognized and acknowledged product is not enough. – We must bear in mind that our competitors decide to introduce new technologies and advanced machines to their production process and with the nowadays means of transport the distance between the works and the client becomes of decreasing meaning. Due to that at the current moment our most important goal are investments into development. In order to keep the pace with the market and evolving expectations of the clients we have to modernize our production lines. It refers first and foremost to the production of hoses, but it is also very important for the rest of our assort-

ment – claims President of Stomil. How is it achieved at Stomil Bydgoszcz? – We do not stop improving the quality of our products. We purchase new, state of the art machines of top parameters, thanks to which we increase our productivity. We believe that it is one of the fundamentals in the business activity of any manufacturer, no matter what products come off the conveyor belt – says Mr. Bohdan Stankiewicz. That is why in 2013 the company bought a number of tools and machines for its leading manufacturing unit, i.e. hydraulic hoses works, among others a Mayer 18 braider, a hose freezer of SLK 2012 type and a spooler with electronic wire tension regulation. This year witnessed further acquisition of new assets for the works. The novelties combined with optimization of the production processes brought about a significant productivity increase. Still, machines would not be that effective if it had not been for the people that operate them. – We have our experienced and dedicated personnel, both administrative as well as production employees. All together we create a team allowing the company to grow further – unfolds the Manager. At the current moment Stomil employs 330 people, each one of them working for the success of the whole company. In order to allow the people to grow and acquire new skill set, the company is always eager to co-



finance their know-how development. What is more, it frequently cooperates with young generation, appreciating their enthusiasm and potential.

Receipt for the future

The company is aware of the position that it has managed to achieve on the domestic market. – We are number one manufacturer of hydraulic hoses in Poland and a leading producer of other assortments. We have a significant share of the local market, we can boast of a high recognition ratio and a good word of mouth among the customers. Our competitive advantage lies in several years of experience in traditional technology as well as low manufacturing costs, which still differentiates us on the international market. Our manufactures are delivered to customers in Europe, Asia, Morocco or the USA. It means that we are able to face the challenges of the nowadays market – claims the representative of Stomil Bydgoszcz. Mr. Bohdan Stankiewicz adds that Stomil's plans for future are based on market flexibility as well as following the tendencies of the industry. – We are more than sure that achieving a stable growth path will be possible thanks to innovation and specialization. We have to create new manufactures, enter new markets and face the ventures of the competitors. The key to the success is manufacturing technologically advanced products – summarizes President of the company. ■



Time of Ukrainian energy!

FACT BOX


FULL NAME:

National Accumulator Corporation ISTA

PRESIDENT:

Zimin Oleg

OPERATIONS:

Production of starter batteries

ESTABLISHED:

1995

EMPLOYEES:

600

TURNOVER:

\$ 60 000 000

www.ista.com.ua

Welcome National Accumulator Corporation ISTA – one of the top battery manufacturers in Eastern Europe and the first Ukrainian company that implemented full production cycle, starting from raw materials to final products. Surprising the competition with new technologies and offering its customers a wide variety of products, ISTA turns out to be dynamically developing company with the potential to conquer foreign markets.

This is how the story goes

Everything started in 1995 with the manufacturing of lead-acid accumulator batteries at the JSC ISTA – Centre factory. Two years later a second production line was launched, while 1999 brought about the founding of marketing and sales structure “Trade House “ISTA” LLC. This, however, was only the beginning of the development. In 2001 the second factory, DOZ “Energoavtomatika” LLC was put into service and the production of OBERON accumulator batteries started in 2003. The same year Ukrspav plant for recycling of used lead-acid batteries was commissioned. The next year revolved around modernisation plans, as the company’s goal for 2004 was to significantly increase the production capabilities. While working on the expan-

sion to foreign markets, the company did not cease to invest in R&D. In 2006 there was an opening of another factory, “Interplast” LLC, producing polypropylene boxes. Only one year later ISTA started supplying products to international car producers. The modernization programme was finally completed in 2010, when ISTA began the cooperation with Italy and France, and preceded by the company’s receiving ISO/TS 16949:2002 certificate. 2011, in turn, was marked by the cooperation with agricultural vehicles manufacturers.

Recent developments

The pace at which NAC ISTA introduced the subsequent innovations is indeed breath taking. These efforts have definitely paid off and resulted in increas-





ing the design capabilities to 5.5 million batteries per year. This is ensured by the new equipment, including the SOVEMA performers, allowing for the production of hybrid batteries, ripening chambers for battery plates, new equipment for battery forming site with circulating electrolyte and a new assembly line enabling the company to increase the production of the heavy batteries. However, it is not only the equipment that has been developed. The company has also focused on the quality improvement of the plates; it has developed and patented a unique duplex cover; developed and implemented the VRLA batteries batch. In 2011 the company successfully passed an audit based on the ASES quality control system to comply with the requirements of the Renault-Nissan automobile alliance standard.

The products and technologies

ISTA's production capabilities make it

one of the biggest battery producers in Europe and the leader of the industry in Ukraine. The company produces starter batteries for both passenger and commercial vehicles. At present the manufacturing process is carried out in two technologies. The Ca/Ca is an advanced technology in which calcium is used as an additive in the positive and negative plates' grids. The electrodes of the plates are not casted, but obtained in the process of rolling and expanding of the lead tape with its subsequent perforation (the so-called Expanded Metal technology). The highly porous active mass is applied automatically, ensuring the stability of its thickness. All this provides a higher current collecting capability of electrodes and increases their resistance to corrosion. The Calcium+ technology for hybrid batteries – is the golden section of the two technologies: the classical lead-antimony and the contemporary calcium. The batteries contain up



to 1.5-1.8% of antimony and 1.4-1.6 of calcium in the positive grid and have a lead-calcium negative grid. The addition of the silicon dioxide and other chemical additives to the active mass increases its strength and porosity, while eliminating the typical drawbacks of lead-antimony and calcium only batteries, significantly increasing the battery's performance stability to the low temperatures impact. The wide range of products allows ISTA's customers to match the battery to all the well-known brands. The batteries recognised on the market under the brand names of ISTA, OBERON, STAYER, Feon, MULTI TEC, CORSAR, VOLTA and TORNADO are in demand and enjoy great popularity. As the company itself, all the batteries undergo the process of constant modernisation, resulting in the improvement of their performance and the extension of their life. Once the testing period is completed, ISTA plans to release new VRLA technology batteries under a new brand name. One may only guess that it is not going to be the end of ISTA's ideas and innovations.

The company's assets

Not surprisingly, the company regards its staff to constitute its main potential. More than 300 specialists in the field of engineering and technology participate in the production process, while 50 members of the staff ensure the company's marketing success. ISTA makes sure that the workers not only do their best for the company, but also develop their own potential. The mission of company is to be at the same level with world leaders in production of autonomous sources of energy, ensuring the highest possible quality with the use of "know-how". The company does not content itself with averageness, but aims at perfection instead. This is also achieved by its focus on innovations,





which is crucial for ISTA's existence on the market, in such a highly competitive environment. The technology, however, is not a means to an end. ISTA attaches great importance to its relationships with business partners and clients, taking care to ensure full transparency and follow the generally accepted moral principles. Respect, responsibility, and reliability may be called the foundations of its business. While investing in R&D, ISTA has not forgotten to be an environmentally conscious enterprise, seeking ways to improve the environmental conditions of the region. The company stands out from the other Ukrainian battery producers, being able to boast the international certificates it has been granted: the ISO 14001:2004 for environmental management and the ISO/TS 16949:2009 for quality management.

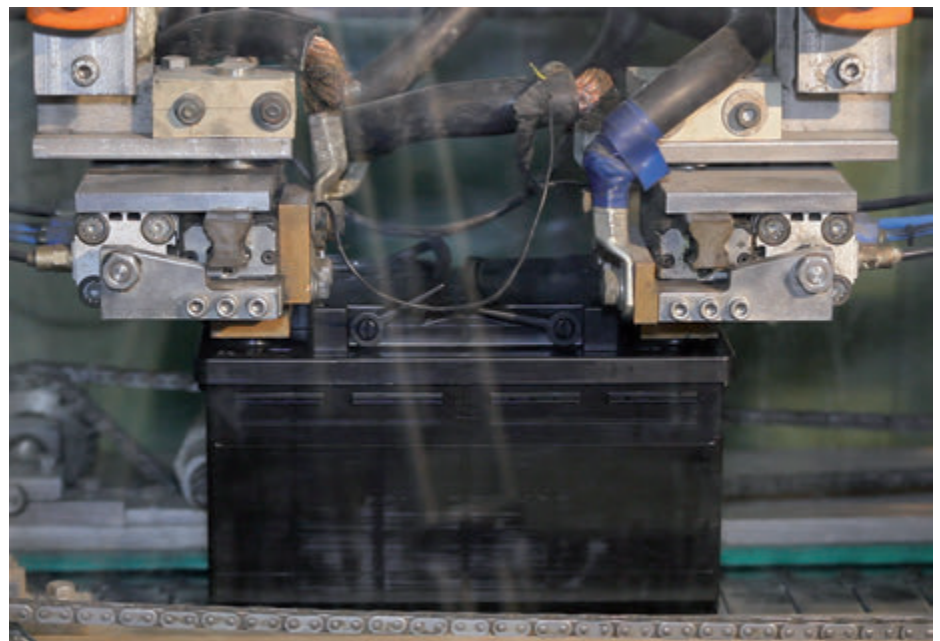
The export

Initially, the company's manufacturing potential seemed to naturally draw ISTA in the export direction. Today, however, the majority of the products, i.e. 70%, are delivered to the internal markets: to Russia, the CIS countries, including Georgia and Moldova, as well as to the EU countries, such as Italy, Spain, France, Poland, Baltic States etc. Currently the company is working on developing of its sales markets in the countries of the Middle East, Africa and Latin America, although the markets of the Western Europe remain to be of utmost importance with regard to the potential sales expansion. This year's political and economic events have had a significant impact on the export of production to Russia - the company's key export market - and made ISTA reconsider the plans for the development of the company, both in the short and long term.

Why choose ISTA?

Undoubtedly, the success of a company is seldom a matter of chance. Often times it is the result of an unwavering drive towards modernisation, while remaining attentive to the needs of the clients. The trust of the latter is an as-

pany has been given throughout the years. The high quality of ISTA products and their accessible price make it a frequent choice of the car users. All this allows ISTA to look into its future with confidence and continue to grow in a sustainable way. ■



set which cannot be overestimated and proves that continuous hard work and attention to detail is eventually rewarded with the company's recognised reliability and popularity among the consumers. In the 20 years of its existence ISTA has already earned its reputation, both in Ukraine and abroad. The visible signs of this are the diplomas and certificates which the com-

Written by Aleksandra Lewandowska



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Romanian brands that Customers can't live without



President
Mr. Ali Yildirim

FACT BOX



FULL NAME:
ASIL GROUP

PRESIDENT:
Mr. Ali Yildirim

OPERATIONS:
Cosmetics and Household Industry

ESTABLISHED:
1993

EMPLOYEES:
750

TURNOVER:
37 millions euro in 2013

www.asilgroup.ro

With a dramatically expanded global footprint spanning 48 countries and a growing portfolio of nearly 1000 products the Asil Group became the Romanian most modern manufacturer of personal care, hygienic and home care products. The company's founder, Mr. Ali Yildirim, started from a small family business and within a short period he turned it into a big and profitable company without borders. Among the most competitive markets of all are those for cosmetics and detergents. ASIL Cosmetics, member of ASIL GROUP, has experienced a progressive growth on Romanian and international markets, succeeding to join the high-standard production and the rich experience to develop a wide range of personal care products as well as detergents. Mr. Ali Yildirim found the diversification of production and export opportunities as a key to withstand the challenges of the economic crisis. There's no single formula for the type of opportunity that gets them succeed. They often have the following ingredients in their mind: perseverance, passion for work and coherent business vision.

Being the first

Mr. Ali Yildirim started his business with a small stall selling needles, razors and kettles. After one year, in 1994, he bought equipment for his own small workshop to make napkins. Asil Group Romania brings together 10 member companies nationwide, which includes five production lines in European standards, national and regional distribution companies, supermarket own network, Fast Food and coffee shop. Founded in 1993, Asil Paper was launched on the FMCG market with paper made products (napkins, toilet paper, towels). In 2003 Asil Cosmetics was born. In 2006 Mr. Ali Yildirim launches its first produc-

tion line for wet wipes in Romania, becoming the only Central Eastern Europe producer with modern technology lines of the highest standards. By the end of 2009, Asil Cosmetics developed its business by implementation of the new production lines for soaps and liquid detergents for cosmetic use, personal hygiene and professional cleaning. In 2011, HILLPACK joined the group, company that launched production of PET & HDPE, blows plastic packaging. Our own brands CELESTE, VERDESSI, COTTONINO, PERFETTO, EXPERTTO, HYGIENEX, VIRTU, HAPPY COBY, BUBU BEBE, CLEANY, GALA, HYPO, MISTER POINT, POINT LINE SCHOOL, SENZA, SLEEPY, UNO SOFT





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Advanced Research & Technology

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strengthens its market share and gains recognition by adapting and implementing effective marketing strategies. Asil Group is currently recording a number of 750 employees as a result of the massive growth in the volume of activity and economic development in the context of European integration. Externally our products are present in 48 countries on four continents: Europe, Asia, Africa, North Latin America. „Our major concern is to invest in quality, research and development. We focused all the efforts to provide our business partners seriousness, promptness and flexibility. Through our products we give Consumers the daily care and safety of a cleaner and more beautiful life!”- explains the Export Manager in ASIL Group Mrs. Laura Ursache. Being the first and sole Romanian manufacturer of wet wipes, they provide cosmetic line, family line, baby care, adult care and household wet wipes, permanently extending their ranges and expanding their horizon of care. Currently, the Asil Group has five production plants for wet wipes, dry wipes and paper products, detergents

and liquid soaps, sponges and packaging. It meant the investment of more than 12 million € and the production has been increasing from year to year, even during the economic crisis. “It is true, in a first phase market declined, especially retailers. But I was able to counteract this phenomenon by diversification and export growth. Moreover, in recent years, we almost doubled the number of employees to nearly 750 employees,”- tells Mrs. Laura Ursache from Asil Group. In times of crisis, the company has been increasing production and launching new lines of cosmetics. What is more they are continually expanding and adapting to changing Romanian and international cosmetic market „Due to our experience and concentration on quality, service and innovation, we succeeded to be positioned as a leading manufacturer within the Private Label production in Romania. We develop individual ranges, new brands and lines for our Clients, striving to help them provide additional Customer choices and a fresh variety of product assortment. Our brands have gained the Consumers loy-



ality and important market quotas. The specialization on Private Label production brought us the confidence and the appreciation of the most important retail market operators such as BILLA, CARREFOUR, CBA, CORA, METRO, KAUF LAND REAL, LIDL, PENNY MARKET, PROFI, XXL, distribution companies and famous cosmetic manufacturers.”- concludes Mrs. Laura Ursache. Having a competitive portfolio of over 1000 products they are playing a leading role on the domestic market. The company is the most important Romanian manufacturer of SENZA Pocket Wet Wipes—fresh and practical are ideal for the whole family at home or while traveling. Hypoallergenic, with antibacterial action and Vitamin E. They provide the best way to keep clean and safe everyday and everywhere. Alcohol free, neutral pH. Available in three soft fragrances Macadamia, Argan and Olive Oil. The Baby Wipes for gentle care are specially formulated for moisturizing, cleansing and softening the babies’sensitive skin. Hypoallergenic, containing Allantoin, Panthenol (provitamin B5) and Vitamin E, they assure the natural pH balance and provide the best care for baby. As well the baby no tears shampoo and bay oil body care pamper in the most delicate way the baby skin. HYGIENEX the most appreciated hygienic product produced that kills 99.9 % bacteria and fungi. The GALA Intimate is specially designed to care for your body. The special formula assures a safe solution for delicate personal hygiene. Antibacterial, hypoallergenic, it refreshes, soothes and restores the natural pH balance of the intimate area, thanks to Panthenol (provitamin B5), antibacterial and antifungal compounds. The special embossed texture of the material provides an additional delicate feeling. As we always think of all around us we can not cross without thinking of little pets that join us day by day and share a unconditionally love and Happy Coby was special brand created and developed for them as appreciation. The surprised prepared for all customers is CELESTE beautiful cosmetic luxury line that will be launched between the years to 2015.

Investing in quality

The company’s major priority is investing in quality, research and development. They are leading their efforts to offer promptitude and flexibility to their partners and a cleaner and safer life to their Consumers. From the very beginning



the product diversification was considered by the company as a key to success in the cosmetics’ industry. The company is still preparing to launch a wide range of cosmetics luxury “gems” with Damask Rose essence. Moreover they are proud to provide their Consumers with a new range of skin lotions, shaving products and gentle baby skin products that cater to their varied needs. Purpose? The company strategy is a plan for fulfilling long-term company objectives. Luckily the export has been increasing rapidly and now accounts for about 30% of the total value of Asil Group. It relates particularly to compliance with high quality standards. Only this year, cosmetics made in Galati has been audited by independent specialists and foreign partners. The good results of the audit confirmed the ability of Asil Group to provide innovative products, ensuring quality levels capable of satisfying the most demanding markets, such as the German and others. “It was our goal- Romanian goods on German store shelves. We would like our Consumers keep talking about „Galati’s quality” comparable to „German standards”. Today the more Customers we have in Greece, but the coming year we want to develop further in Spain and Portugal”, reveals Mrs. Laura Ursache. The commitment to our customer determined a close in-process monitoring of all incoming and outgoing products, with a special attention to external microbiological, dermatological and quality analyses. The machine technology and production techniques are constantly upgraded to assure our clients’satisfaction. ASIL Cosmetics is member of Romania Chamber of Commerce and Industry and chief board member of OPIC –Ownership Organization of the Romanian Cosmetic Industry.

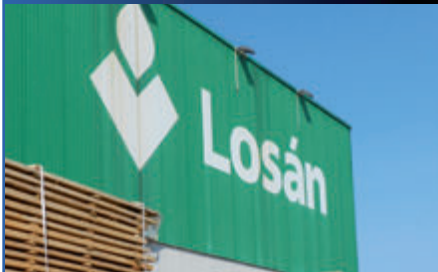
Written by Katarzyna Olszowska





Driven by innovation

FACT BOX


FULL NAME:

Losan Romania SRL

PRESIDENT:

Daniel Frunza

OPERATIONS:

Timber Industry

ESTABLISHED:

1999

EMPLOYEES:

550

TURNOVER:

26.000.000 Euro

www.losan.ro

Wood is one of the most popular raw materials, which given to the number of tree species and their diversified qualities, makes the material extremely attractive in construction, interior decoration, furniture and other areas. Decorative veneer, a thin layer of wood, with thickness of less than one mm, is characterized by absolute uniqueness. Different cutting techniques as well as various splicing ways of the veneers result in a large variety of textures and unlimited practicability. One of the companies specialized in the manufacturing of veneers is Losan Romania, a part of the Spanish group Grupo Losan, one of the most important Spanish manufacturers of veneer, chipboard, melamine panels, veneers panels and furniture. Further details on the company, its development and offer in an exclusive Manufacturing Journal article written by Aleksandra Strojek.

Many locations, one motto

Grupo Losan is a Spanish company dedicated to the production of wood products for furniture, doors, veneered panels and interior decoration, currently Grupo Losan comprises of several companies, in different countries, strategically situated so as to be close to the best possible raw materials. Losan started its business operations in 1964, in a Spanish town called Curtis in the region of Galicia. The first works was meant to manufacture items for the furniture industry. Soon after the basis of the Losan Group was established, the company started its constant increase of the production capacity and dynamic expansion of the product portfolio. Since that moment it

has not stopped growing, neither in its output figures & geographical expansion or its product range. The production facilities of the manufacturer operate not only in Spain, but also in Romania, the Netherlands, Chile and the United States. Regardless of the location, the motto of the company remains the same – to provide the customers with the best solutions and having a great respect towards nature by implementing state of the art technologies into the manufacturing process. In fact, constant technological investments, solid formation of professionals and application of efficient management systems, have all consolidated the position of the company at an international level. As a result to that,





today the company can boast of being a dynamic, modern and efficient market player, full of challenges and ambitious projects. What is more, the development of the company is the outcome of accumulated experience and close collaboration with the clients. The cooperation is based on business partnerships and is conceived in such a way that every day the customers are able to renew their confidence in the Losan brand. It comes down to efficient supply of high quality personalized products that more than three thousand customers worldwide have come to expect and incessantly await from the company. As innovation and quality are Losan's personal signs of identity and constant objective, an everyday priority is to increase the satisfaction of the companies and people who have placed their trust in Losan's products.

Product portfolio

Established in 2000 Losan Romania is an important manufacturer of sliced veneer. In the manufacturing process the company uses carefully selected logs that guarantee superior quality of all



the products that come off the conveyor belt. The main species of Losan Romania are beech, European oak, European maple, brown and white ash as well as European cherry.

The Romanian part of the Grupo Losan has developed by introducing a wide range of products created as a consequence of thorough market studies, but also by continuous improvement and innovation of the manufacturing process. The product portfolio of Losan Romania includes:

- sliced veneers: used by producers of veneered furniture, doors and veneered panels. The thickness of the veneers is 0.6 mm, the minimum width is 10 cm, the veneers are pressed – free of natural and technological defects. Carefully selected logs assure special quality of the veneers. The packaging of the veneers is on wooden pallets suitable for fork-lift loading, wrapped in plastic foil. Therefore the veneers can be transported in high safety conditions on land as well as on water;
- spliced veneers for furniture: manufactured according to the technical prerequisites of the customers. The veneers are spliced with glue. They can be used by furniture manufacturers as well as by veneered doors manufacturers and are offered in book, slip and random matching;
- spliced veneers for veneered panels: the veneers are edge glued,



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- power transmission belts
- timing belts
- endless rubber belts for all industrial sectors

Through its fabrication centers and selected distributors, Chiorino Romania offers:

- Technical support
- Belting Know How and Training
- Prompt installation service 24/7

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which guarantees top quality of the layons. The products are available in book & slip matching, in four standard sizes, whereas non-standard sizes can be delivered after placing a special order;

- master rolls: the base raw materials for edge banding production can also be used as wrapping material for veneering of pens, doors, frames, skirting, decorative elements etc. The main characteristic of this product is finger jointing of sheets of veneer and deliveries in rolls in various lengths and widths;
- wooden pellets: with the diameter of 6 mm, packed in 1000 kgs big-bags or 15 kgs plastic bags. the pellets are highest quality being produced from selected raw materials. the pellets fully comply with the ENplus standard;
- lumber: in order to give a superior value of the wood used in the production of sliced veneers, Losan Romania has developed a production of lumber. the lumber is produced from the same wood species used in the production of the veneers: oak, beech and ash;

Focus point – innovation

It is worth mentioning that keywords for all Losan Group units are: clients, quality and innovation. As far as quality and innovation are concerned, Losan is committed to continuously improve the quality of the products and provided services in order to meet the demands

of the costumers. Still, in order to maintain leader position it is also crucial to increase its competiveness on the market. The company is aware of the fact that in the current business climate, markets recognize and respect only the enterprises which stand out and deliver a difference, with new and original concepts. For this reason Grupo Losan has always promoted , development and innovation policies, which have facilitated the creation of innovative products in response to the changing needs of the customers. The company is fully convinced that its R+D+i Policy is both a strategic and indispensable tool for the future development . All Losan investments are consequently and deliberately directed towards the promotion of this activity, by providing the most advanced technological means and a team of well prepared specialists to identify opportunities and challenges in the field the company is specialized in. The company is entirely convinced that this attitude will pave the way for stable development in the future.

Environmentally friendly & labour safe

Aware of the need to adapt to the ever changing social environment and aiming to surpass the quality expectations that the market increasingly demands, the company covered its units with a system of quality, environmental focus and health and safety in the workplace, known internally as the Integrated Management System. It is an efficient management tool which defines the whole



system of structures, procedures and responsibilities of the organisation, aimed at constant improvement that demonstrates the compromise and strict adherence to the quality criteria. Because of the above mentioned management system, alongside innovation and up to date state of the art solutions, environmental protection is also a constant concern for Losan company. The enterprise aims to minimize the environmental impact of its business activity by reducing the impact of products, waste and energy consumption. The environmental policy of Losan also includes an efficient and rational use of the necessary resources for the elaboration of Losan's products. All the activities undertaken by the enterprise comply with the environmental management system: EN ISO 14001:2005. What is more, the company is engaged and supports entirely the responsible practices for forest management, protecting biodiversity and ecosystem's integrity. It is also involved in long-term projects aimed at protecting the social and economic benefits of human communities. Consequently, specific objectives aim to ensure conservation and protection of the environment. Evidence of such kind of actions is reflected in the environmental certifications of the Romanian factory. Moreover health and labour safety of the employees is a priority for Losan's management and is constantly followed and respected. The organization aims to reduce the health risks and labour safety risks arising from work activities by improving its management system for health and labour safety. At Losan it is believed that the most important resource is people. It is namely the people, always working as a team, day by day, that are preoccupied to improve the quality of the products, the production procedures and the satisfaction of its customers. This is where the success of Losan starts. ■





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