



# Manufacturing Journal

magazine

## Acron Group

World's leading fertilizer producer

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### The future built on the steel frame

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### The world of building blocks & toys

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### One group, two brands

page 56

# MSE 2015

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Dear Readers!



*Throughout its history Metallurgical Plant Electrostal is a leading manufacturer of high-quality steels. The plant is a major producer of heat-resistant nickel alloys in wide ranges of brand and size - from wire to large-sized forgings. It has the unique metallurgical equipment, providing a complete production cycle of any batches. The plant has more than 2,000 grades of steel and alloys in its range. Experience and qualification of company specialists greatly accelerate the new product introduction process... Full interview on page 19.*

*Antipinsky Refinery is a private company with the capacity of more than 8 million tons of oil per year. The company is located in the Tyumen region, where the majority of Russian oil (64%) and natural gas (91 %) resources are concentrated. Moreover, being situated in the central part of the Ural Federal District, it can successfully use the latter's advanced infrastructure. Antipinsky Refinery uses crude oil transmission pipelines of JSC Transneft with the capacity of more than 7.2 million tons per year and is in the process of connecting itself to the diesel fuel main pipelines with the capacity of 1.8 million of tons per year. The company can provide its clients with fuel directly from the plant through small petrol tankers (5-30 tons). Antipinsky currently employs over 1500 people and occupies the area of 155 hectares... Read their success story on page 31.*

*Grabowski Automobile Plant (GRAZ) is one of the largest enterprises in Russia for the production of tankers for transportation and temporary storage of petroleum products. The product range is wide enough. In order to improve consumer and operational properties of equipment, GRAZ is constantly upgrading and improving products by using new modern domestic as well as imported materials and components... Full report on page 37.*

*Rusagro Group of Companies, a leading Russian diversified food producer with vertically integrated operations, has been on the agricultural market for 10 years. Effective development strategy ensures continuous growth of all core businesses of the holding and enables successful entry into new business segments. Today, Rusagro is one of the fastest growing companies in Russia... Read full story on page 65.*

Enjoy the magazine!

Editor:

A handwritten signature in black ink, appearing to read 'Petr T. ...'.



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## Iggesund further reduces carbon emissions



Iggesund Paperboard's Swedish pulp and paperboard production facility, Iggesund Mill, reduced its fossil carbon dioxide emissions by 86 per cent from 2013 to 2014 from what was already a low level. The reduction is partly due to the investment in a new recovery boiler, which was completed in 2012.

"It always takes time to fine tune a new piece of equipment and we've also made some smaller investments to optimise our return from the recovery boiler," explains Olov Winblad von Walter, Manager of Iggesund Mill. "Now we're getting close to achieving the potential we expected."

The mill's environmental improvements are not limited to carbon dioxide. Emissions of sulphur have also been cut by 82 per cent, nitrogen oxides by 19 per cent and particulates by 90 per cent – all compared with 2011, which was the last year the old recovery boiler was operating. A conscious decision on operating strategy and investments in process stages that previously used fossil fuel oil have also contributed to the radical reductions in air-borne emissions.

Iggesund Mill is not the only component of the Holmen Group to succeed with its environmental work. Between 2013 and

2014 carbon dioxide emissions per tonne of manufactured paperboard and paper products within the Group were cut from 123 kilos to 67 kilos. This is almost 50 per cent and demonstrates clearly that the Group has taken yet another step to reduce the climate impact of its own operations.

In recent years the Holmen Group has received a number of awards for its sustainability work. In 2014 Iggesund was given the Bio Strategy of the Year award by the industry organisation PPI. The Holmen Group was also included on the Carbon Disclosure Project's list of the 187 global companies that are leaders in the battle to tame the climate threat.

"We're very satisfied with this year's outcome and I believe we've thereby strengthened our position as a leader in sustainability efforts," comments Lars Strömberg, Director of Sustainable and Environmental Affairs at Holmen.

In 2013 Iggesund also commissioned a biomass CHP plant at the company's Workington Mill in the UK. By switching its energy source from fossil fuel to biomass in a single step, the mill eliminated almost all the fossil carbon emissions from its production process. At Iggesund Mill in Sweden, bioenergy supplied 99.1 per cent of the energy used in the production process during 2014. Today the emissions from all paperboard production within the Holmen Group are within a few tenths of one per cent of being fully fossil free.

"Our strategy of investing in fossil-free technology at the mills in Sweden and the UK have been decisive steps in our sustainability work," Strömberg emphasises. "The fact that we've been rewarded with top positions in various rankings and indexes proves that active work with energy and climate issues gives us a credibility that also strengthens our brands."

**More info:** [www.iggesund.com](http://www.iggesund.com)

## Konecranes adds more high-tech features to its heavy-duty overhead crane – SMARTON

Konecranes SMARTON® is a built-up, heavy-duty overhead crane for demanding processes, assembly, and maintenance use. SMARTON has a lifting capacity of up to 250 tons with a single trolley and up to 500 tons with two trolleys. The crane's speed range is wide, and duty classes range from M3 to M8.

Konecranes has now further developed the SMARTON crane. The revamped crane is designed to make lifting operations as



safe, smooth, and efficient as possible. The latest updates have been geared specifically towards improving the user interface for crane operators, customer service crews, and management.

User experience taken to the next level

The new SMARTON includes a tablet, which can be mounted to the radio controller or in the operator's cabin. The tablet makes crane operation easier and more productive, as the operator receives crane- and process-related information directly to the tablet and is able to make adjustments to the crane. Optional camera views for safer and more effective load handling are also available.

Easy to Maintain

For maintenance purposes, the SMARTON tablet provides advanced troubleshoot-



## SSAB is launching Strenx – the new brand for high-strength steels

ing and condition information of the crane controls. Maintenance personnel can access real-time information of the crane condition without the need to climb up to the crane service platform anymore, and wireless operation allows flexible use even during crane operation.

"The SMARTON includes Smart Features and TRUCONNECT® Remote Services, available to improve safety and productivity of the customer's lifting processes," says Tero Jaakkola, Product Manager. "SMARTON now makes it even easier to tailor solutions for customers who want to get the benefits of the latest technology and have safety and a Total Cost of Ownership approach as part of their 'DNA'. With flagship products like SMARTON, we want to make sure customers who need advanced technology in their operations get it."

Adaptable to different requirements and industries

Konecranes has sold SMARTON cranes since 2009 to 48 countries, including the Middle East. The main industries using the crane are paper, automotive, power, and steel, with other customers from general manufacturing and mining. As customer needs vary considerably from industry to industry, as well as from one location to another, there is a clear need for a product that adapts to these different requirements.

**More info:** [www.konecranes.com](http://www.konecranes.com)



SSAB is launching Strenx, a new high-strength structural steel product brand, which offers the most extensive portfolio of high-strength steels on the market. This will open up new competitive possibilities for customers to make stronger, lighter and more sustainable products.

Strenx is designed for sectors where structural strength and weight savings are key competitive factors, especially in the lifting, handling and transportation industry. Strenx is also well-suited for agriculture, the frames of heavy mobile machines, rolling stock, offshore and construction sectors. Now customers will be able to design more competitive and sustainable products – cranes that reach further, trailers that carry more payload, trucks that use less fuel.

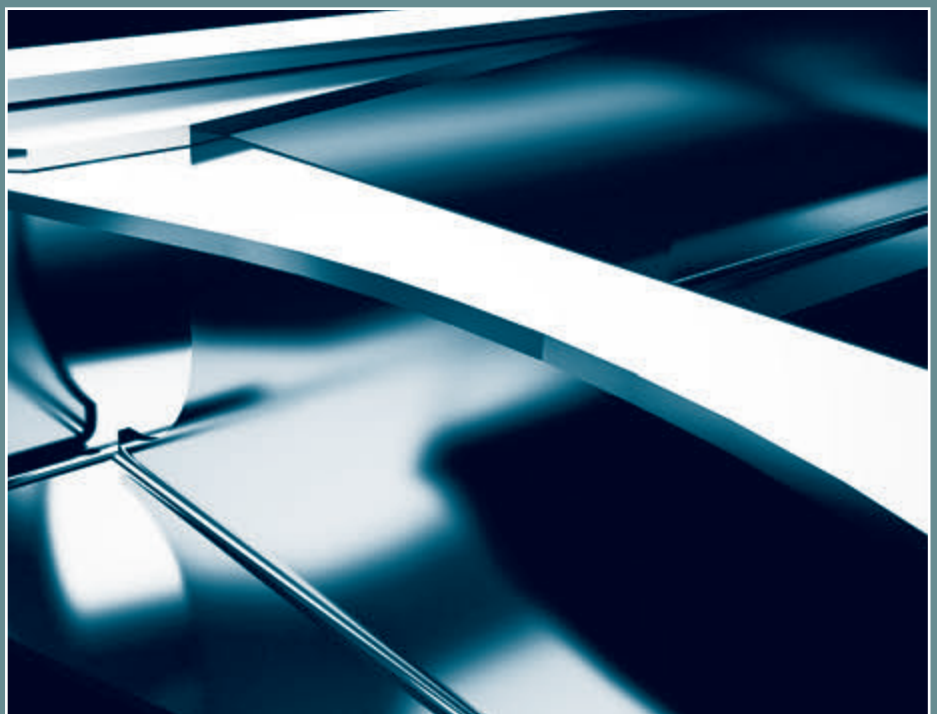
"For customers, this is a totally unique product since Strenx now covers the three product brands Optim, Wieldox and Domex that are well-known trademarks of SSAB and the former Ruukki. Strenx embodies our over 50 years of experience in high-strength steels," says Gregoire Parenty, Head of Market Development at SSAB.

Strenx features the world's widest choice of high-strength structural steels both in terms of strength and dimensional range. Yield strengths range from 600 Mpa to 1300 Mpa, which is the strongest steel available on the market. Strenx is available in plate, strip and tubular products in thicknesses ranging from 0.7 mm to 160 mm.

"We give full support to designers and customers to help them upgrade to Strenx. By sharing our in-depth experience and wide knowledge of steel we can guarantee the best results for end-product performance," adds Gregoire Parenty.

Strenx comes with guaranteed product consistency, services to help customer's businesses and permanent assistance to enhance end-product performance.

**More info:** [www.ssab.com](http://www.ssab.com)



## Konecranes, sektör ihtiyaçlarına cevap verebilmek amacıyla özel fiyatlı yeni tavan vincini piyasaya sürüyor

Konecranes, bu ay içerisinde Türkiye'de yeni tavan vincini piyasaya sürüyor. CXT® UNO isimli bu yeni vinç, fiyat odaklı yaklaşıma sahip müşterilerimize rekabetçi fiyat ve üstün Konecranes teknolojisini sunacak şekilde tasarlanmıştır. Aerodinamik yapısı ve sadece en önemli parçaların bileşiminden oluşan vinçte piyasada bulunan en popüler kaldırma tertibatı kullanılmıştır.

CXT UNO, Konecranes'in mevcut CXT çelik halatlı kaldırma tertibatı temel alınarak geliştirilmiştir bu nedenle CXT'yi endüstri lideri yapan güçlü yönlerinin pek çoğuna sahiptir. Türkiye piyasasının uygun fiyatlı, yüksek kaliteli gezer vince olan ihtiyacı düşünülerek geliştirilen bu vinç için Konecranes en önemli özelliklere ve temel bileşenlere odaklanmıştır. Gücünü kanıtlanmış çözümlerden alan yeni bir vinç. CXT UNO, sahip olduğu iki hızlı kaldırma ve yürüme tertibatı, kablolu pendant ünitesi, feston elektrik besleme sistemi, kompakt tek kirişli yapısı, 10 ton yük kaldırma kapasitesi ve 22,5 metre'ye kadar aks açıklığında çalışma olanağı sunar. Tasarımında kullanıcılardan toplanan veriler değerlendirilerek; kalite, kolay bakım, yoğun ve normal kullanım alanlarında güvenilirlik gibi konulara

ağırlık verilmiştir. Kompakt boyutları, kısıtlı alanlarda bile kullanılabilirliğine olanak sağlar.

Konecranes'in Türkiye servis ekibi tarafından kurulur ve sahada kullanıma hazırlanır.

İyi düşünülmüş fonksiyon ve seçenekler ile önceden tasarlanmış bir paket olarak sunulur. Bu sayede sipariş edilmesinden kurulumuna ve sahada kullanımına kadar tüm süreç sorunsuz bir şekilde yürütülerek Konecranes Türkiye servis ekibi tarafından eksiksiz olarak teslim edilir.

Konecranes, montaj ve kurulum işlemlerinin yanı sıra vinç çelik yapısını da Türkiye'de üretmektedir.

Konecranes Ülke Müdürü Sami Korpela diyor ki: "Konecranes'in Türkiye piyasasına sunduğu ürünler, dünya piyasasına sunduğu diğer ürünler ile aynı kalite prosedürlerinden geçer; bu sayede en yüksek kalite standartlarına uygun olarak dünyanın geri kalanı ile aynı düzeyde ürünler tedarik edilir."

**More info:** [www.konecranes.com](http://www.konecranes.com)

## Halfmoontm is a worldstar winner



The innovative HalfMoonTM pack from RPC Superfos has received a WorldStar 2015. The pack has an attractive shape and ergonomic advantages.

The jury has spoken: The new HalfMoonTM pack from RPC Superfos merits a WorldStar award. The packaging solution is remarkable for its shape that offers exceptional ergonomic user-friendliness as well as many exciting options for display.

Jean-Marc Vuillot, Regional Director RPC Superfos Region French, is thrilled about the prestigious award and says:

"It is fabulous that the World Packaging Organisation has selected our HalfMoonTM pack for a WorldStar. The award endorses our profile as an innovative packaging provider and makes the entire team behind the packaging solution full of pride."

Flat side close to the body

The HalfMoonTM pack is formed like its name indicates and this particular shape offers the end-users true convenience: Carrying the pack with the flat side close to the body means that all weight is straight below the shoulder and this makes the filled container feel less heavy.

**More info:** [www.rpc-superfos.com](http://www.rpc-superfos.com)







## Oliver + Batlle unveils its legendary manufacturing solutions at the European Coatings Show 2015



For more than 50 years O+B has been offering the latest turnkey solutions and equipment to the leading brands of the paint, coatings, inks and adhesives markets. At ECS 2015, Oliver + Batlle renews its commitment with its customers by unveiling its state-of-the-art equipment for the main paint and coatings manufacturing areas: agitation, grinding and filling.

Polimix DPS-ORC conical coaxial mixer disperser

At the show, O+B displays one of the most representative equipment dedicated to dispersing and mixing process: Polimix DPS-ORC.

Polimix DPS-ORC is a high performance twin shaft coaxial mixer-disperser that features a high speed dissolver shaft and an anchor shaft with scrapers. Its truncated-conical shell gives the equipment a high versatility allowing fast production of

both small and large batches of widely different rheologies and viscosities. An integrated and automatic CIP system is one of the many optional elements that can be incorporated in the equipment. The version being exhibited at the show is a 3000 litre shell Polimix DPS-ORC.

Mill-ennium HCP POH for high viscosity products

The last version of Mill-ennium recirculation mill by Oliver + Batlle allows grinding by batch on portable vessels up to 1300 litres of high viscosity products, achieving extreme fineness. The mill features a vertical helicoidal scraper for wall and bottom scraping and product mixing effect at the same time. It's the perfect solution for manufacturing many difficult products such as artist paints, oil inks, etc.

**More info:** [www.oliverbatlle.com](http://www.oliverbatlle.com)

### TRADE SHOWS

15.07 - 17.07 2015

## PROPAK CHINA

International Food Processing and Packaging Technology Exhibition

**Venue:**

Shanghai New International Expo Centre  
2345 Longyang Road, Pudong New Area  
Shanghai P.R.C. 201204, China

[www.propakchina.com](http://www.propakchina.com)

01.09 - 03.09 2015

## BALTEXPO

International Shipbuilding and Shipping Exhibition

**Venue:**

Hala Oliwia  
Aleja Grunwaldzka 470  
Gdansk  
Poland

[www.baltexpo.ztw.pl](http://www.baltexpo.ztw.pl)

01.08 - 31.08 2015

## METALEX

International Exhibition of Steel, Metallurgy and Foundry

**Venue:**

Isfahan International Exhibition Fairground  
No. 41, Mehrabad St. 2nd Moshtagh Ave.  
Isfahan, Iran

[www.isfahanfair.com](http://www.isfahanfair.com)

01.10 - 30.10 2015

## TEHNOMA

International Metallurgy, Electronics and Construction

**Venue:**

Skopje Fair Exhibition Ground  
ul. Belasica b.b.  
1100 Skopje  
Macedonia (FYROM)

[www.skopjefair.com.mk](http://www.skopjefair.com.mk)

## United Kingdom

**Full name:** United Kingdom

**Population:** 64,511,000

**Capital:** London

**Area:** 243,610 km<sup>2</sup>

**Major language:** English

**Major religion:** Christianity

**Time zone:** GMT

**Monetary unit:** pound sterling

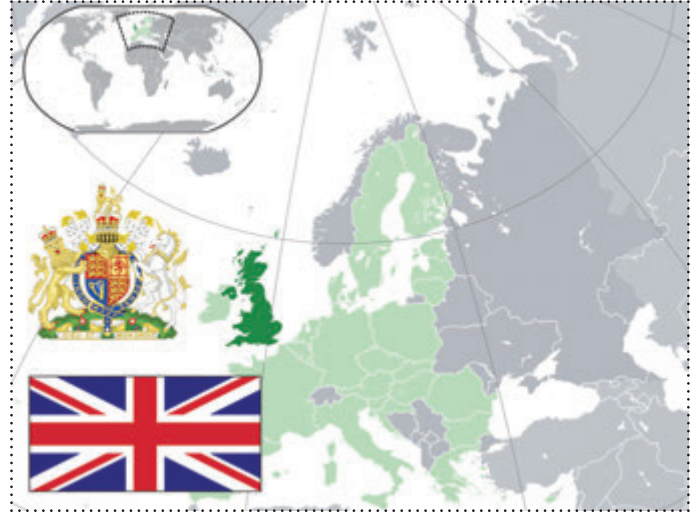
**Main exports:** automotive, aerospace, pharmaceutical

**Government:** Unitary parliamentary constitutional monarchy

**GDP per capita:** \$39,510

**Internet domain:** .uk

**International dialling code:** +44



**England is the largest constituent part of the United Kingdom, and accounts for 83 per cent of its population and most of its economic activity.**

### Overview

Issues affecting the United Kingdom as a whole therefore also apply to England in particular, especially in the case of identity politics. England's continuing contribution to world civilisation is significant, ranging from language to sport, music and law. The various kingdoms set up by Germanic settlers in the 5th-6th centuries were finally united into the Kingdom of England between 927 and 954. The Norman Conquest of 1066 brought in a new ruling class from

northern France and heavily influenced the language, culture and European orientation of the country. England gradually annexed Wales and established hegemony over Ireland and Scotland. This Kingdom of England had a distinct identity until it was subsumed into the United Kingdom of Great Britain in 1707. The establishment of devolved parliaments in Northern Ireland, Scotland and Wales after 1997 gave those constituent parts of the United Kingdom their own political identity, leaving England the only part directly run by the British government. This has raised the profile of the „West Lothian question“, namely that Scottish MPs can vote on specifically English matters in the Westminster par-

liament while English MPs have no say over Scottish affairs. Between 1998 and 2010, England had its own quasi-governmental organisations and Regional Assemblies, which were, however, not directly elected. In June 2010, the new Conservative-Liberal Democrat coalition government announced that it was abolishing regional strategies and returning planning powers to local government. Only the London Assembly, which was formed in 2000, is directly elected. The Assembly holds the Mayor of London - the most powerful directly-elected politician in the United Kingdom - to account by monitoring his spending and other activities. The former Labour government's proposals for other elected

The City of London is one of the world's largest financial centres





assemblies were dealt a blow by the rejection of such a body in the North-East of England in a 2004 referendum. Plans for referendums in other regions were subsequently abandoned. A campaign for an English parliament grew out of a belief in certain quarters that the Devolution acts of 1998 had put England at a serious political and constitutional disadvantage. Cornwall, an English county with a separate Celtic identity, has also seen a campaign for its own devolved regional assembly.

### Identity

According to the most recent census data, about 95% of the population of Scotland and Wales identify as White British, rising to 99% in Northern Ireland. The comparable figure for England is just under 85%. Therefore most of the British debate about ethnic diversity, immigration and national identity in fact applies to England. This sensitive political question is further complicated by two factors. First, British and English institutions and national identifiers such as flag, language, anthem and popular culture largely overlap. As a result, markers of specific English identity, such as the flag of St George, tend to be unofficial, while similar signs of Scottish and Welsh nationhood are sanctioned by the separate institutions of those countries. Second, Scottish and Welsh nationalist movements have long been part of the



Stonehenge, in Wiltshire, was erected around 2500 BC

political mainstream, and are seen as champions of legitimate historical national identities. English nationalism, on the other hand, has often been portrayed as a reaction to non-white immigration and seen as largely the province of the far right. But there is a constitutional nationalist movement that focuses on the English parliament issue. This makes public discussion of English identity politics difficult, as politicians on the left and right have discovered, as accusations of racism and appeasement of minorities are exchanged. The one area

where English identity is able to develop without political controversy is the realm of culture, and sporting teams are often the most comfortable focus for national loyalty.

### Culture

England has made a number of major contributions to civilisation, perhaps the most significant being its language. Through a combination of British colonial expansion and trade, plus the world-power status of the United States since 1945, English has approached de facto international second language status. Outside the large areas of the world where it is already an official if not first language, English predominates in international diplomacy and has become the main language in science, communications, business and the entertainment industry. It is estimated that more than a billion people can speak English at a basic level. Among other cultural achievements, England's sporting life is followed worldwide, in particular its football Premier League and cricket team. In terms of popular music, England's international impact has rivalled that of the United States from the Beatles and the Rolling Stones to the club scene of the 1990s and beyond.



Heathrow Terminal 5 building



Dr. Emilian Abadjiev  
Executive Director of ZMM Bulgaria Holding

**Q: The last time we had a chance to talk with you in 2013. What has changed in your company since then?**

A: Really a lot of things! It has been very dynamic period for ZMM Bulgaria holding. We had moved ahead in many aspects. I will try to outline them in brief in a structured way.

Of course the most important one was the constructive and technological progress. Listening carefully to our customers and following the trends on the international markets we are trying to constantly develop our machines and our production in general. In 2014 we developed a new oil country lathe 14" as an enlargement of our offers in this area – until now we were offering 10" and 12", both as CNC and universal. We equipped

it with a device for automating of the thread cutting and a new, bigger taper attachment.

We started a partnership with the well know producer of high precision machines from Germany GDW. The first jointly produced machine LZ600VS was shown at the AMB show in Stuttgart (16 – 19.9.2014) and attracted high attention. It was produced under the slogan and logo "GDW – ZMM Bulgaria – Premium Cooperation". Now we are finalizing the next one which will be shown at the trade show in Leipzig at the end of February. We developed as well a new small CNC LT500 with Siemens command. The first is already in Italy, the second one is going to Germany.

I can proudly share that in 2014 we constructed some unique machines like the CU 1250 with distance between the centres of 9000 mm. It is a huge and impressive machine!

Worth mentioning as well are the CNC machines produced recently for Germany – an LCC 1000 with distance between centers 4000 mm and a Siemens 840 DSL command, equipped supplementary with grinding attachment and the one produced for France – LCC 1250 with 6000 mm distance between the centres, C-axes and Fagor command.

Talking about CNC machines I have to underline that this is our priority for 2015. We are in constant dialogue with the



biggest world producers of CNC-commands like Siemens, Fanuc and Fagor in order to serve better our customers and offer them wider choice and better prices.

In last October in our foundry in Sofia we installed 3 new mixers produced by the world

leader in this area Omega from UK. This helped us to increase our quality. And as of January 2015 in our plant in Nova Zagora we have installed a new gear grinding machine of Kapp-Niles which will further increase the quality of our gears and respectively – of the machines offered by us.

This list would not be full if I do not mention the efforts of our construction department. Our colleagues are constantly analyzing the necessities of the customer. Apart of this they are regularly visiting international trade shows to see with their own eyes what the last trends in the international machine construction are and to figure out how we could better serve our customers.

In the marketing area - which I would prefer to call customer communication - we moved as well substantially ahead. As of March 2014 we completely renewed our web page – I am convinced for the professionals and everyone interested in lathes it is worth visiting – [www.zmmbulgaria.com](http://www.zmmbulgaria.com). I consider this form of communication extremely important in our times of high tech and high speed. The new web page offers our present and potential customers plenty and detailed information concerning our machines, giving them opportunity to download our new catalog entirely or just the machines they are interested in. It informs the customer concerning the novelties in the technical areas and about the trade shows where our machines were shown or will be shown. It offers opportunities for interactive communication – we developed a special form which allows the customer easier and faster to obtain the necessary information concerning the machine/s he is interested in or to order it.

At this page in the section "Downloads" the customers can see the new film about the company which outlines the whole process of developing and producing a machine – from the constructor's desk through the foundry and the processing plant up to a ready for dispatch machine.

In 2014 together with partners or alone

we participated in many trade shows all over the world. The trade shows are very important forum to meet your customers, to show them what you can offer them, but it is very important to hear what they need and expect. Last but not least it is important to see how the competition is developing, what are the novelties on the market. In 2014 our machines were at the shows in Utrecht and Düsseldorf in March, in Wien in Mai, in Chicago and Stuttgart in September, in Plovdiv and Istanbul in October and in Basel in November.

But of course the key are the people. We are constantly thinking about the people developing and producing the machines. We think about the succession. Last year we strengthened our contact with the Technical University in Sofia and its branch in Sliven. We signed a cooperation agreement foreseeing different tools and mechanisms for attracting young people still during their student years to come to our plants – just on visits or as apprentices in order to see and feel how a machine is produced, how it works, to imagine the expectations of the customers.

**Q: ZMM announces an expansion to cope with fast-growing market demands. How did the company gain the Customers trust? What factors contributed to such a good reputation?**

A: The most important is the attention to the customer, to his needs. We are not just producing machines, they are not anonymous confection, each machine which leaves the factory in Sliven is individually produced for a concrete customer adapted to his concrete needs and expectations.

The communication in both directions of course is as well very important. This means that we listen very attentively to the customer, try to understand his individual needs and problems and to offer them the best possible solution. On the other hand we are regularly in touch with our customers informing them about all the novelties we are introducing – being that new models, new ways of producing our machines or the new technology and technics we are buying for our production. The customer has to be confident that there is really aspiration to serve him better.



Quality is of course as well very important factor for the customer's confidence. It is constantly in the focus of our attention, as for the customer service is crucial. This is why the post sale service in our company enjoys great attention. As we are selling to almost 80 countries in the world it is clear that we can not ourselves assure this service on the spot. This is why it is a very important requirement to our distributors – condition sine qua non - to be able to render fast and qualitative customer service. As to the spare parts – this of course is our engagement. We sometimes produce for special customers spare parts for machines 30 years old!

**Q: Could you please tell us something about your mission and future vision of the company?**

A: The reason for our existence is the customer! We want to be perceived by all our past, present and future customers (and we are pretty confident that all our past customers are as well present and future customers) as a reliable partner who understands their demand and expectations and even goes beyond that! They should be convinced that when developing and producing a machine/s for them we think how to make their customers satisfied and happy!

In few words: Customer orientation, customer satisfaction and the love to the Machine!

**Q: What factors contribute to the growing popularity of your products**

**and its success in the marketplace?**

A: It is the consistent believe that we have to serve our customers, trying to get acquainted with their expectations. Once again – we are not producing faceless confection - each machine is designed for a specific customer, bearing in mind his concrete expectations and necessities!

The close contact with the customer is as well of great importance – not only in the process of developing and producing a specific machine for the client, but afterwards as well. We try to keep all our customer proactively informed about the novelties in our company, about the new machines we are buying or about the new technologies we are applying. We do not rely only on our totally renewed and interactive web-page. We are constantly in touch with our customers – via mail, telephone or personal meetings. And of course in this process we are using all modern communication tools!

We are thinking about new models in order to support the business. We try to help our customers to increase their effectiveness in customer communication and in their web pages.

When a new customer asks for information we try to be as quick and informative as possible. We keep the doors of our plants open for our customers so that each one can come and see how the machine/s dedicated for him are being produced.

**Q: Which of your Clients are the most important and why?**

A: All our customers are important for us! A customer who is small today might grow in a year or two tremendously – there are many examples in this respect. What matters for us is that the customers – small and big, from Europe, America, Asia or Africa – always return!

And I am convinced that all our customers have growth potential.

**Q: Please, tell our readers about the company's international cooperation. What are your plans for gaining foreign markets?**

A: As mentioned further up, in 2014

we started successful production cooperation with GDW from Germany. I am convinced that it will grow substantially in 2015 and the next years. And GDW is well known German producer of high quality and high precision machines!

I am happy to share with you that only in the first month of 2015 several companies from 5 continents contacted us on their own and offered us cooperation! This is really tremendous! I do not still want to mention concrete names and countries, I will only say that 2 are from Asia, one – from Europe, one – from Africa and one – from Latin America. But I promise to go in more details in our next interview! I hope that there will be concrete achievements to share!

it is like the bicycle – if you don't move forwards you just fall down! So we are and we will be moving ahead in all areas – models of the machines, materials, technologies, partners, marketing & customer communication and many others.

There is one thing, which will not change – and this is the CUSTOMER CENTRICITY AND THE ATTENTION TO THE DEMANDS AND THE EXPECTATION OF THE CUSTOMERS!

Thank you very much for your interest and your support to come closer to the customer!

Be most welcome to come and see what we are doing on the trade shows in Leipzig (24.2.2015) – on the stands of GDW and Mexpol, in Lyon (7-10.4.) – on our joint stand with PMER, on many exhibitions in Poland – Kielce, Sosnowiec, Poznan, Krakow a.o., on the world's most important bi-annual exhibition EMO in Milano in October 2015!

**Congratulations to ZMM Bulgaria thank you for familiarizing with the material.**

**Q: Are you planning new investments, launching new products on the market in the near future?**

A: Always!!! You know – my perception about the business is that



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Board Member  
Mr. Peter Koll

*Present on the Polish market since 2000, WIKI Polska reach the leading position in the field of pressure, temperature and level measurement technology.*

**Q: Could you briefly describe the history of the company?**

When WIKI started in 2000 in Poland as KFM (Kujawska Fabryca Manometrow) we had approximately 400 people on board. KFM produced close to 800.000 pressure gauges with a turnover of 2,5 Mio. €. In 2014 our turnover reached 85 Mio € and we produced a bit more than 30 Mio instruments. In November 2014 we officially opened our second Factory and altogether we have now 1.600 people working for WIKI Polska in Wloclawek.

**Q: Since its establishment until now, WIKI made many investments in production capacity in accordance with the principles of Lean Sigma. How this investements and modern installation changed your Company ?**

Lean Sigma is of course our general approach to optimise the entire supply chain. Based on kaizen-principles we continuously improved our production system. Major investments in new production lines and inhouse developed machines and equipement supported our productivity gains. Intensive training and qualification programs done externally but more and more in our

inhouse WPL Academy helped us to progress in quality and KPIs like on-time delivery, lead time, response time etc. Despite those improvements we know we have still a bigger part of the lean journey ahead of us. We have to make our people think lean, create awareness and take responsibility for self-control and self-improvements. For a successful future we need more good ideas generated and implemented by our more and more experienced people. We have the potential!

**Q: What are the factors affecting the increasing popularity of your products and its success in the market-place?**

To automatize processes, to improve process capability of machines, tools, production equipment, to make products more intelligent, to save energy to just name a few are examples you need more measurement instrumentations, sensors, controllers. We have several such drivers in our market segments and applications. Our customers need more and more intelligence in their products, if you talk about big concepts like intelligent building or you take just a component like an intelligent valve as another example.

**Q: Please tell us, how many people are working on the company's success at the moment, how does the personnel policy look like and what makes the atmosphere in the workplace good?**

Today we have roughly 1.600 people in 2 companies in WIKI Polska, whereas WIKI worldwide has more than 8.000 and a turnover of 800 Mio. €. The people are highly motivated and interested to be part of our WIKI success story. Honestly this is not only in WIKI Polska but worldwide a fact we could observe over more than the last 10 years. In WIKI Polska I see first of all the good cooperation between Unions and Board of Directors. This did help to continuously increase the number of people working in WPL. If we keep this style of cooperation and mutual trust I expect further growth and not only in the area of production and sales. As a long term concept we are on the way to build up R&D, Test- & Calibration-Labs, we extend our WPL Academy to a global training center and think about insourcing production of further key components. It is our intention to have the supply chain fully under control to at least keep what we promise day by day to customers and markets. We invite all ambitious young talents to join our team in Wloclawek – if you are a student of management science, ma-





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chine building, electrotechnic or already with some years of experience we have a lot good ideas and challenges for people who want to give their best.

**Q: Which of your products are the most important and why?**

If we talk about WIKA Polska as a production facility the mechanical and mechatronical pressure product portfolio is key. With those products WIKA is doing more than 50% of the turnover and we consider ourself as the market leader in the world. If we talk about the pol-

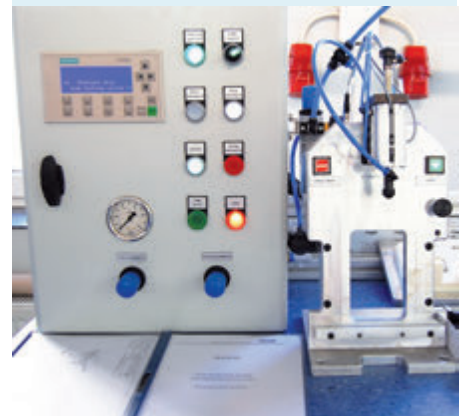
ish market we see our broad range of products for mechanic and electronic pressure and temperature measurement as the key buying factors. But also with level gauges, calibration equipment and calibration services we could grow in the past and of course the consulting competence of sales and engineering is an important part of our success story.

**Q: Which of your Clients are the most important and why?**

Difficult question, cause all customers are important and they can expect a perfect product and service from WIKA Polska. Very important for our own development are customers relying on superior quality of products and services and customers interested in a differentiation strategy. With our value innova-

tion approach we offer to the market a possibility to design unique products to create a different value proposition. This could help our customers to be more successfully by being unique. We currently have a lot of those customer specific projects running, I guess you all agree, the success of our customer is finally our own success.

**Q: In your opinion, how has the market in your country changed in com-**



**parison to other countries in last 5 years and in which direction those changes lead? Is your company ready to compete with the new tendencies on national and international market?**

Due to the fact that we are always comparing and benchmarking ourselves with other companies we consider us as well prepared for all challenges. We are a global player therefore we can react quickly if things are changing in the different areas of the world.

**Q: Please, tell our readers about the company's international cooperation. What are your plans for gaining foreign markets?**

As I already mentioned, we are a global player and we have own sales- and service subsidiaries in all relevant countries worldwide. With more than 10 big pro-







duction facilities we are able to produce almost all products locally, means in China, USA, Canada, Brasil, India, Europe, South Africa based on the local requirements. Those capabilities are certainly the base of future growth. To gain market shares in countries like China and India it

Our products are needed to reduce and control energy consumption, to design production processes with high productivity, in the meantime we also have products developed which are energy harvesting, means they do not need any energy source but using energy out

All our new production lines consume not more than 30 % of the former generation. In fact we have implemented recycling processes for our raw material, means e.g. that all brass chips are reused by our suppliers.

**Q: Are You planning new investments, launching new products on the market in the near future?**

WIKA has since years a road map for new products and technologies. Of course we are permanently launching new or modified products for our targeted market segments and as I explained above for our OEM customers.

**Q: What are you most proud of?**

That WIKA Polska is successfully from 15 years. I am happy that we have a very good management team, a good team spirit with all relevant groups within the company, motivated people. It is evident that we have all relevant things for a succesful future – tomorrow is always more important than yesterday!

**Q: Which rewards, achievements and certificates would you pride yourself on? Which are the most meaningful and why?**

We recieved in the last years several awards from customers, this it what I like most of all cause we are in a competition with lots of other suppliers. This is a good benchmark for us and confirms our intention to continue with what we have started 15 years ago.

Congratulations to WIKA Polska. Thank you for the interview.

Mr. Peter Koll - Board Member



is needed to have a more local Product Management, R&D and Marketing. To build up this compentencies are some of the challenges we see ahead of us.

**Q: What is the company's eco-policy?**

of the environment. From that point of view we are already a bit "Green". But of course more important for WIKA Polska is the fact the we have had a clear focus on safings of electricity and energy consumption when we did build up our new Super Gauge Factory last year.



## Leading producer of power tools in Russia



CEO  
Nazarov Sergei

*INTERSKOL is the leader of the Russian market of power tools and one of the top ten global manufacturers specializing in the industry. For more than 10 years, the tools produced by INTERSKOL have been the most popular and purchased tools in Russia. More than 35 million products were purchased by customers only in Russia.*

### Company profile

This kind of market success is never accidental. INTERSKOL's success is rooted in the competitive advantages that the company has. INTERSKOL is one of ten fastest-growing, high-tech companies in Russia. As a top Russian brand, the company has accumulated vast experience in the development and production of power tools as well as vast knowledge of customer needs. It offers reasonable pricing and wide range of products. INTERSKOL has the most developed network of service centers in the Russian Federation and the lowest rate of warranty returns. Thanks to these advantages the company has been able to successfully compete with the world's leading brands in Russian market. The design office and the pilot production department of INTERSKOL are committed

to creating and testing the latest models of electric tools as well as garden and power equipment. Historically, INTERSKOL was the first Russian manufacturer to export products to Western European countries such as Spain, Italy, France, Greece as well as Israel and Canada. Today INTERSKOL cooperates with leading international companies from Italy, Germany, Bulgaria, South Korea and China. Moreover, INTERSKOL is the only Russian manufacturer of power tools, which received official international recognition. Since 2009 the company is a member European Association of Electric (European Power Tool Association, EPTA), which joins 14 largest and most reputable European power tools manufacturers that are recognized world leaders in the industry. Millions of users of electric tools, garden and power trust

### FACT BOX



**FULL NAME:**

INTERSKOL

**CEO:**

Nazarov Sergei

**OPERATIONS:**

Power tools and scale mechanization

**ESTABLISHED:**

1991

**EMPLOYEES:**

700

**TURNOVER:**

\$ 250 million

[www.interskol.ru](http://www.interskol.ru)





equipment trust INTERSKOL and most of the customers are professionals, who rely on their tools for daily work such as builders, specialists in repair and decoration, service station specialists, furniture assemblers.

#### Guarantee of quality

INTERSKOL manufactures best-in-class high quality and reliable electric tools, garden equipment and power tools. All INTERSKOL tools come with a 2-year warranty and the number of service centers continues to grow. Today the company offers services in more than 400 locations. The specialists who work in the service centers undergo appropriate training in order to guarantee a high level of professionalism and deliver world-class service for the complete care of INTERSKOL products. The users can get their tools fixed by INTERSKOL specialists even after the end of the warranty period and the service centers are conveniently located.

#### High-tech production facilities

Today, INTERSKOL manufactures its products at six plants located in different countries around the world. The production sites of INTERSKOL are located in Russia, Europe and Asia. The company's management has decided to significantly increase the share of Russian production in order to provide new jobs and set a new positive trend in the Russian economy. INTERSKOL is reviving the industry that has declined in Russia since the 90s. Symbolically, the headquarters of INTERSKOL are located in the building of the Institute, which used to oversee the development of the indus-

try of power tools in the USSR. Annual production capacity of the company exceeded 4.5 million units. INTERSKOL strives to cooperate with Russian companies and that is why all components that are not produced by INTERSKOL factories are ordered mainly from domestic manufacturers. The newest plant in the network is INTERSKOL-Alabuga. INTERSKOL-Alabuga is a modern production facility with a high degree of automation. The introduction of high technology and modern materials give a powerful impuls for development for a number of enterprises which will supply raw materials and components for INTERSKOL-Alabuga. The plant was built in a Special Economic Zone in the Alabuga region of Tatarstan. Today, it is one of the most modern, most automated, high-tech production facilities of the power tools production sector in

Europe. The Alabuga plant is equipped with machines that operate with minimal human intervention. Many production processes (including assembly) are robotized. It allows to increase productivity and product quality. The volumes of manufactured products is predicted to amount to 2 million in 2015. In the following years after the launch of phase two and three of the Alabuga plant will be commissioned and the production volumes will increase to 5 million units of finished products per year. Such production volumes will allow to satisfy up to 40% of the existing demand for the most popular groups of high-quality professional electric tools, in particular drills, rotary hammers, angle grinders and battery technology. In addition, the product range of INTERSKOL-Alabuga will include snow removal equipment, welding machines, valve knitting guns, air compressors, miter saws, tillers, and more. One of INTERSKOL's goals is to maintain a reasonable pricing policy for products of the new Russian plant. A number of factors, from lack of expensive international logistics to the introduction of advanced energy-saving technologies will enable the company to keep the prices at an optimal level. Location of the plant also plays an important role. The company selected the Special Economic Zone Alabuga of the Republic of Tatarstan where the enterprise is eligible for tax breaks. Advanced Lean-technologies, which originated in Japan, are utilized at the Alabuga plant. These technologies are intended to minimize any kind of production losses and are widely used by top enterprises worldwide. Due to the expansion of





Russian production, INTERSKOL will optimize the warranty service by employing local service specialist and using the parts produced in the country. Bykovskii electric tools plant (BEZ) was the first production facility of INTERSKOL. Today this facility functions as a base for development of innovative products and it is engaged only in issue of new (experimental) models of equipment. It is the center for the production of prototypes of products for all the other company plants. INTERSKOL Power Tools S.L., located in Ripoll, Spain, is one of the most advanced technical equipment factories in Europe. It is equipped with modern automated equipment for metalworking and automatic production line of electric motors, there are testing laboratories and experimental production supported by good technological base and strong engineering capability. Highly accurate machine tools and Waste Control System ensure consistent high quality of finished products. The Spanish factory specializes primarily in the production of a wide range of pro-

fessional equipment for woodworking. INTERSKOL Crown Group is a joint venture created in 2009 by INTERSKOL and one of the three leading manufacturers of electric tools in China. The plant is located in Dzinhua, PRC. Consolidation of efforts of two powerful players enabled the new alliance to enter the top ten world's leading manufacturers and suppliers of such products. From the very beginning the total production capacity of alliance members accounted for more than 5% of the world production of tools. Production of separate specialized models of equipment is also carried out on the partner enterprises such as GGP (Italy), SPARKY (Bulgaria), Starmix (Germany), Keyang (South Korea) and other well-known manufacturers from different countries. Shortly before the start of construction of its new Russian plant, INTERSKOL has acquired a well-known European plant FELISATTI which specializes in woodworking with all the technology, patents and equipment. The company also purchase the Spanish plant that used to manufacture products

under the well-known European brand FREUD, which products were exported to more than 50 countries. INTERSKOL opens a new page in the history of the FELISATTI brand, which will retain its specialization in the field of professional equipment. At the same time, it will enable INTERSKOL to satisfy the demand in the field of professional construction and needs of the private consumer. Today, INTERSKOL owns several hundred patents, including the recently acquired European assets. The company also has its own unique designs, such as a valve engine of 220 V and an air compressor that does not require maintenance. INTERSKOL intends to produce a number of innovative models of power tools and other equipment at Alabuga plant. The company thus aims to be the leader of the industry not only by number units sold, but also in terms of the introduction of advanced technologies. Therefore, the new production facility INTERSKOL-Alabuga will produce primarily high quality, modern, reliable and affordable power tools such as punchers, stressed and unstressed drills, angle grinders, miter saws and battery technology. In the future, inverter welding machines, snowplows and other equipment will be added to the product list. Designed capacity the plant in Tatarstan will allow to produce up to 2 million units in 2015, and the launch of the second and third stage will allow to reach a level of up to 5 million units per year. Due to the rapid development of the construction industry in Russia, this market has become extremely attractive for foreign manufacturers of power tools. For some brands Russia is a priority market. Therefore, the achievement of INTERSKOL looks even more notable, as it has been holding the leadership in the Russian market by the number of units sold of the tool for over 10 years. Launch of the Russian factory is intended to signal a real opportunity to organize profitable production in Russia. ■

Written by Helena Rožko



## Leading manufacturer of high-quality steel in Russia



General Director  
Shpilnikov Yevgeny

**T**hroughout its history Metallurgical Plant Electrostal is a leading manufacturer of high-quality steels. The plant is a major producer of heat-resistant nickel alloys in wide ranges of brand and size - from wire to large-sized forgings. It has the unique metallurgical equipment, providing a complete production cycle of any batches. The plant has more than 2,000 grades of steel and alloys in its range. Experience and qualification of company specialists greatly accelerate the new product introduction process.

### The company with nearly a century of history

During the First World War Nikolay Vtorov, the wealthiest Russian businessman and industrialist nicknamed "Russian Morgan" for his business acumen, founded several factories for the production of shells and the first Russian high quality alloyed steels making plant. The first steel was melted by the Plant Electrostal, located 50 km from Moscow, on November 17, 1917. Talking about the rich, nearly a century history of the company, first of all we want to emphasize tradition, experience and technological level of the staff, – says CEO Evgeny Shilnikov. The whole history of the plant is inextricably linked with the "first time" concept. For the first time in the country metallurgists of Electrostal mastered the production of stainless, magnet and ball bearing steel for mechanical engineering and chemical industries; superalloys for jet aircraft and spacecraft; thermo-

static bimetals and alloys with special physical properties for instrument making, radio and communications equipment. For the first time employees of Electrostal implemented refining remelting on an industrial scale, as well as vacuum metallurgy techniques and advanced technological processes of metal deformation, allowing to obtain metal with high quality characteristics. Throughout its history Metallurgical Plant Electrostal is a leading manufacturer of high-quality steel in Russia.

### Main products and production

Electrostal offers its customers more than 2000 steel and alloy grades and impressive range of sizes - from wire to large-sized forgings. Gathered experience and skills of specialists of the Plant allow to promptly put into production new products. Almost all steels and alloys manufactured by Russian metallurgical plants have been developed by

#### FACT BOX



#### FULL NAME:

Joint Stock Company "Metallurgical Plant "ELECTROSTAL"

#### GENERAL DIRECTOR:

Evgeniy Shilnikov

#### OPERATIONS:

Production of high-alloy steels and alloys

#### ESTABLISHED:

1917

#### EMPLOYEES:

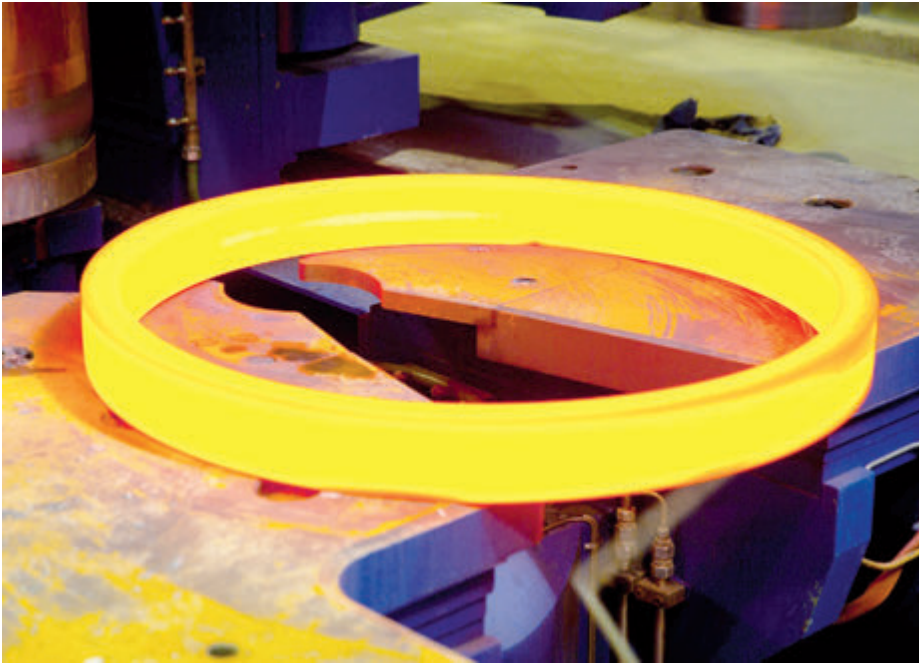
5500

#### TURNOVER:

250 mln Euro (2014)

[www.elsteel.ru](http://www.elsteel.ru)





specialists of Metallurgical Plant Electrostal JSC in close cooperation with the leading scientific-research institutes of the country. The company has uniquely equipped metallurgical facilities such as open arc and induction furnaces, an out-of-furnace steel treatment unit, vacuum induction, vacuum arc, electro slag and electron beam furnaces as well as rolling, press forging and hardware equipment allowing to manufacture any production lot size, from wagon deliveries to several kilograms. Traditional production of the plant includes forged, washers, rods, wire, sheet and strip. Electrostal is one of the main and unique Russian suppliers of starting stock for blades, disks, shafts and rings for gas turbine engines. Currently, the plant started the production of new products of deep redistribution - shafts of variable cross section, discs, rings - with full mechanical and thermal treatment. Thanks to the quality control at all stages of the production process, we can fulfill the

most demanding requirements of our customers. The quality management system and products manufactured by the company are certified in accordance with international standards, – says CEO.

#### **Strategic potential**

The modernization and technical re-equipment program, currently implemented at the Plant, allows to significantly expand its technical and manufacturing capabilities, including export potential, and provide a comprehensive supply of high-tech products of top quality. Company's key customers include main Russian aerospace companies, defense enterprises, power and oil and gas complexes, auto manufacturers, engineering and instrument-making plants. Electrostal supplies 10% of its products to the countries of Western Europe. The company has always been a reliable business partner for its customers. Electrostal is a great example of effective team work (the number of

employees - more than 5000 people), aimed at increasing the capacity and development of the plant as a whole. The company sees its mission as keeping leadership in the Russian Federation and winning over the European market in production of special and high-quality steel. Electrostal consistently implements strategic goals, increasing the level of sales, customer satisfaction and efficiency, as well as raising the level of staff competence and motivation. The company is focused on continuous improvement of product quality and application of new technologies to ensure efficient production of the required quality at all stages of production. For this purpose the company constantly conducts marketing researches, making decisions based on data analysis and taking up measures to avoid recurrence of inconsistencies and product defects. The goals and objectives set by the Plant are of the utmost importance, extremely ambitious and unprecedented at this stage of industry development. However, implementation of such expanded modernization program will ensure stability of the Plant at the market and its long-term development.

#### **New investments and further development plans**

The new realities bring new goals and objectives. To maintain a leading position among the enterprises of the domestic steel industry Electrostal contributes to the special program for modernization of the enterprise and its technical re-equipment, providing the modernization process of special metallurgy, replacement of outdated equipment, energy sector modernization, environmental protection and working conditions improvement. The project is implemented within the framework of





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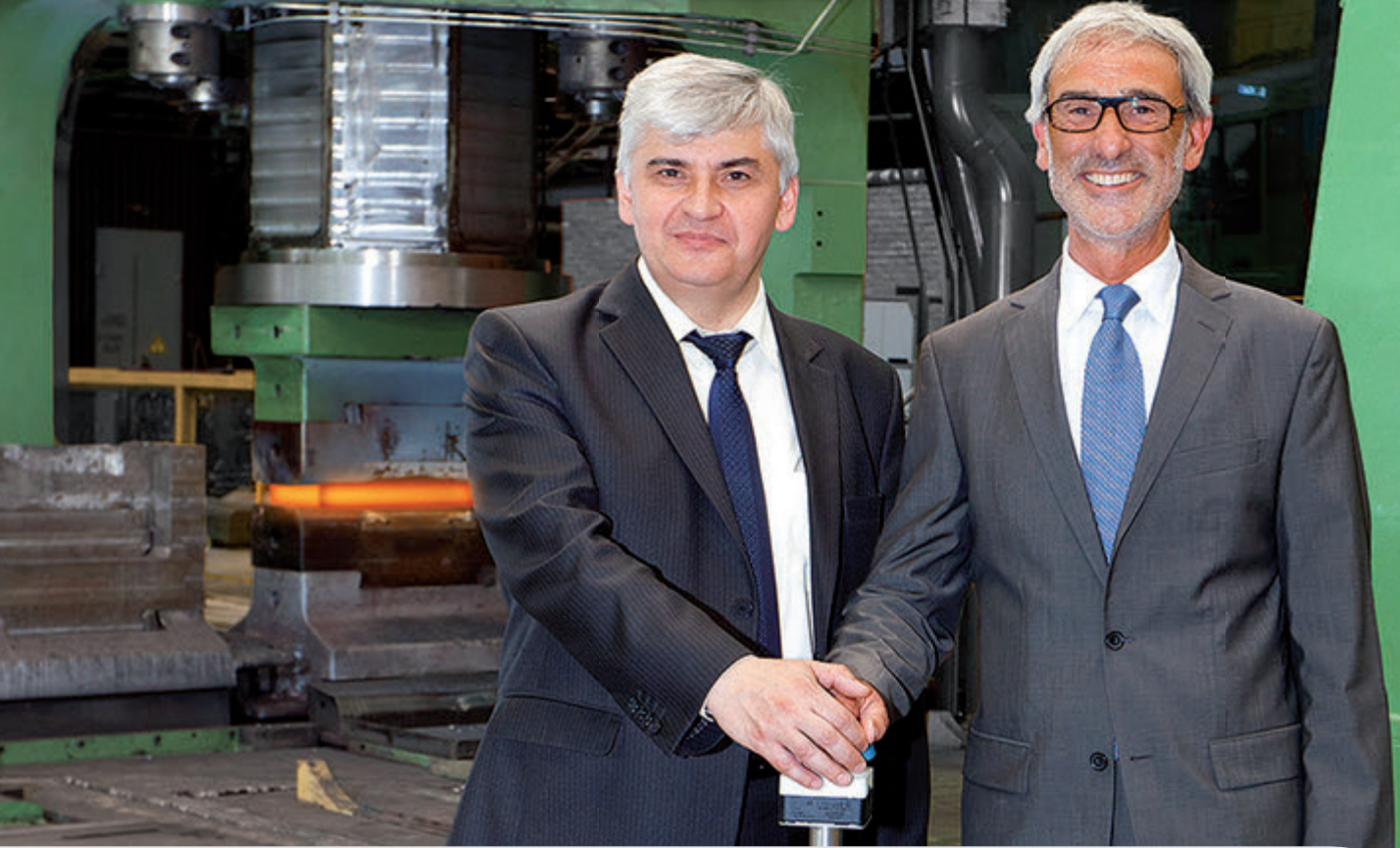
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- Induction Vacuum Ladle
- High Temperature Heating
- Chemical Vapour Deposition
- Vacuum Heat Treatment
- Vacuum Brazing
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- Vacuum De-Oiling
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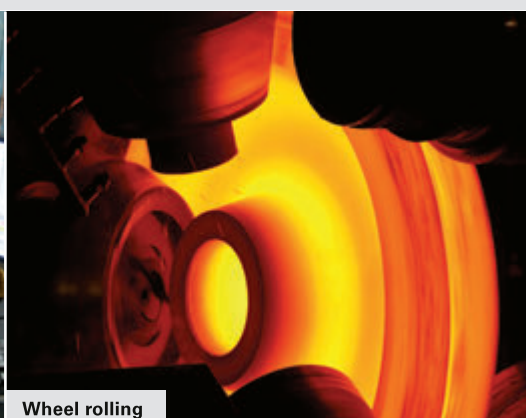
Products from SMS Meer's forging and press plants keep the world moving: As turbine blades for jet engines, as drive components for motor vehicles or as roller bearings for wind turbines. In these markets, the Forging Plants Business Area at SMS Meer stands for innovative processes that guarantee the efficiency and reproducibility of the manufactured products – thanks to maximum precision and minimum scrap rates. Together with its customers, SMS Meer develops solutions that can meet the challenges of the future.

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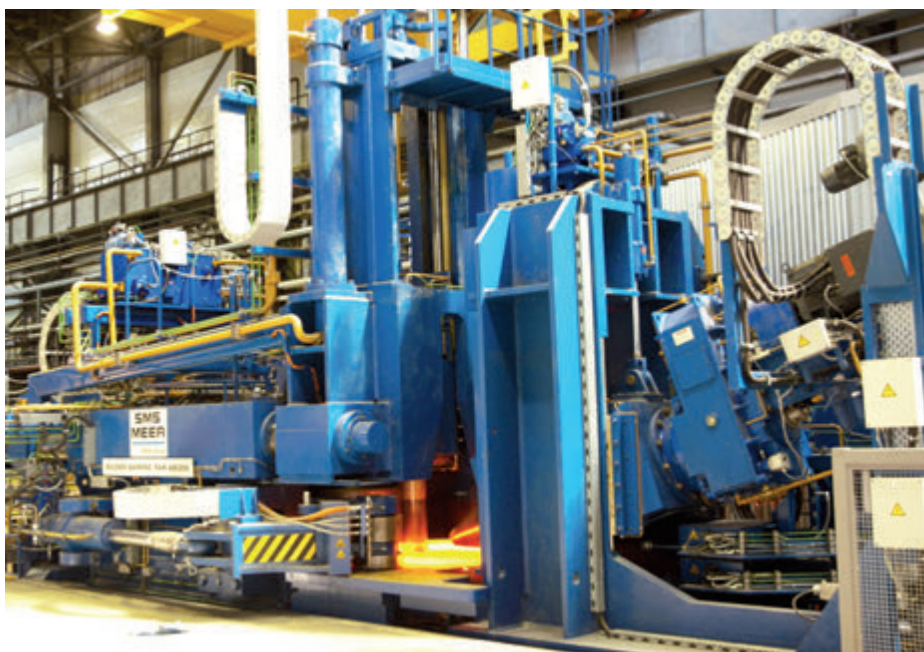




scientific and technical cooperation with the Russian Federation State Research Center VIAM, based on the signed Scientific and technical cooperation in the field of special metallurgy. The Plant and VIAM had also signed a number of licensing agreements for the production of special alloys. The technical re-equipment of the enterprise is now in full swing. The plant is on the stage of introduction of modern technological processes in steel works, in the shops of strain redistribution, in units of control and product testing. Modern facilities embodying the most recent advances in science and technology are supplied by leading foreign companies. Modern equipment provides maximum process automation and minimizes the impact of the human factor. The greatest

amount of work was performed on the construction of a deep redistribution of special steels and alloys complex. The complex includes a 200-MH die-forging press manufactured by Siempelkamp (Germany), two ring-rolling mills by SMS MEER and Siempelkamp and expanders by SMS MEER and Fontijne Grotnes Group (Netherlands & USA). All these components work in conjunction with specialized manipulators supplied by GLAMA Maschinenbau GmbH (Germany), which is able to provide a wide range of technical capabilities of manipulators and at the same time to take into account all the individual, specific and unique requirements of the customers. On the site of the machining processing of forgings and rings there are lathes, delivered in collaboration with the engi-

neering company FINVAL produced by HONOR SEIKI CO. (Taiwan), automated bands by KASTO Maschinenbau GmbH (Germany) and CNC waterjet cutting machine by PTV spol. s.r.o. (Czech Republic). An automated heat treatment line, which contains electric chamber furnaces, quenching tanks with water and oil, the installation of forced air cooling and charging machine was put into operation. This line was designed, manufactured and installed by Electrotherm Electrical & Metal Products Ltd. (Israel), one of the leading companies in the development, design, production and sales of heating equipment including industrial furnaces, heaters, controls and automation. The band was delivered by GLAMA Maschinenbau GmbH (Germany). At the same time equipment complex for non-destructive testing was put into operation. The complex includes automated line penetrant for product testing by ATG s.r.o. (Czech Republic) and several automated systems delivered by worldwide known company ScanMaster (Israel), for immersion ultrasonic control rods, discs and rings made of special alloys. In the nearest future Electrostal is planning to launch a toolroom, which will meet the needs of primary production and provide it with equipment and tools. Tools Division will be able to fully meet all the needs of the plant in auxiliary equipment, minimize the cost of the final product, and most importantly, significantly reduce the time of the production. The first batch of a new production of the plant - rings, discs and shafts of variable cross section have been already delivered to a number of plants and now in the stage of scale tests and quality assessment. The Quality Management System of Electrostal certified for the compliance with the requirements of AS / EN 9100C and ISO9100: 2008 ensures high quality of developments and products. The Plant has greatly expanded its technical and technological capabilities, and thus the range of products. The modernization program will ensure the plant stable operation and development in the years ahead. There is no doubt that the JSC Metallurgical Plant Electrostal will continue to increase its production capacity and expand the scale of the presence of both domestic and international markets of high quality steel. ■



Written by Madina Turava



## Groundbreaking solutions for energy saving



General Director  
Andrei Lipatov

**T**he Teplocom Holding is one of the major Russian organizations working in the field of energy saving. Teplocom Holding is engaged in the development and implementation of integrated energy-saving technologies, as well as implementation of energy service projects and integrated programs for the modernization of municipal infrastructure of individual municipal formations or their parts in all regions of Russia and CIS countries.

### Core Business Activities

The Holding consists of eight companies that professionally solve complex energy saving problems from energy audits to automation of processes of energy use. The Teplocom Holding develops and manufactures devices and energy metering units for heat, gas, and water accounting. Teplocom occupies about 30% of the Russian market of design, production and installation of heat meters. The enterprise is recommended at the federal level as one of the leading suppliers of equipment for accounting of communal resources in Russia. It has the advantage of its own solutions for the automation and management of boilers, heat exchangers and other technological objects, including objects of urban infrastructure. Production facilities are located in St. Petersburg, Leningrad region and Kaluga and produce reliable equipment that meets the most stringent quality standards. The

association introduced an integrated management system that meets the requirements of ISO 9001, ISO 14001, OHSAS 18001, ISO 50001. The holding has the largest in the industry dealer and service network which includes more than 180 organizations and enterprises in all regions of Russia and CIS countries. Holding companies are implementing comprehensive modernization programs at power facilities of any level of complexity from the heating systems of individual buildings to federal scale projects. The energy service direction includes the development and launch of energy management mechanisms at the regional and municipal levels. Conservation of resources becomes possible due to increased productivity of power facilities and minimization of energy losses. Introduction of automated control and monitoring systems makes it possible not only to optimize processes, but also to preserve human resources.

### FACT BOX



#### FULL NAME:

Holding „Teplocom“

#### GENERAL DIRECTOR:

Andrei Lipatov

#### OPERATIONS:

Design and manufacture of metering equipment, projects in the field of energy conservation

#### ESTABLISHED:

1992

#### EMPLOYEES:

more than 1000

#### TURNOVER:

6 billion rubles

[www.teplocom-holding.ru](http://www.teplocom-holding.ru)





Companies of the Holding have a full range of resources and tools for the implementation of “turnkey” projects from design to technical equipment of large-scale projects, including the issues of

### Development Strategy

Teplocom has been engaged in the development, production, sales and service of heat meters since 1992. In 2010, Andrei Lipatov became the CEO of the Holding. Becoming the head of the production company at the age of 29, he managed to increase business turnover 10 times in just three years. In 2013, the revenue of the Teplocom Holding amounted to 3 billion rubles and the volume of the projects exceeded 5 billion rubles. Today, the development strategy the Holding is focused on three basic directions. The first direction is modernization of production. Currently, measures are being taken to expand production capacity by means of installation of modern automated production lines, which will increase production by 30-40% and keep the highest level of quality. According to the CEO the Holding Andrey Lipatov, significant market share of the enterprise (over 80%) is not accidental: “Despite the fact that the level of technology and automation of production are lower, we produce devices with jewelry like precision, the error of our devices is calculated percent fractions. Intellectual capital, which we have today, in combination with modern automated production will give the company a competitive advantage in the Russian market and it will allow us to offer a competitive product on the global market.” In 2014, the Holding signed an agreement with the Italian company ABL Automazione on the development and installation of automated production line of metering devices, which will enable the company to produce additional 100 to 360 thousand metering devices a year and will increase productivity by 20 times. As

funding through extrabudgetary sources. Partners and customers of the Holding are among others JSC Rossetti, JSC Savings Bank, JSC Russian Railways, the Ministry of Defense of the Russian Federation, the authorities of cities and regions of the Russian Federation, companies that provide resources,

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a result of modernization production costs will be reduced and the quality of assemblage will be improved to match the international standards. Another advantage of automation is flexibility and possibility of rapid reconfiguration of production under the current challenges of the market. The second area of strategic development of the Holding is R & D focused on designed and development of innovative devices, accounting, control and automation systems. Today Teplocom offers a wide range of equipment for accounting of all types of energy and resources as well as information systems for collecting, processing and transmission of data. According to the CEO the Holding Andrey Lipatov, the engine of the company in the near future will be intelligent solutions for the automation of objects and processes. In 2014 the Holding put on the market a few new devices: data communication module (modem) MTD-1, heat quantity calculator CGT-9, a new modification of the electromagnetic flowmeter PREM,

freely-programmable controller SPC-1. In the near future it is planned to release a self-balancing gas meter and smart electricity meters. The third area of strategic development of the Holding is focused on increasing its participation in large-scale projects in the field of energy saving at the regional and federal level. In the ranking of Russian companies providing services in the field of energy efficiency and con-

servation, prepared by research agency RBK, which is based on the analysis of 54 companies from 20 regions of the Russian Federation, Teplocom ranked second. The Teplocom Holding and its staff were awarded certificates and diplomas from governmental organizations as well as other organizations in the energy saving industry to recognize their active legislative activity, contribution to the development of energy saving in the Russian Federation, execution of the State Program of energy saving and energy efficiency. The Holding is a winner of numerous industry competitions, including "Quality assurance - the compass of choice", "Industry Leader", "Business Success", "European standard".

### Social and Environmental Responsibility

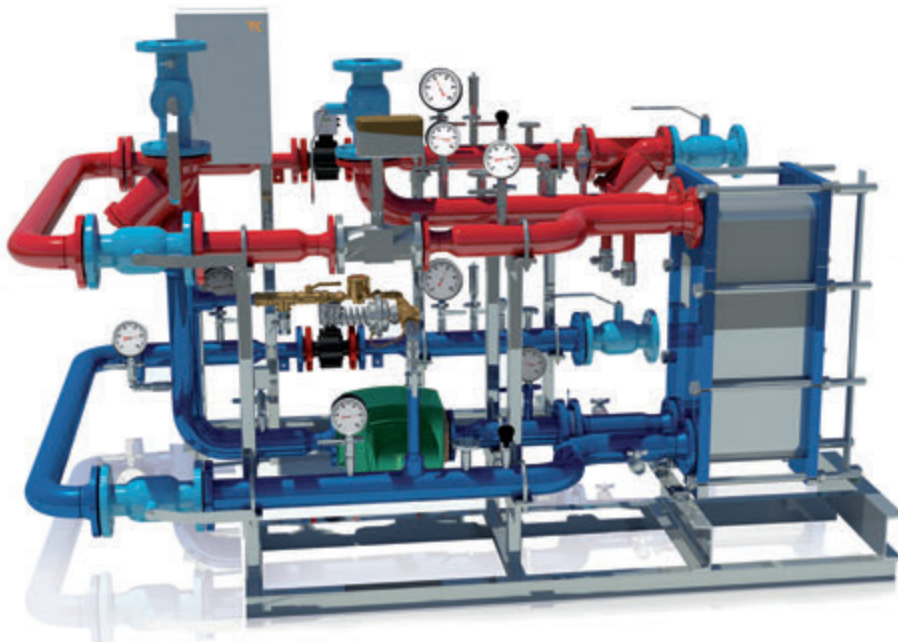
The Teplocom Holding a socially responsible company. Its experts are actively involved in social activities, participate in the drafting of legislation for energy accounting and energy efficiency. They are a part of the expert sections of the

Advisory Board of the Energy Committee of the State Duma of the Russian Federation, members and leaders of the working groups under the relevant committees of the city administration and municipal entities of the Russian Federation and public councils. Commercial activity of the Teplocom Holding is aimed at introduction of innovative energy-efficient solutions in housing and communal sector as well as the industrial sector in Russia. The implemented energy saving programs allow you to save not only the energy resources, but also budget funds, which can be directed to the economic and social development of the regions and the country in general. At the same time, increased efficiency of energy supply of each individual facility improves the standard of living of the population. Teplocom takes an active part in educational activities, as a partner of higher education and professional education institutions in the implementation of programs of retraining and advanced training in the field of energy and housing and communal services. In 2014 the Holding took part in a large-scale national project of the Ministry of Energy of the Russian Federation to train those responsible for energy conservation and energy efficiency in individual organizations and institutions of the public sector, the federal and regional executive bodies and local governments. Holding implements corporate training programs, charity projects, supports sport and cares about nature. Since 2012 the Teplocom Holding is the official partner of the World Wildlife Fund (WWF). sports support. Generally, the entire activity of the Holding aims to improve the ecology of the Earth.

### Mission and Values

The mission of the Holding: "We are constantly finding new ways to make better use of energy in the world." The company's success is closely linked to the success of its clients and partners. Its work is based on four core values: mutual respect, innovation, partnership and leadership. The Teplocom Holding is a team of like-minded people, which consists of top industry professionals focused on delivering results and a commitment to continuous improvement. Modern material and technical base, the use of advanced technology, efficient business processes form the basis for further development. ■

Written by Helena Rožko





## One of the largest petrochemical enterprises in Russia

### FACT BOX



#### FULL NAME:

JSC Togliattikauchuk

#### GENERAL DIRECTOR-:

Morozov Jurii

#### OPERATIONS:

Production of synthetic rubbers

#### ESTABLISHED:

1956

[www.sibur.ru/tk/](http://www.sibur.ru/tk/)

**T**he main activity of the company is the production of synthetic rubbers of different brands. In addition, the company produces hydrocarbon fractions, products for organic and inorganic synthesis, monomers, polymers and additives for motor gasoline. Today Togliattikauchuk distinguishes the innovative approach, combining the best practices of the domestic industry with the world's standards of business conduct and management personnel. The company is implementing investment projects aimed at modernization of production and cost reduction and adheres to international quality standards and environmental management.

### Leader from the beginning

Togliattikauchuk is a subsidiary of a major Russian petrochemical holding SIBUR. The history of Togliattikauchuk began in 1949 with the Council of Ministers of the USSR resolution called "to accelerate the development of chemical industry in the national economy". It provided the creation of the largest plant for the production of natural rubber in the USSR. The construction of the plant with the production capacity of 60 thousand tons of rubber per year was included in the list of particularly important projects of the country. Construction of the Kuibyshev synthetic rubber plant was started in 1956. Almost immediately, it was decided to implement the

project of the second stage of the plant for the production of isoprene rubber from petroleum feedstocks, which had no analogues in the world. Production of isoprene rubber was launched in September 1964. And in the same year the construction of the third stage of the Kuibyshev synthetic rubber plant began. Kuibyshev synthetic rubber plant becomes the largest enterprise in the USSR with the largest range of isoprene rubber. Today, every fifth rubber briquettes in the country are produced by Togliatti. In 1982 the company started the production of butyl rubber. It was the world's first butyl rubber which was produced using a unique mortar technology. Until the beginning of perestroika



Sintezkauchuk continues to increase its production. However, with the beginning of the collapse of the USSR Sintezkauchuk, like all large enterprises of the country found itself in a crisis situation. In 1999 the company was reorganized into a limited liability company Togliattikauchuk. Since January 2001, it has become a part of the largest petrochemical holding SIBUR, which quickly solved the problem with the raw materials and be-

and isobutylene with a capacity of 40 thousand tons per year. On the basis of isoprene enterprise the company is producing methyl tert-butyl ether (high-octane gasoline additive). The enterprise capacity of ether is up to 75 thousand tons per year. Industrial infrastructure of the company is located on the territory of 280 hectares.

that meet the needs and expectations of consumers and ensuring the enterprise value growth; improving the effectiveness of quality management system that meets the requirements of ISO 9001: 2008; the participation of all employees in the product quality improvement; modernization of equipment and technological processes; higher production efficiency; management of outsourced processes; submitting of existing infra-



gan to actively establish the production process. Today Togliattikauchuk is one of the largest domestic petrochemical enterprises. It also ranks third in Russia in terms of production.

### **The producer of 15% of russian's synthetic rubber**

The main activity of the company is the production of synthetic rubbers of different brands. Togliattikauchuk produces about 15% of all russian's synthetic rubbers. The company also produces hydrocarbon fractions, products of organic and inorganic synthesis, monomers, polymers, additives for motor gasoline (high-octane additive methanol and methyl tert-butyl ether). The enterprise has six plants: copolymer rubber plant with the capacity of 60 thousand tons per year; butyl rubber plant - capacity of 53 thousand tons per year; butadiene plant - capacity of 80 thousand tons per year and high-octane gasoline additive - capacity of 35 thousand tons per year; isoprene plant - capacity of 90 thousand tons per year; isoprene rubber plant - capacity 82 thousand tons per year; isobutylene-isobutane fraction plant with the capacity of 105 thousand tons per year

### **Quality determines our future**

Togliattikauchuk aims to be a leader in the production of synthetic rubber by organizing safe and efficient production of competitive and high-tech petrochemical products. The main objective of the company is to increase production capacity to meet consumer needs and to create conditions for high performance. The implementation of the Quality Policy is achieved by improving products

structure provision to the involved resident partners; systematic trainings for all staff; moral and material satisfaction of employees and society as a whole and trusting, open relationships with suppliers. LLC Togliattikauchuk is responsible for the implementation of the Quality Policy and providing opportunity for each employee to make a personal contribution to the quality of the product. The company's products have been cho-



sen as the official reference standard for all enterprises of the chemical industry in Russia, in accordance with the motto followed by the company:

### New projects and investments

In 2008, SIBUR has started the formation of a single production site in Togliatti (Russia, Samara Region). Site united several organizations. JSC Togliattikauchuk and AO Tolyattisintez joined it and took

residents on loan and/or redemption. A comprehensive, advanced engineering infrastructure allows arranging the fast start of the enterprise. Anchor resident of the industrial park is Togliattikauchuk - one of the largest petrochemical complexes in Russia for the production of synthetic rubber. In January 2014 the company celebrated the production of one million tons of butyl rubber. Jubilee briquette was made on a new release

recognized by the representatives of the official delegations from Chongqing (China), Saxony-Anhalt (Germany) and the shareholders of the Solar Systems Company. Currently, representatives of various companies actively acquainted with the possibilities of the site, considering options for mutually beneficial cooperation. Potential residents could choose from two packages. Compulsory services include fire protection, gas res-



over the administration of the territory and the provision of services. The main priority for the company in creating a single industrial site was to ensure industrial and environmental safety and employees' social protection. The control system is based on the modern model. The company took as a basis the experience of 2 foreign companies: German company Currenta, which operates three industrial sites of infrastructure group Bayer and American chemical company Dow Chemical. In 2014 Tolyattisintez has launched a new investment project for the development of a production site in the format of Greenfield & Brownfield Industrial Park. The park, located in the Samara region of Russia, was supported by the state and government agencies. In April 2014, the Government of the Samara region, the municipality of Togliatti and holding SIBUR signed a memorandum on the organization of the Tolyattisintez industrial park. In October 2014 the park officially assigned legal status. The total area of the Industrial Park is about 400 hectares with 17 sites for residents. There is the possibility of expanding the industrial park at the expense of adjacent vacant land. Buildings and land could be granted to

line, which was launched in late 2013 and became the final stage of large-scale reconstruction of butyl rubber production with a total value of 1.3 billion rubles. This increased Togliattikauchuk capacity by 10% (from 48 to 53 thousand tons per year) and equipment reliability and reduced environmental impact.

### Reliable and promising partner

About 70% of the company's products are exported to USA, Canada, Spain, Italy, Poland, Germany, Finland, Turkey, Brazil, India, Thailand, Malaysia, China, Vietnam, South Korea and other countries. Russian and foreign companies, representatives of large, medium and small businesses, along with Togliattikauchuk may enter into an already existing infrastructure of the Industrial Park of Tolyattisintez and take advantage of existing communications with well-functioning system of industrial safety as well as occupational safety and health. This is an opportunity for a quick start of production, with all its advantages. The industrial park is able to provide residents with all kinds of resources, including electricity, steam, water, IP-telephony, internet, heat and gas. Industrial Park's potential has been

cue squad, access to the necessary communications and to road and rail access roads. Optional services include repair of equipment, engineering and human resources. Industrial Park residents are eligible for reduced rates of income tax payable to the budget of the Samara region, the provision of deferral or installment plan to pay local taxes and investment tax credit. ■

Written by Madina Turava





## Russian unique supplier of oil products from Tyumen



General Director  
Gennady Lisovichenko

**A**ntipinsky Refinery is a private company with the capacity of more than 8 million tons of oil per year. The company is located in the Tyumen region, where the majority of Russian oil (64%) and natural gas (91%) resources are concentrated. Moreover, being situated in the central part of the Ural Federal District, it can successfully use the latter's advanced infrastructure. Antipinsky Refinery uses crude oil transmission pipelines of JSC Transneft with the capacity of more than 7.2 million tons per year and is in the process of connecting itself to the diesel fuel main pipelines with the capacity of 1.8 million of tons per year. The company can provide its clients with fuel directly from the plant through small petrol tankers (5-30 tons). Antipinsky currently employs over 1500 people and occupies the area of 155 hectares.

### The past and the present

Antipinsky Refinery was established in July 2004 in the Tyumen region, one of the largest oil and gas regions of Russia. In November 2006, the first start-up complex of Antipinsky Refinery with nameplate capacity of 400 thousand tons per year was commissioned. In 2008, it was technically reequipped, as a result of which its actual capacity was increased to 740 thousand tons per year. In 2010, the company received permission from the administration of the city of Tyumen for commission-

ing the II phase with the capacity of 2.5 million tons per year. In the process of modernization of stage II in late 2012, its capacity was increased to 3.3 million tons per year, which increased the total processing capacity of the plant in 2013 to 4.0 million tons. Simultaneously with the construction and commissioning of expansion phases JSC Antipinsky refinery purchased and modernized railway station Antipino near which is located a section of the finished products site (FPS) for light oil products (gasoline, diesel fuel) shipment by rail. FPS is an in-

### FACT BOX



#### FULL NAME:

CJSC Antipinsky Oil Refinery

#### GENERAL DIRECTOR:

Gennady Lisovichenko

#### OPERATIONS:

Oil & Gas Industry

#### ESTABLISHED:

2004

#### EMPLOYEES:

over 1500 people

#### TURNOVER:

138 billion rubles

[www.annpz.ru](http://www.annpz.ru)



dependent object, linked with the main venue of the plant by pipelines, the total length of which is estimated at approximately 2.9 km. The site occupies the area of 15 hectares. It is equipped with two double-sided loading racks, which enable simultaneous loading of 71 rail tankers, and an intermediate storage tank totaling 20 thousand cubic meters. Commissioning of FPS increased the total capacity of the plant in terms of petroleum products' loading to 8 million tons per year (3 million tons of base + 5 million tons of FPS). In January 2014, while 1 phase of III stage of the process completion, crude unit-3 with the capacity of 3.7 million tons per year was commissioned, as a result the plant's total capacity to process crude oil increased up to 8 million tons. Simultaneously, a number of other facilities were launched at Antipinsky Refinery: a diesel storage tank with the capacity of 80 thousand m<sup>3</sup>, a crude oil storage tank with the capacity of 60 thousand m<sup>3</sup> and the most modern five-step treatment facilities for industrial and communal waste water.

#### **Main products and production process**

In 8 years Antipinsky refinery processed 22 million tons of oil and more than 6.2 million of it was processed in 2014. Currently, the plant processes crude oil into



the technological oil, bunker fuel oil, straight-run petrol and diesel oil. Once the construction of the third phase of construction is completed, the Refinery will start producing a wide range of petroleum products, in particular, gasoline A-92, A-95 (Euro 5 standard), Euro 5 diesel fuel (summer, winter arctic diesels), petroleum coke block and granulated sulfur. During the construction and modernization of the plant the company is focused on one of the main objectives outlined in the Energy Strategy of Russia for the period until 2035 - improving the competitiveness of Russian energy companies due to saturation of production chains with innovative technologies. To achieve these goals the company applies advanced innovative technologies of the world leaders in the field of oil, such as Haldor Topsoe, Foster Wheeler or UOP. Moreover, following the policy of import substitution, the company introduces the best domestic achievements in the field of equipment.

#### **Current projects and new investments**

The company's plans include the diversified development of a production base in Central Russia with the aim to improve efficiency of the utilization of natural resources and increase its capacity to manufacture oil products of the high-

est quality through the introduction of advanced refining processes. To achieve the above goals, Antipinsky Refinery continues the construction of the 3rd technological phase. The second phase of the third stage of the process includes the construction of a diesel hydrotreater to bring the quality of diesel fuel to the requirements of Euro 5 standard and to provide the required pour point for the production of winter and arctic diesel fuel. The installation of water recycling, utility air and nitrogen were put into operation. Debugging process is carried out on the installation of hydrogen production; on the installation of diesel hydrotreater the construction is now complete and the commissioning is in progress. And installation of the elemental sulfur production stage is about to complete. The III phase of the third technological stage should increase refining depth to 94% by commissioning of the delayed coking unit together with fuel oil vacuum distillation module. The yield of diesel fuel will increase up to 50% of the total volume of processing, and coke – the final product is extremely claimed in metallurgy. The implementation of this phase is scheduled for the fourth quarter of 2015. Now the company is on a stage of metal racks pipelines installation and construction of compressor

buildings, pumping with RTP and coke warehouse. There are two coking chambers with a total mass of more than 900 tons, vacuum tower weighing 376 tons, Debutanizer towers, heat exchangers and capacitive equipment. In 2015 at the 4th stage it is planned to transfer to the production of high octane Euro 5 gasoline with the octane number of 92, 95 points using a research method due to the commissioning of the gasoline reforming unit with a continuous catalyst recovery and the isomerization block. The licensor of the processes is the UOP Company. The implementation of this phase is scheduled for the end of 2015. Antipinsky Refinery and New Stream Trading AG received funds from Sberbank CIB in the total amount of USD 1.75 billion. The bank refinanced the current credit portfolio and provided the funds to significantly improve the portfolio of oil products by the third phase construction, increase the margins of oil refining and help to maintain the scheduled dates of plant modernization.

#### **Further growth**

Antipinsky Refinery's revenue for 2014 exceeded US \$ 4 billion. According to the calculations of the company by 2018 it will increase to \$ 6,5 billion. Currently, the company employs over 1,500 peo-





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ple. In 2016, after actual commissioning of the III technological line Antipinsky Oil Refinery will employ over 2,500 people. The biggest challenge for the company in 2015 will be the completion of construction and putting into operation the combination of delayed coking unit together with fuel oil vacuum distillation module, which will bring the depth of oil refining up to 94%. After that, by the end of the year the company will put into operation gasoline reformer with continuous catalyst regeneration and isomerization unit, which will result in a transition to production of high-octane Euro 5 gasoline. Till 2018 the company is going to build a hydrocracking of vacuum gas oil unit, using own vacuum gas oil from the vacuum unit integrated oil processing plant as a raw material. In March 18 Antipinsky received right to use three oil fields in the Orenburg region (Mogutovskoe, part of Vorontsovskoe and a part of Gremyachevskoye) for 20 years. The company will participate in social and economic development of the Orenburg region, supporting it with the amount of more than 3 billion rubles, and creating new jobs. In addition, one of the priorities of the company will be liquidation and conservation of the suspended wells, located in the national park, and maintenance wells in an environmentally safe condition. When it comes to the strategic goals of New Stream Group of Companies, part of which is Antipinsky refinery, a priority objective of the company is the creation of a vertically integrated oil Group, which will provide the production, processing, transportation and marketing of petroleum products and petrochemi-

icals, both in the domestic and foreign markets, using own enterprises. Antipinsky Refinery takes the second place in terms of tax payments to Tyumen region local budget. Antipinsky was recognized the best company in Russia in the rating "Expert-400" in the category "Leader in productivity" and became the only company in Russia, marching in a similar rating of CIS countries in the ranking of Forbes "200 largest private companies in Russia - 2014" (ranked 77). Company's modern five-step treatment plants were awarded with the First National Prize in the field of water management complex "Water of Russia" in the nomination "The best project aimed at reducing water pollution". Another achievement on this field was an international environmental award "Global Eco Brand" in the "Leader of socially and environmentally responsible business" nomination awarded at Belgrade International Business Forum "Russia - Serbia 2015: prospects for trade-economic and humanitarian cooperation". Moreover, the company was ranked 13th in the "Map of Ural Federal District oil, oil service, transportation as well as hydrocarbons processing companies". One of the key factors for company's rapid and stable growth is a clear long-term development strategy consistently implemented by management. ■

Written by Madina Turava



## Leading producer of special vehicles in Russia



CEO  
Peganov Viktor

**G**rabowski Automobile Plant (GRAZ) is one of the largest enterprises in Russia for the production of tankers for transportation and temporary storage of petroleum products. The product range is wide enough. In order to improve consumer and operational properties of equipment, GRAZ is constantly upgrading and improving products by using new modern domestic as well as imported materials and components.

### Profile of the company

Founded in 1941, GRAZ has been successfully operating in the market of special vehicles more than 70 years, producing a wide range of models for light and dark oil products such as trucks, tankers, tanker trailers, semi-trailers, bitumen tankers, black oil tankers, oil tankers, aircraft tankers, vacuum machines. All road construction equipment produced by GRAZ strictly complies with the European requirements for the safe transport of flammable liquids (ADR) and Russian GOST. Airfield tankers are certified by SSWT and meet international standards for refueling of aircrafts. The quality management system implemented at the GRAZ plant is certified in accordance with ISO 9001. Years of experience and strict quality control system at all stages of production enable the plant to

create competitive products that stand out on the market due to high quality, reliability and safety. GRAZ machines are characterized by improved performance, maneuverability and ergonomic qualities, high strength and durability of tanks and attractive appearance. All this is achieved thanks to implementation of original design solutions, introduction of new materials and technologies and careful selection of components.

### Keys to success

Successful development of the company is, first of all, associated with its individual approach to solving clients' problems with the help of GRAZ technology. The company provides comprehensive solutions for business customers and offers structural enhancements and additional custom-made structures. Secondly, the

### FACT BOX



#### FULL NAME:

Grabowski Automobile Plant (GRAZ)

#### GENERAL DIRECTOR:

Alexander Grigorovich

#### OPERATIONS:

Production of oil-loading equipment

#### ESTABLISHED:

1941

#### EMPLOYEES:

600

[www.graz.ru](http://www.graz.ru)





tankers produced by GRAZ are known for their so-called “suitcase” form, which reduces the height of the tank and lowers the center of gravity. Thanks to this suitcase-section the size of the tank is reduced while maneuverability and stability is increased. Thirdly, the company offers customer support not only in the

pre-sale and warranty periods, but also provide advice and assistance in post-warranty period.

### Strategic potential of the company

The main strategic advantage of the company is its research and development department. The design department is a separate business unit and a separate structure. It carries out the tasks put forward by the operators of the machines from the existing product lines. Moreover, it offers proactive solutions for the modernization of machinery in terms of co-relation between transportation of maximum possible payload and unimpeded passage of weight controls. So, in terms of fueling equipment in 2014 the design depart-

ment proposed an improved design for tank semitrailers. Currently, the production facilities of the plant are carrying out the transfer of tank semi trailers with variable suitcase section to variable suitcase section truncated by the reciprocal radius. The upgraded cross-section of the tank enables operation with tractors with varied wheel configuration and SSA height due to the possibility of transposition of the pivot plate and the ability to change the truncated radius. Additionally, it allows for transportation of the maximum amount of cargo of high density due to a special compartment of small volume, which may be left empty. Another advantage that the company has over its competitors is a well-developed regional sales network,





which makes it possible to purchase products directly from the manufacturer. Over the past 2 years GRAZ has opened sales offices in 5 major cities in Russia including Moscow, St. Petersburg, Samara, Chelyabinsk, and Novosibirsk. The biggest advantage of regional offices is the possibility to sell the machin-



ery at factory price, which dealers and partners of the plant are not able to offer. Moreover, the company runs a wide regional service network for its technology. The long-term trouble-free operation of high-tech machines depends on the timely passage of technical inspection and periodical monitoring of their condition. To date, GRAZ has 33 certified service centers in Russia and the CIS. The leadership of GRAZ appreciates the time of its customers and understands the urgent need for affordable service centers, where it is possible to perform technical inspection as well as warranty and post-warranty repairs. That is why the Department of warranty and service of the plant is constantly looking for new companies, which could become partners

of GRAZ on terms of service of vehicles, even in the most remote corners of the Russian Federation and CIS countries. GRAZ exports in 2014 amounted to 4% of the total issued equipment. The products are exported mainly to Kazakhstan, Belarus, Azerbaijan.

### Modern technologies and improved performance

GRAZ pays great attention to the organization of labor. Involvement of employees of all levels in the transformation processes helps to create cutting-edge products and services as well as to introduce new technologies from outside. Since the company was established, it successfully operates department of in-



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- an innovation developed by professionals from Alcoa Russia and Russian research institutes. This alloy provides an optimal combination of strength and ductility and is recommended for the production of freight cars and tank trucks, which transport bulk cargo (cement, grain, mineral fertilizers) or hazardous goods (liquid natural gas, petroleum products). Aluminum has a lower density than steel, therefore aluminum significantly reduces the weight of vehicles and increases their corrosion resistance.

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novative technologies (CIT), which operates on the equipment from leading European manufacturers. In the past, the blank production operated on 27 pieces of equipment with the staff of 89 people. Today, a heavier workload is handled by 20 workers and 5 units of modern high-tech equipment. Freed staff was transferred to the lines, where there was a shortage of specialists. If we talk about the equipment in the department of innovative technologies, it is represented by the LUCAS machine from an Italian manufacturer, which is used to produce bottoms with polycentric section in an automatic or semi-automatic mode. The department also uses such equipment as complex laser cutting with tables such as "shuttle", press brake, hydraulic guillotine shears, and coordinate expanded press, which is supplied by well

known Belgian company LVD. All equipment from LVD runs on a special software that enables control of processes at any stage. Each machining center of the company has its own lifting systems based on vacuum lifting and crane consoles. At the beginning of 2012 the company put into operation a welding line for cards and manacle rings, which allows to produce high-quality manacle rings of every section and dimensions. Only 4 people are involved in the service of this line. Experts from Germany, Finland and Italy were invited to participate in this project. The line runs on the machines of the following brands: the portal for plasma cutting Retro systems (USA), welding booth for cards Oerlikon (Germany), the compressor Dalva (Germany), hydro-pneumatic manipulator Scanver (Finland), stabilizer Ortea (Italy),

the crane beam with remote control function (Czech Republic). The plant continues to build technological capacity and implement solutions to automate the production processes. It purchased and launched a 4-roll bending machine Faccin. It allows to roll manacle rings in an automatic mode (TNC). The product range was supplemented with a tanker trailers on SAF axes, tank semi-trailer on the TONAR axes, and oil tankers with circular cross-section. The use of domestic and European modern equipment, enables the company to achieve better and faster execution of work. GRAZ strives to completely eliminate intermediate steps of production, which lead to increased costs and lengthening of the production period. Additionally, the company uses principles and tools KAIZEN management and Lean production in its in the production processes. Active development of the system was started in June 2011. The management system, currently implemented by GRAZ is a kind of industrial culture of continuous improvement and efficiency of processes.

#### New investments and products

Over the past 6 years, GRAZ has invested in the modernization of the production line on the annual basis. Therefore, in the coming year, the company also plans to replace some equipment with new high-performance machines, in order to reduce production time of the basic units and minimize influence of human factors. In 2015 the company also plans to conduct a global market research and industry research. Depending on the results, GRAZ will take into account new possibilities for the production of oil-loading equipment with new cubatures and rolling carts. Moreover, the company is considering the possibility of issuing additional types of capacitive technology for transportation of different types of products such chemicals and food liquids. Every year GRAZ machines win awards at the regional and federal contests for innovations in the field of machinery. ■

Written by Helena Rožko





# FACCIN

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## THE FORMING SOLUTION

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Any need of profile bending in the medium to heavy duty capacity can be satisfied by choosing from the range of RCMI models available with bending capacities up to 1700cm<sup>3</sup>. The rotating table forming machines (Giotto series) solve all problems in the field of high precision ring and flange rolling, with high production requirements. The beam bending machines (Taurus series) complete the range with a top bending capacity of 18000cm<sup>3</sup>.

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## Challenges that develop



Jerzy Mazur  
Chief Operating Officer

**T**o innovate, to develop and to produce manufactures which contribute to improvement in key factors of progress such as safety, comfort, communications and the environment as well as to exceed market expectations and those of the customers. Without doubt, Ficomirrors Poland is a company that does it best to put its mission into practice and it excels at it. Founded in 1999 as a Polish division of the Spanish Group Ficosa, the enterprise specializes in the production of mirrors and windscreen washer tanks for vehicles branded by such automotive giants like Ford, Volkswagen, Mercedes, BMW or Toyota. The last time we talked to the producer was 2012. How has the business been doing since the time? More on this in a Manufacturing Journal article written by Aleksandra Strojek.

### Changes entail changes

When asked about what has changed within the organization since the last interview conducted by us, Mr. Jerzy Mazur, North Europe Chief Operating Officer, answers point blank: - A lot. First and foremost the company has gained a new and strategic shareholder – the Panasonic Corporation. Why shall it be considered a milestone in the history of the Silesian producer? – The market share that Ficosa can boast of in the automotive market and the potential & technological knowhow that they have in Japan, will bring about a crucial change in our market competitiveness. We will be

namely much more acknowledged and attractive to all market players once having a direct access to all revolutionary and state of the art solutions like cameras or DCU tools, to name just a few – explains the Chief Operating Officer. Nevertheless, Panasonic is not the last big name that has occurred in the chronicles of the company. – We are incessantly gaining new clients and our new flagship cooperation is BMW. We started to produce mirrors for the UKL series of the brand in July 2014. It is undoubtedly a high end client with very precise expectations concerning quality, logistics and product compliance. The contract

### FACT BOX



#### FULL NAME:

Ficosa Int'l

#### PRESIDENT:

Javier Pujol

#### OPERATIONS:

Automotive

#### ESTABLISHED:

1949

#### EMPLOYEES:

8,660

#### TURNOVER:

925 mln euro

[www.ficosa.com](http://www.ficosa.com)





imposed several changes on us. We had to review and improve all corporate processes. Owing to that, it is not only BMW that takes advantage of the improvements that we had to implement. As before, all our customers receive top quality products right on time, still it takes place even quicker and more efficiently than before – summarizes Mr. Mazur.

#### Customers' trust

One can rest assured that at Ficomirrors one thing will never change with the flow of the time – it is its approach towards doing the everyday business. The company believes namely that its

strength comes from its commitment and that success does not lie in size, but in agility, speed, creativity and the understanding that being the best means being able to respond to the needs of the employees, customers, community and shareholders in equal measure. – It is quite easy to say what helped us to gain the trust of our customers. Since the very establishment of our company we have been delivering high quality products and we have always done it according to the calendar and price expected by our clients. Continuous improvement of our manufacturing and non-manufacturing processes helps us to gain a strong bar-

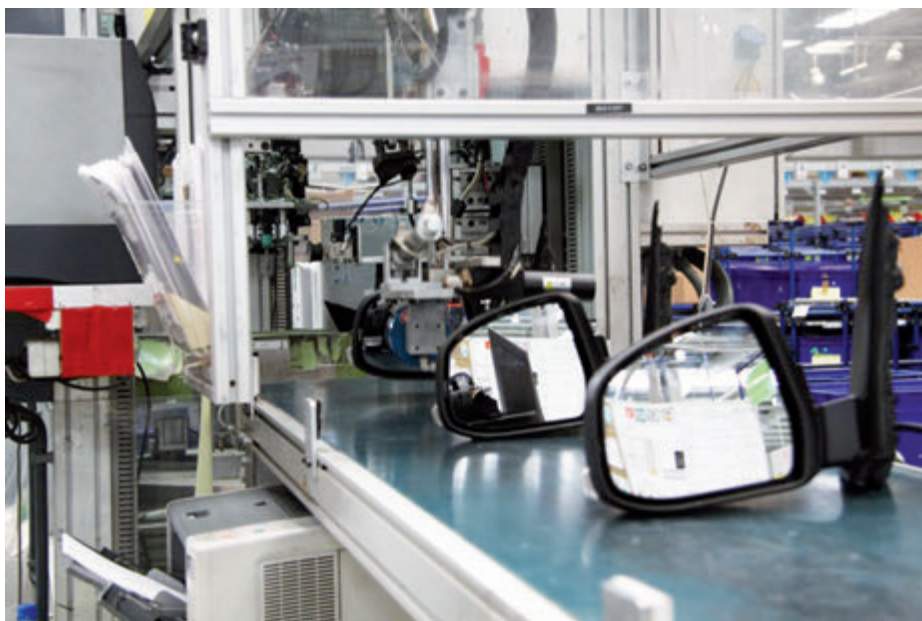
gaining power not only on the external market, but also within the very Group. In the Polish entity we have been always focused on Lean Manufacturing and the Six Sigma rules. The approach results in the cost and quality of the products that come off our conveyor belt – states the Chief Operating Officer. In fact, the unit in Poland has become a flagship works in the Group. – Some of the clients plainly demand their mirrors to be produced in the Polish location and it is not because of the fact that Poland is still considered a low cost country. It is thanks to our people, an engaged team of young and vigorous professionals with high level of expertise and loads of energy which impacts our business relations as well as the corporate results of ours and our clients – admits Mr. Jerzy Mazur.

#### Quality & innovation focus

Within the last couple of years the company has also concentrated on gaining and maintaining the Ford quality certificate – Q1. – It has been a very challenging and absorbing task. The certificate reflects the quality and logistical KPIs agreed with the client, which are measured on a monthly basis – informs Mr. Mazur. The company has been distinguished with the certificate in 2012. It is one of the most prestigious awards in the automotive industry and, obviously, a follow-up of the distinction will have a very positive impact on the reputation of



the company and might result in gaining new business partnerships in the future. Next to quality, innovation is another apple of the corporate eye. In 2014 the company redeveloped its paint shop, which is currently set and ready for robot installation in a very short time. – At the moment our works is equipped with two robots that clean the enamel details of the manufactures using compressed carbon dioxide. In case we need to increase our productivity, we will add five more machines: one for priming paint,



two for colour painting and two more for colourless enamel layer. Innovation focus is actually ingrained in the BMW contract. – It is an incredibly demanding client, both with regards to quality as well as cost approach. It has brought about a lot of challenges for us, includ-



ing new technologies and an even more innovative attitude towards all production processes in our works – he adds.

### Strategic potential

Ficomirrors develops its activity in an industry that is so competitive and demanding that the human team is the only asset that is difficult to imitate. – The company grows, our sales figures are 20% higher and our employment goes up accordingly. The strategic potential of the works in Poland lies in

qualified and motivated people, both the ones who are directly involved in the manufacturing of our products as well as those who support the production with their services – quality, engineering, logistics, HR or IT teams – says Mr. Mazur. Because of this, the company is aware of the fact that it needs to implement all the mechanisms that are necessary to recruit the best professionals and to get the best potential of the teams to maintain its competitive advantage in the future. – Among our employees qualifications go in line with experience and this configuration is frequently considered one of our main competitive advantages. Furthermore, the two paired with engagement are a key towards achieving our ongoing objectives and long term priorities. On top of that, we are flexible and ready for non-standard solutions to problems that appear during the production process. This virtue of ours is also highly valued and desired – unfolds the Chief Operating Officer. What is the secret of the employer's branding? – We implement solutions directed at increasing employment attrac-

tiveness. Among production employees we focus on work safety and implementation of improvements. The quality of the final product has a direct impact on the final opinion of the customer, so the work is characterized by high responsibility. In turn, administrative staff is free to organize their daily work and duties on their own and has a direct impact on the functioning of the whole organization. They work according to objectives adjusted to their and organizational goals on an annual basis. What is more, we pay special attention to the development and compensation of our employees. We motivate them to acquire new skill sets and we believe that they shall be well gratified for achieving their goals. Still, we believe that the employees shall finally forget that they work for money. Finally, for an engaging work environment effective communication is required. We hold regular meetings with our employees and once every two years we conduct employees' satisfaction surveys. The topics that we ask about are related to many areas of organizational management – work standards and conditions, managers' effectiveness, communication or general work atmosphere. Thanks to obtained results we efficiently diagnose current satisfaction and engagement level of our team. Based on that we are able to accordingly shape our human resources policy as well as other operational issues within this area – informs Mr. Mazur.

### Plans for the future

What does the company intend to do in the nearest future? – We plan to start production of new designs from our basic product groups, i.e. windscreen washer tanks for a premium class car of the VW Group. We are also working on four designs of external mirrors for vehicles branded by VW and PSA. We participate actively in the quota processes in order to ensure further projects for the works in Poland and for the Group. They shall be commercialized in 2017-2018. What is more, the Polish unit intends to expand its product portfolio by another product lines, which are currently realized in other Ficosa plants. As far as technology is concerned we want to focus on process optimization, especially in the area of material injection and enamel techniques – unveils Mr. Mazur. ■



## The future built on the steel frame

### FACT BOX



#### FULL NAME:

Melex Sp. z o.o.

#### PRESIDENT:

Dorota Tyszkiewicz

#### OPERATIONS:

Automotive

#### ESTABLISHED:

1993

#### EMPLOYEES:

126

#### TURNOVER:

30 mln PLN

[www.melex.com.pl](http://www.melex.com.pl)

**T**here are very few companies in the world that had created brands, which enjoy such a great popularity that the name of the product or the company becomes a synonym of a whole category of goods, regardless of the original producer. In Poland many of us wear "adidas", although not all of shoes of this type have been manufactured by the Bavarian company. We drink "coca-cola", despite the fact that many entrepreneurs make their own versions of this well known, carbonated beverage. We use this term even when we think of the flagship product of the PepsiCo corporation. And when it comes to electric vehicles, we tend to call every one of them "melex." And there's no surprise in this, because the activity of the company Melex Sp. z o.o. based in Mielec, in the Podkarpacie region, for many years builds a great image of Polish engineers and strengthens the reputation of our entrepreneurs as trustworthy people, who provide the highest quality products and services. Melex has become the symbol of the Polish international success, which is why we decided to present this renown company to the wider audience. And in order to better understand the philosophy of management and hierarchy of values in the company from Mielec, we've interviewed Mr. Miłosz Cieszyński from the company's Marketing and Sales Department.

### 45 years of a few downs and many ups

Mielec in the Podkarpacie region is a small town with centuries-long tradition, associated primarily with the development of many branches of craft and industry. With the establishment of the Special Economic Zone EURO-PARK Mielec, the city is now known not only thanks to its aviation industry. Currently factories in Mielec produce cars, glass,

tires, windows, furniture, polystyrene, mowers and, of course, electric vehicles – for the latter are responsible the Employees of the Melex Sp. z o.o. and although there was a time, when the threat of bankruptcy peered in the eyes of the members of the board, today it is just an unpleasant memory from the past. Even more so, it seems that the situation of Melex has never been as good





as now. The history of product began exactly 45 years ago – in fact a year before starting series production. In 1970 engineers from the Zakład Doświadczalny in Mielec prepared 10 experimental electric vehicles - Melex, created for American importer. Polish Employees passed their test perfectly and so in 1971 began the mass production of Melex vehicles in a specially created department of the WSK Mielec aircraft factory. But we must remember that at that time Poland was a communist country, ruled by authorities obedient to Moscow. Our country was a part of the political block, opposite to the United States. In the 80s the US imposed an embargo on Poland – as a result, the factory from Mielec was cut off from the most important sales market and had to look for other customers. The first half of the 90s of the 20th century was a period of dynamic changes in the Polish economy. The communist regime collapsed, and the new, democratic government has implemented a series of reforms aimed at adopting free market mechanisms, privatization and opening up to the West. Melex has also been privatized, and the new management decided to continue manufacturing of the commercial electric vehicles. In 2004 the company has been bought by Andrzej and Dorota Tyszkiewicz and commenced operations under the name Melex A & D Tyszkiewicz Sp. J. For the production plant from Mielec it meant an end of the crisis, which consumed Melex before the changes introduced by the owners. Among other things, the company started building a network of

its own sales representatives and special vehicles have become a part of a new offer. Today Melex Sp. z o.o. is one of the fastest growing companies in its sector. The organization produces more than 100 models of electric vehicles, enjoys the trust and appreciation of Customers from all over the world, operates a number of investments that will not only allow the company to expand infrastructure and increase employment, but also to maintain a leading competitive position in a situation of ever-growing interest, and thus also the sales, of electric vehicles continues to grow.

### **Golf carts and so much more!**

Melex Sp. z o.o. is a company mainly associated through golf carts with electric drives, because they have gained an immense popularity in the United States. The entrepreneurship from Mielec, however, boast a very wide range of products, which include products tailored to the individual needs of most demanding Customers. Of course, quantity alone is not enough. Today the most important thing is the quality and Melex is unmatched in the industry in terms of the quality of its products and services. "To this day, Melex vehicles are built on a durable steel frame, so they serve successfully our Customers for many years. I still pick up calls from people, who use our vehicles from the 80s and even the 70s. What's important, we make every effort to ensure that all components used in the manufacturing process of our vehicles are of the best quality. Our motto is to produce "tailor-made" vehicles. We want our Customers to receive products ideally suited to their needs. Therefore, we offer a wide range of specialist models prepared in accordance with the requirements of Clients from many industries" – says Mr. Miłosz Cieszyński from the company's sales and marketing department. Such slogans look good in advertisements, but Melex Sp. z o.o. actually undertakes a number of activities, in all areas of the company's activity, thanks to which Melex is known for its highest quality vehicles, flexibility, professionalism and subordination of all procedures to the needs of Customers. Melex chooses its providers with great care, boasts excellent technical department, thanks to which no Customer would leave Mielec unsatisfied. The company also guarantees that ordered models will be delivered within four to six weeks. Moreover, Melex has







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its own network of distributors and provides services at Customer's place, as well phone consultations. Melex has the potential, enabling it to offer Customers golf carts, transportation vehicles, six- or even eight-member tourist vehicles. All company vehicles may be equipped differently, depending on the needs of Customers. That is why the company from Mielec enjoys trust of its Customers and the trust and reliability are two main pillars, on which success is built.

**Noiselessly, cheap, green...  
Simply "melexish"**

The modern world, treating seriously the challenges of environmental protection, with interest and kindness treats electric vehicles. More than 100 people employed in the company's factory each day build the future of the global automotive industry, and do so with great effects, because more and more companies are interested in the company's vehicles, even those, which never before considered buying electric carts. Melex takes full advantage of this opportunity and does not intend to rest on its laurels. "This year we also started a large investment, which will involve the construction of the new company's headquarters, purchase of modern machines and increase employment" – lists Mr. Cieszyński. At the same time the company finances cultural and sporting initiatives and charitable organizations, primarily in the Podkarpacie region. Thus Melex Sp. with o.o proves that is

one of the leading companies, guided by the principles of CSR. And also thanks to that the vehicles from Mielec are so popular not only in Poland, but also in Australia, throughout Europe, to Argentina. Is it strange that Melex Sp. z o.o. every year wins a number of prestigious awards, such as Qltowa Marka – Jakość, Zaufanie, Renoma, Firma Roku title, or Podkarpacka Nagroda Jakości at trade fairs and leads rankings of renown, expert magazines? "MELEX is a brand that for nearly 45 years is permanently present in the public consciousness, being one of the symbols, combining generations. Melex was and is the synonym of the highest quality specialized, multi-function electric vehicles. The future fills us with optimism and we calmly look at

the development of this sector of the market" – says Mr. Cieszyński and has every right to make such a claim. Quality and focus on customer needs: just as much and at the same time so much is enough to enjoy global recognition. ■

Written by Jacek Głowacki





## ZAO «Trolza»: yesterday, today, tomorrow



General director  
Kotvitsky Ivan

### The history of the company

ZAO «Trolza» is the most representative trolleybus producer on the territory of the former Soviet Union. The history of the company dates back to the middle of the nineteenth century. In 1868 a plant was founded in the village of Radica, in Bryansk Uezd, Orlov province, for the needs of the railway transport. The plant produced railway wagons and steamers. During the World War 2 the plant was evacuated to Povolzhye, to the city of Engels, where it was profiled to produce missiles. In 1950 it was decided to reconstruct the enterprise in order to create the first trolleybus plant in the country. Within a year the production of MTB-82 trolleybus was already mastered. 1961 is the year when the legendary ZiU-5 – the first model of own construction – is produced. By 1968 the output of ZiU-5 was 1500 units per year. In 1972 the

constructors created ZiU-682, which for a long time was the base model for the whole series of various modifications. Altogether, about 70 thousand ZiU-682 trolleybuses were produced – more than of any other trolleybus model in the world. In the Soviet era the production was supplied to more than 100 cities of the USSR and other countries around the world, from Argentina to Mongolia.

### «Trolza» today

Today the «Trolza» company is a modern, dynamically developing industrial complex. The high quality of the company's product is based on the constant modernization of the production processes as well as the improvement of the culture of management. Since 2012 this has been clearly indicated by reducing the production area by 2.5 times, yet preserving the production capacity,

### FACT BOX



#### FULL NAME:

ZAO «Trolza»

#### GENERAL DIRECTOR:

Ivan Kotvitsky

#### OPERATIONS:

Production and sales trolleybuses

#### ESTABLISHED:

1868

#### EMPLOYEES:

1050

[www.trolza.ru](http://www.trolza.ru)



## Geography of "Trolza" trolleybuses deliveries since year 1951



as well as by reducing the energy consumption twice. The philosophy of the Trolza company is based upon three principles: improving the products' quality, improving the consumer properties and increasing the efficiency of the «Trolza» technology usage. The constant observance of these principles in practice made the company the leader in the Russian city electrical transportation. More than 70% (7 600 units) of all the existing trolleybuses in the Russian Federation are made in the ZAO «Trolza». In 2012-2014 the company executed contracts for supplying trolleybuses to Moscow – 263 units, Sankt-Petersburg – 117, Volgograd – 50, Dushanbe – 45, Bishkek – 44, Kazan – 40. Over the last 20 years the company's production was supplied to many countries of the CIS. Nowadays the company is actively working on improving its position on the South America markets. The contemporary Trolza models are oriented towards the maximum comfort of the passengers, as well as the maximum comfort of usage. The ergonomics of the interior have been carefully thought out; high-tech finishing materials as well as components produced by world's famous manufacturers have been used. The trolleybuses are equipped with GPS/GLONASS sets, WI-FI, systems of CCTV, climate control, electronic passenger record and electronic ticketing. What is also actively used is the engineering solutions which save up to 40% of the electrical energy consumption. The constructors of the

vehicles have also considered the needs of the disabled. This includes, first of all, the low floor levels, wide walkways, kneeling system, electrical platform, Braille alphabet buttons. All this allows

the disabled to use the trolleybus without difficulties. The Trolza company is the only serial producer of a unique product – trolleybus with the option of autonomous course up to 30 kilometres





– on the territory of the former USSR. The autonomous course allows the trolleybus to move without the use of the trolleybus infrastructure. Technology of the kind is the next level of electric transportation development. Its advantages are indisputable. Firstly, it means significant savings on building the trolleybus infrastructure – substations, power

transmission lines, posts. Secondly, the system of autonomous course makes it possible to use the trolleybuses in new micro-districts, connecting them to the centre and maintaining the cleanliness of the air, which significantly raises the ecological standards of cities. Thirdly, machines of the kind are a transitional stage to the transportation of the future,

using 100% environmentally-friendly type of fuel. In 2013-2014 the Trolza trolleybuses with autonomous course systems successfully passed tests carried out in 8 Russian regions: Vladimir Oblast, Crimea, Stavropol Krai, Krasnodar Krai, Bashkiria, Adygea and Perm Krai. In 2014 the company launched a serial production of trolleybuses with extended course. Contracts for provision of similar machines were executed for the city of Tula – 16 such units and the city of Nalchik – 10 units. Apart from the trolleybuses the company also offers such unique machines as the electric buses. The first model of the vehicle was assembled in 2011. It is a thoroughly environmentally-friendly type of bus. The energy for motion is derived from the high-tech batteries made in Russia. The autonomous energy sources control system, developed by Russian scientists, allows to increase the efficiency of a given battery type to 23%. Thanks to the use of the modern equipment, it has been possible to reduce the electrical energy use on the electric bus by 15%, in comparison with the ordinary trolleybuses. The preliminary calculations of the usage costs show that the electric bus is nearly twice as economical as the trolleybus and 6 times more economical as the bus.

### «Trolza» an insight into the future

Everyday life, all the more so in a modern city, changes dynamically. So do the preferences and needs of the city transportations system passengers. The Trolza company strives to take the dynamics of the modern cities into consideration when putting its effort into creating a uniform platform for the trolleybus, the trolleybus with autonomous course system and the electric bus of the future. ■

Written by Aleksandra Lewandowska





## Components for the worldwide automotive industry



President  
David Martín

**G**EDIA España S.L. is a Spanish Company belonging to the German GEDIA AUTOMOTIVE GROUP. Its headquarters are located in the town of Attendorn close to Cologne. As a worldwide operating Company, GEDIA España strives to provide a market leading position with structural parts and assemblies for automotive body construction.

### Milestones in the Company's history

The production plant of GEDIA España S.L. was established in 1998 in Santa Margarida in order to manufacture products moved from its parent plant in Germany. During this period the values of turnover as well as the industrial activity were growing constantly. The major expansion of the Company took place in 2002–2012 – facilities extension was multiplied by 6, arriving to today's 56.000 m<sup>2</sup>. The most difficult period for the plant was the last quarter of 2008 and the first quarter of 2009. With the eruption of the international crisis which affected dramatically the automotive sector, the Company experienced a decline in sales of more than 50% in only two months. GEDIA España S.L. reacted immediately. Due to the flexibility of the plant the capacity could be adjusted to demand, which permitted to maintain profitability of the Company despite that difficult period. These decisions allowed

the Company to invest in order to improve its competitiveness. Thanks to the projects developed in that period – afterwards continued by the Clients – the Company could return to pre-crisis levels quick. During the crisis of 2008/2009 the Spanish plant continued to invest in machinery and installations, preparing itself for the future. During this period the Company acquired the servo press of 1.100 TN, unique in Spain. Nowadays the Spanish plant is one of the most efficient plants in the whole group.

### Role of the Spanish plant in the Group

GEDIA Automotive Group has experienced important international growth for 15 years. The Company, after consolidating its position in Europe, also embarked on the road of growth in other markets such as USA, Mexico, China or India during the last few years. GEDIA España has contributed to international growth of the Group, supporting activi-

### FACT BOX



#### FULL NAME:

GEDIA España, S.L.

#### PRESIDENT:

David Martín

#### OPERATIONS:

Automotive Industry

#### ESTABLISHED:

October 1997

#### EMPLOYEES:

280

#### TURNOVER:

80 M €

[www.gedia.com](http://www.gedia.com)





ties especially in America – from the very beginning it supported the establishment of a new plant in Mexico as well as the first activities carried out in Brazil.

### Investments

GEDIA Group continues sustainable strategy of investments in technology, which helps it stay at the leading position in the sector. This attitude permits the Company to offer to the Clients the best solutions, best adapted to the evolution of the materials and requirements in the sector, year by year. In this context the technology of the Company's processes is constantly improved, incorporating the most innovative solutions. 5 years ago, during the economic crisis, the Enterprise bet on servo technology in stamping processes, while in the last few years GEDIA España implemented

applications in technology of joining and made important investments in optimization of processes, throughout vision-handling and information technologies. Medium-term investments are focused on hot stamping technology and laser cutting – in this area GEDIA Group is appreciated by its Clients, as it develops and delivers technically complex products.

### Range of products and exportation

GEDIA Automotive Group is specialized in manufacturing of metal components and assemblies for automobile manufacturers. 'All pieces are included in the products portfolio, but we can mention the best known of them – A, B and C Pillars, floor, doors and roof reinforcements, front and back bumpers, etc. (website [www.gedia.com](http://www.gedia.com))' – says Mr. Martín. Us-



age of high strength steels, aluminum, light alloys and tailored rolled blanks is common. In manufacturing of metal components all technologies of joining are used, also products with surface coating are offered, if necessary. GEDIA España offers to its Clients technical solutions which are best adapted to the requirements of products, but it also offers a measured service for all processes, adapting the supply to the destination plant, offering JIT solutions and line-synchrony, with direct delivery to the assembly line anywhere in the world. GEDIA España continues its global expansion. During 2014 the Company consolidated its position as an exporter at international scale. 45% of its turnover was supplied to the Clients which have their production plants in Spain, 35% in UE and 20% in the markets outside UE, mainly in the USA (12% of its total turnover).

### The most important asset – human capital

In GEDIA España management's opinion the human capital plays the crucial role in the Company. Aiming to realize this principle, the Enterprise promotes annual programs designed to improve the employees' satisfaction. These activities are based on the Company's entrepreneurial culture rooted in corporate values. The Company spends a considerable amount of money to train all its employees in the view of development plan adopted in the Company. In 2015 the Enterprise opted for a new model of Dual Training, in cooperation with training centers, which allows to offer practical training for the future technical personnel already at education stage, following the German model.

### Facing the crisis and projecting the future

During the last few years GEDIA España managed to face the crisis and to continue its development in spite of national economic environment, mostly because of the fact that its competitive position allows it to supply products to international markets. At present GEDIA España supplies its products to more than 90 Clients, assembly plants, not only in the Iberian Peninsula, but also all over the world, which is possible due to its strategic geographical position in Southern Europe and its localization in short distance to three big commercial maritime ports – Barcelona, Tarragona and Valencia. This factor brings it closer to other continents like Asia or America at a very competitive price. The sector where GEDIA España operates is constantly subject to changes. During the

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last few years technological development proceeded in response to necessity to reduce polluting gases emissions and consumption of fossil fuels which oblige to reduce the vehicle weight and consequently to use lighter materials and alloys, but at the same time will increase the level of security. In future there will be a tendency to apply information technologies in all aspects, for example a modular manufacturing which requires a big amount of models to satisfy every market niche. It implies shorter series, reduced product life time and smaller development costs. GEDIA Automotive Group has been already optimizing its management and development systems of new projects in order to face this changing tendency, at the same time enhancing capacity of prototypes development and providing the R&D division with technical and human resources in order to meet requirements of technological change. Within this strategy GEDIA España plant has incorporated competence of designing and constructing of stamping dies, having in mind reinforcement of competitiveness of the Group in this area.

### Eco-consciousness

While talking about the products, it is worth mentioning that GEDIA Es-

paña puts an emphasis on being eco-conscious. Management systems and processes in GEDIA España have been complied with the requirements of standards ISO 14001 for almost 15 years. GEDIA España, like all plants of the GEDIA Group, produces annual plans in order to reduce its consumption and emission, outstanding the projects of improvement of energy saving through application of the latest technologies.

### Quality policy and strong points

GEDIA España is an experienced Company, with a great capacity to develop and manufacture complex metal components for the automotive sector. Apart from that the Enterprise guarantees the service adapted to every necessity, not only when quality requirements are taken into account, but also in terms of satisfaction of the logistic needs, as well as total flexibility when it comes to the conditions of delivery to the point of use. The Company's an-

other 'obsessions' are costs – GEDIA España tries to pass on all productive process improvements to its Clients, with a WIN-WIN approach. GEDIA España considers the quality as a differentiating and competitive factor and that is why it is always a priority issue in the Company's activities aiming at internal improvement. All Clients have advanced systems to evaluate its suppliers in terms of quality – 'in this respect, I could say that trajectory of our plant has been very successful and we can present results which can be a benchmark in our industry, ensuring maximum satisfaction of our Clients' – says Mr. Martín. Another important factor which contributed to Clients' satisfaction with the products from GEDIA España plant is the capacity to react whereas appears a problem. 'We are working on improving our internal processes, starting with the stage of planning and we constantly audit these processes, but we also support our suppliers in improving their processes in order to guarantee the required quality' – adds Mr. Martín.

### Certificates and prizes

Certificates and prizes confirm the quality – GEDIA España has been certified with at all international standards of the sector (ISO TS 16949, QS9000, VDA 6.5, QSB+, OSHAS18000, ISO14001, ISO17001, etc.). During the last few years GEDIA España was awarded by some of its Clients like FORD, GM or VOLVO. In 2012 it received the prize for developing the best business trajectory awarded by the Entrepreneur Union of Penedés (Unión Empresarial del Penedés) – the region where the plant is located, defeating more than 5.000 enterprises. This sign of recognition confirmed its outstanding business management as well as the fact that it could be a referent in its industry. ■

Written by Berenika Wilczyńska

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## Centro de Vigo of PSA Peugeot Citroën in Galicia, Spain – “one group, two brands”

**C**entro de Vigo is one of the production plants of the Group PSA Peugeot Citroën. During the first semester of 2014 the operating income of the Group reached 477 million euro, while the Automobile Division has seen an increase to 7 million euro. Centro de Vigo is one of the most important facilities, where all phases of the vehicle manufacturing process are developed. It consists of four units: Forming, Ferrage, Painting and Assembly. Mrs Pilar Iglesias, Responsible for External Communication from Department of Communication, tells us about the Centro de Vigo.

### Experience and leadership

Centro de Vigo is one of the mayor production plants of PSA Peugeot Citroën Group and one of the basic pillars of Galician economy. This facility produces eight different vehicles for two PSA Peugeot Citroën brands, with a staff of 6.900 employees and its export representing 23,3 % of Galician export. At present Centro de Vigo plays the leading role in the sector, which based around the Cluster of Automotive Companies of Galicia (Empresas de Automoción de Galicia). The main purposes of this organization are the following: quality, industrial efficiency, as well as well-qualified personnel.

### Key stages of growth

Since 1st February 2015 three production centres of PSA Peugeot Citroën: in Vigo, Madrid and Mungalde have been united, forming the Industrial Pole of Iberian Peninsula (Polo Industrial Península Ibérica), in order to reinforce its competitiveness. This idea of industrial pole has based on synergy; it permits to optimize the costs and organize production in different production lines, it improves “Supply Chain” of the plants, in line with the aims of extended production plant. The numbers speak for themselves: in 2014 the plants within the Industrial Pole of Iberian Peninsula produced 492.000 vehicles

of both Citroën and Peugeot brands, with 9.300 employees. These plants produce three different models. Centro de Vigo produces the following models: Citroën C4 Picasso, Grand C4 Picasso, Berlingo and C-Elysée y Peugeot Partner and 301, Centro de Madrid: Citroën C4 Cactus, and Centro de Mungalde: Citroën Berlingo and Peugeot Partner.

### Milestones of the history of PSA Peugeot Citroën in Vigo

PSA Peugeot Citroën started its activity in Vigo in 1958 as Citroën Hispania, already from the beginning appreciating the possibilities given by the localization of the city, its port, as well as the status as a free-industrial zone. The production started with vans AZU. During the first year of its existence in Vigo Citroën produced 400 vehicles. It soon started to build its facility – Balaídos plant, opened in 1959. In the plant a new model was introduced – legendary 2CV. These two vehicles have dominated the production in Vigo for 10 years. During the first 10 years of its activity the Centro de Vigo developed the production facility, which practically reached present-day dimensions. Years 60 and 70 weren't a good period for the Center because of the internal crisis in Spain. Lower demand and mayor competition didn't allow the production do grow. In 1975 Peugeot bought 90% of the capital of Citroën, creating the group PSA. Since





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that moment the plants have started to produce simultaneously models of two different brands. In 1977 the first Peugeot was fabricated in the Centro de Vigo. The eighties were marked by the modernization of the plant and successful introduction of passenger cars. In the mid-eighties the Centro de Vigo launched production of emblematic model: Citroën C1, manufactured in Vigo until 2005. In 20 years 1.181.407 units of this model were produced, as the first model reaching over 1 million units. For

that period Centro de Vigo has specialized in production of large passenger cars. In nineties the importance of suppliers has grown, becoming a key factor in production processes. In 1997 the Cluster of Automotive Companies of Galicia (Cluster de Empresas de Automoción de Galicia, CEAGA) was created, grouping the mayor manufacturers of components from the territory. In 1996 good experience with C15 favoured the revolution of the market of light commercial vehicles, by launching Citroën Berlingo and Peugeot Partner. Production of these two models was continued till 2008, reaching around 1,5 million units for each of them respectively. In 1998 after the reorganization of the group under the slogan "One group, two brands", Centro de Vigo doubled its production. In 2002 Centro de Vigo became the plant with the mayor production of the group worldwide. 2007, regarding volumes, was the best year in the history of Centro de Vigo, which at the same time marked the record in Spain. In 2009 the Centre commemorated the fabrication of 10 million vehicles since its origin. At the end of this decade the Centre



of Vigo consolidated implementation of PSA Excellence System (PES), the method of working and management based on principles of Lean and the culture of constant improvement. The aim is to gain excellence in terms of quality, costs, deadlines and service – everything has to be done for the personnel, Clients and shareholders of the Group.

### Human capital

It has to be emphasized that the human capital plays the most significant role in Centro de Vigo PSA Peugeot Citroën. Around 6.900 people, who are constantly being trained and professionally formed, work efficiently, supported by the latest improvements in the field of automation. Every year the whole personnel, as well as new employees, are provided with about 240.000 hours of trainings. Centro de Vigo cares very much about security of work – it is one of the most secure working centres in Spain. The unit devises, prepares and implements industrial risk prevention schemes and programmes, which after translate into investments, trainings, auditing and investigating the accidents.

The employees are also welcomed to participate in improvement of security and prevention at work, that is why they are involved in System of Idea and Circles of Progress, which permits to get to know their necessities.

### Client – the main figure, quality – the main goal

The Centro de Vigo is focused on Client's satisfaction, which is its most important aim, implying that the most significant factor in the whole production process is quality. This aim can be realized due to the special Quality Policy implemented by the Group PSA Peugeot Citroën. A unit called Directory of Quality ensures the accurate implementation of this policy in all kind of processes and operations, at work of every employee. For that reason the Directory of Quality constantly conducts internal and external audits, which permits to control the activity properly. The strategy of quality is based on: constant investment in personnel improvement (trainings), constant improvement of processes, products and procedures (in order to obtain



conformity of products), as well as constant improvement of ability to react in case of problems, in order to solve them quickly and efficiently.

### Numbers

The numbers which follow speak for themselves – the Centro de Vigo PSA Peugeot Citroën can boast of the following results (the end of December 2013): annual production of 406.500 vehicles, 6.900 employees, production of 37.800 CKD (vehicles in parts), daily production of 1.736 vehicles, 23,3% of Galician export, 32% value the goods passed through the Vigo Port, 102 components suppliers in the territory, 240.000 annual training hours.





### Production process

In the Centro de Vigo all production process of the vehicle is developed: forming, ferrage, painting and assembly. In the forming unit starts the process of vehicle manufacturing: the metal sheets are transformed in order to obtain different parts – vehicle bodywork compounds. The second unit, dedicated to ferrage, has to build the structure of the vehicle, using laser or spot welding. This plant is the most automated in the whole Centro de Vigo. In the painting unit every vehicle bodywork is subject to different processes which make it resistant as much as possible to mechanical and atmospheric factors, it is also painted. In the assembly section there are two different production lines, which work on assembling six models. Last but not least, Centro de Vigo comprises another unit, dedicated to produce vehicles in parts. They are designed to be exported to different countries where the Group has its

production facilities or a collaborating plant. There Centro de Vigo distributes two types of products – CKD (a complete vehicle kit) and PaP (spare parts).

### Logistics

The production process in Centro de Vigo is very well organized. Its aim is to fabricate every vehicle in 7 working days. Every part of this process is meticulously planned in order to obtain an exact number of products required, in place, time and quality required, at every stage of production process. One of the factor which favours the export is the localization of the facilities. Vigo

is one of the most industrialized cities in the region of Galicia. Its geographical position at the seaside permits to export a large number of sales by sea. The Centro de Vigo uses this port to export 32% of its value of goods. It is worth emphasizing that 85% of total production of Centro de Vigo is designed to be exported. The vehicles produced in this facility are distributed to 90 countries in five continents, however the Group's main market comprises the 27 European countries. Among them the prominent destinations are France, Spain, Great Britain, Ireland, Benelux and Germany. Centro de Vigo produces six different models of vehicles: Citroën C4 Picasso, Grand C4 Picasso, Berlingo, C-Élysée, as well as Peugeot Partner and 301.

### Future perspective

In 2012 Centro de Vigo launched new models – Citroën C-Elysée and Peugeot 301. The same year witnessed the com-



**Europrecis**  
Galicia, S.L.

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memoration of production of 11 million of vehicles since its beginnings in 1958. In 2013, in the context of world economic crisis, Centro de Vigo PSA Peugeot Citroën faced the future with new projects. Currently vehicles, which are at present produced in Centro de Vigo, as well as those which are planned to be launched – they both help to implement the strategy of the Group PSA Peugeot Citroën. This strategy consists in the following: to be one step ahead in products and services, to be a global group, to be a reference in operational efficacy, as well as to develop in a responsible way. These four ambitions will pave the way for the Centro de Vigo and the whole Group's future. ■

Written by Berenika Wilczyńska



## Acron Group: a World's Leading Vertically Integrated Mineral Fertilizer Producer



Chief Executive Officer  
Kunitsky Vladimir

**T**he Group's wide range of products includes complex and nitrogen fertilizers and industrial products. The Group's sales footprint covers 65 countries, with its main markets in Russia and China. What makes the Group unique is its high degree of vertical integration: from raw material extraction and production of basic products to own distribution networks and transport infrastructure.

### Key Points

Acron Group is a vertically integrated global company with assets in six countries. Acron Group is carrying out a large-scale investment program that includes major phosphate and potash projects, expansion of ammonia and nitrogen fertilizer production, and the creation of a unique, innovative rare earth elements program in Russia. A recent milestone was the 2012 launch of the Oleniy Ruchey mine in the Murmansk region. The Group has achieved vertical integration in phosphates and is becoming self-sufficient in apatite concentrate. Vertical integration keeps the Group profitable and competitive while ensuring regular raw material supplies. Another key point for the Group will be the launch of

a new 700,000-tpa ammonia unit. Construction of the new unit is under way at the Group's flagship site near Veliky Novgorod, with the launch scheduled for late 2015. Featuring the latest technology, the new ammonia unit will be the most powerful and cost-effective of its kind in Russia. Once commissioned, the new unit will provide a solid increase in production volume and create a powerful foundation for future fertilizer capacity expansion. The Group's potash projects are equally important for future growth. In 2008, the Group acquired a license for the Talitsky site at the Verkhnekamsk potassium and magnesium salt deposits. The Group is currently building the Talitsky mine to produce potassium chloride in the Perm region. Once this

### FACT BOX



#### FULL NAME:

Acron

#### CHIEF EXECUTIVE OFFICER (PRESIDENT):

Vladimir Kunitsky

#### OPERATIONS:

production and sales of mineral fertilisers

#### EMPLOYEES:

about 16,000

#### TURNOVER:

USD 2 billion in 2013

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project is complete, Acron Group will be one of the most efficient and fully vertically integrated manufacturers of NPK fertilizers in the world.

### Strategic Potential

The Group's investment program is an important component of its long-term strategy to replace purchased potash with in-house product, which will increase the Group's profitability and boost output 50%. Acron Group has positioned itself as a reliable supplier of a wide range of quality products, including NPK, ammonium nitrate, urea-

ammonium nitrate, dry blends, urea, ammonia, and industrial products. The company sells products through its own sales network in Russia and China, as well as through its trading companies in Europe and the United States. Diversification and market balance provide stability as the seasons and markets change. The Group's convenient location gives it an advantage over other Russian producers: JSC Acron in Veliky Novgorod is just 200 km from the nearest port on the Baltic Sea. The Group owns logistics infrastructure including three ports on the Baltic Sea and a fleet of railcars. With

an extensive line of products, excellent logistics and sales channels, the Group has been able to win profitable agricultural niches in its main markets. Acron Group is the largest supplier of ammonium nitrate in Brazil, the second largest supplier of NPK in China, and the second largest supplier of urea-ammonium nitrate in the United States – all positions that the Group intends to maintain in the future. With better access to key raw materials than its international peers and better logistics and equipment than domestic competitors, Acron Group is well positioned for growth. Acron's am-





monia units use significantly less natural gas than the industry standard (1,065 m<sup>3</sup>/t vs. the Russian average of 1,124 m<sup>3</sup>/t). Acron Group also owns valuable investments that are periodically sold to increase cash flow. This allows the Group to invest in long-term raw materials projects, service debt and to pay decent dividends, all while enjoying financial stability. The Group posted EBITDA for 2013 of US\$483 million. Net profit for the same period was US\$409 million. The first stage of the Oleniy Ruchey mine is already delivering on its promise: in the first nine months of 2014 JSC NWPC (the mine operator) generated approximately 5% of the Group's EBITDA.

### Exports and New Investments

The Group sees huge potential on the domestic market, which is its major and priority destination. During the first nine months of 2014, Russian sales accounted for 17% of the Group's revenue. Other

key sales markets are China (23% of revenue, of which only 7% is exported from Russia; the rest is sold by Hongri Acron, the Group's Chinese factory), other Asian countries (11%), Latin America (16%), the United States and Canada (12%), the European Union (10%) and the CIS (7%). In the first nine months of 2014, Acron Group supplied products to 64 countries around the world. The Group is headquartered in Moscow with assets located in six countries (Russia, China, Estonia, Canada, Switzerland and the United States). Acron employs approximately 16,000 people. At the core of the Group are two chemical enterprises – the Acron plant in Veliky Novgorod and the Dorogobuzh plant in the Smolensk region – as well as the new Oleniy Ruchey mine in the Murmansk region. In addition, the Group owns a chemical factory in China and trading and logistics companies in Europe and the United States. Acron is looking to expand into premium global

markets and markets with high demand. The Group already makes sales on every continent, constantly monitors demand fluctuations and rapidly expands into new markets, thanks to its advanced logistics infrastructure and broad product portfolio. Acron Group will invest close to US\$5 billion in its operations through 2020, with investments focused on three major projects: Ammonia-4, the Oleniy Ruchey mine (phosphate rock) and the Talitsky mine (potash). The first stage of Oleniy Ruchey was launched in December 2012, and the second stage is currently underway. Since June 2013, the mine has fully supplied the phosphate input to the Group's Russian facilities. Due to a stable supply of phosphates, Acron and Dorogobuzh facilities have maximized their capacity utilization. In December 2013, the Group began selling excess apatite concentrate to third-party consumers. The Ammonia-4 project passed the mid-investment phase in





2014, with the launch scheduled for the end of this year. Acron's new ammonia plant will be the first commissioned in the post-Soviet era and the most powerful plant in Russia. Once the Talitsky mine starts producing potassium chloride, the enrichment plant's capacity will reach 2 million tons per year.

#### Future Growth

Stage one of the Oleniy Ruchey mine will soon deliver capacity of 1.1 million tons of apatite concentrate per year. The second stage, scheduled for 2017, will boost capacity to 1.7 million tons per year. The launch of the Ammonia-4 project (700,000 tons per year) is scheduled

for the end of 2015. Other important projects are rare earth elements and Nepheline-10. The rare earth elements project will generate cerium, lanthanum, neodymium, light and heavy REE group concentrates from process stream created by apatite concentrate processing. These products will be marketed to defense companies and high-tech enterprises. The Nepheline-10 project involves processing nepheline concentrate to obtain a range of products for the construction, chemical and metallurgical industries: alumina, silica, potassium nitrate, sodium nitrate and pigment. Raw materials for the project will come from the Oleniy Ruchey mine, provid-

ing comprehensive apatite-nepheline ore processing for the first time in Russia. Acron Group recognizes its responsibility to protect the environment and use natural resources sustainably. The Group's efforts to promote ecological safety and reduce ecological stress were recognized with by the "100 Best Companies of Russia" project in the nomination for Ecology and Environmental Management. The Group is proud of its rapid transformation over 10 years from a local producer of fertilizers to a vertically integrated global company with assets in six countries. ■

Written by Madina Turava





## A leading Russian diversified food producer in Russia

### FACT BOX



#### FULL NAME:

Rusagro Group of Companies

#### GENERAL DIRECTOR:

Maxim Basov

#### OPERATIONS:

Food production

#### ESTABLISHED:

2004

#### EMPLOYEES:

about 10 000 people

#### TURNOVER:

More than 59 billion rub

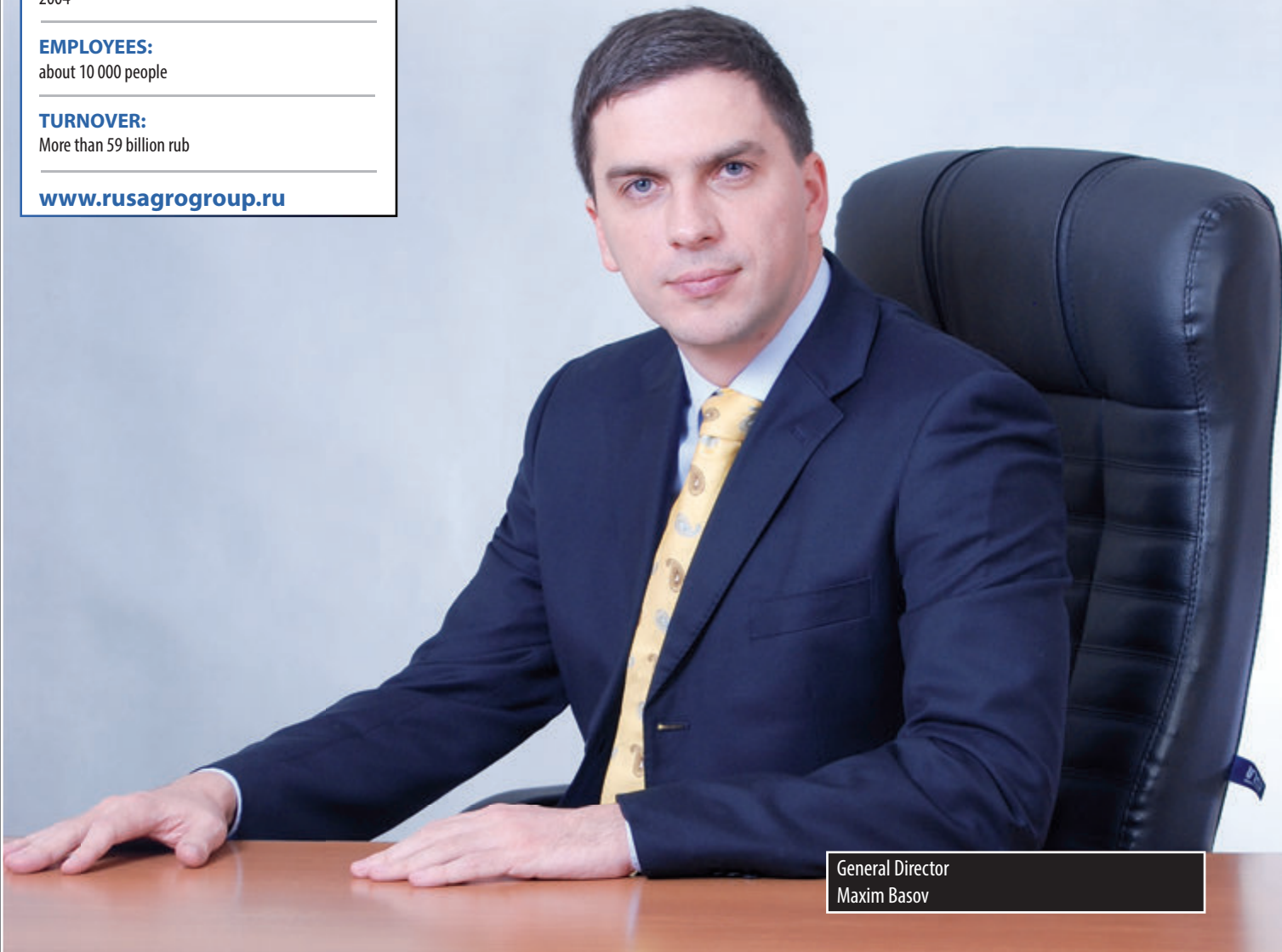
[www.rusagroup.ru](http://www.rusagroup.ru)

**R**usagro Group of Companies, a leading Russian diversified food producer with vertically integrated operations, has been on the agricultural market for 10 years. Effective development strategy ensures continuous growth of all core businesses of the holding and enables successful entry into new business segments. Today, Rusagro is one of the fastest growing companies in Russia.

#### Overview of core business segments

Rusagro Group is one of Russia's largest vertically integrated agricultural holding companies. The companies within the Group work in four core businesses: Sugar business, Agriculture business, Oil and fats business, and Meat business. As for Sugar business segment, the company's assets include six sugar plants in the Belgorod and Tambov regions. In Agriculture business segment the company owns a total area of 462.9 thousand hectares of farmland in the

Belgorod and Tambov regions. Oil and fats business segment comprises an oil extraction plant in the Samara region and a fats factory in Yekaterinburg. Meat business includes two pork production companies and 16 pig farms in the Belgorod and Tambov regions. The vertically integrated structure of the company enables maximum efficiency in management of all elements of the production chain, promotion of a strong brand and sales on the consumer market. Regional diversification is also a major feature of



General Director  
Maxim Basov

the company's business, as the Group's assets are based in four regions of the Russian Federation.

### Financial results

Despite severe turbulence on the Russian market, 2014 became the most successful year in the history of the company in terms of financial indicators, as the company reached sales of 59 bln rubles, EBITDA of 18 bln rubles and net income of 20 bln rubles. High net profits enable Rusagro to invest in further development. The board of directors allocated 15 bln rubles to investment projects in several business segments for 2015. "The situation of the agricultural industry in Russia is very favorable, we are observing the process of import substitution for all our core businesses," explained Maxim Basov. In an interview for Manufacturing Journal the director of Rusagro Maxim Basov highlighted major achievements of the company in 2014 and shared key business objectives for 2015. "Currently, Rusagro has 7 key business direction. In 2014, the Sugar business has become the largest segment in terms of revenue and in 2015 year this segment will receive a record amount of investment. The production capacity of the biggest sugar plant of the group, Znamensky sugar plant, will be increased from 6 to 8 thousand tonnes of sugar beets per day and the new silo will be built. This year we are also going to implement a project for molasses desugaring, within this project Rusagro is going to build a modern workshop for processing of molasses into sugar from all plants in Tambov region. Overall 4 bln rubles will be invested in Znamensky plant. As for the other two sugar plants, we are finalizing construction of sugar beet pulp-drying workshops which will process all sugar beet pulp into an export product. It is also planned to increase capacity of the plant in Belgorod region. Moreover, Rusagro is looking to purchase new sugar processing plants in Russia. The next business segment in terms of revenue is the Meat segment. In 2014 Rusagro became the second leading producer of pork in Russia producing 182 thousand tons of pork in live weight. In 2015 the company has big plans for this segment. First of all, we have already launched the recycling workshop for processing of waste products into bone meal and animal fat in Tambov region. The investment amounts to about 1 bln rubles. In May, we plan to launch a

slaughter production with a workshop for semi-finished products. The plant is the second largest plant in Russia with capacity of 2 mln heads. Furthermore, we are planning to begin construction of additional meat complexes in Tambov region. So this year about 3 to 4 bln rubles are going to be invested in this segment (excluding the Far East region which is managed separately). Complex for the production of mixed fodders JSC "Belgorod bacon" with the capacity of 40 t / h is equipped with technological equipment of the Swiss machine-building concern "Buhler AG". Buhler also is a supplier of spare and wear parts and service company Rusagro. As for the Agricultural segment, Rusagro already owns 470 thousand hectares of land (without the Far East which is managed separately). Every year we heavily invest in the agricultural segment. Thus, in the last years this is the second segment after meat which received most investment. Traditionally, we invest in modernization of technologies and equipment and we are looking to establish cooperation with European and American producers of agricultural machinery. We also invest in modernization of infrastructure and purchase of land as well as increasing the capacity for storage of grains. This year we will continue to invest in these areas and we are going to invest around 3 billion rubles. This business segment has been very successful, it has been the most profitable in 2012 and 2013. It is showing stable growth, but it is not developing quite as fast as Sugar and Meat segments. We are exploring irrigation as a new direction in the agricultural business. Currently, we are conducting an industrial experiment and if it is successful, we are going to begin massive investment in irrigation in Tambov region. Rusagro also invests in automation of technical operations. This year the company also plans to begin its own seed selection. The fourth business segment is production of oils and fats. Our plant is located in the Samara region and this year we plan to begin construction of refining and bottling division at the plant there. In 2 – 2,5 year we want to produce bottled oil at this plant. Another area of development in this business is navigation on the Volga. We are planning to buy shares in river terminal and build a terminal in Iranian port of Amirabad in order to be able to enter the Iranian market, which is very attractive for us. The next business segment is





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production of fats for consumers. Rusagro's plant in Yekaterinburg produces margarine and sauces and we are going to invest in creating a brand and developing a national distribution network. And in terms of industrial investment we are planning to begin construction of a plant for transesterification of fats and increase in refining. Transesterification is required due to changes in legislation. Trans fats will be banned in Russian Federation and it will be only possible to sell transesterificated fats. The construc-

tion will be finished in about 2 years. The sixth business segment is the so-called Primorye unit. In Primorye Rusagro is building a range of enterprises which are united geographically as opposed to other businesses. They will be managed as a single business unit. This unit is located about 70 km from the border with China. It will include an agricultural division. The company has already purchased 26 hectares of land and the main crops cultivated here are soy and corn. In the autumn of 2015 Rusagro will be-

gin construction of three stages of pork farms with overall capacity of 300 thousand tonnes. The investment allocated for these projects is about 50 billion rubles. This business will be focused on the internal market, but also will be producing goods for the external markets of China, Korea and Japan. These are the best markets in the world in terms of pork import. The seventh business segment is the export segment. As this is a commerce segment, we are not planning any big investments here. This business unit was created at the end of 2013 and in 2014 it was tested and performed very successfully. We managed to enter the Japanese market of grains, which is quite sealed, but we managed to win a national tender. Nowadays, Rusagro exports grains, and the most interesting markets for grain export are Northern Europe and Japan. The company also exports vegetable oils (sunflower and soy) and here the main markets are Turkey, Egypt, and China (small batches are already exported to Iran). Rusagro also exports sunflower meal, mainly to Northern Europe, Thailand, and Myanmar, a small part is exported to China. We are going to develop our commerce and for now we are going to focus on three products: grains, vegetable oils (sunflower and soybean), and sunflower meal," explained Maxim Basov, the director of Rusagro. ■

Written by Helena Rožko







## The world of building blocks and toys

### FACT BOX



#### FULL NAME:

COBI Factory SA

#### CEO:

Robert Podleś

#### OPERATIONS:

Manufacture of plastic toys

#### ESTABLISHED:

1996

#### EMPLOYEES:

307

#### TURNOVER:

38 235 214,40 PLN (2014)

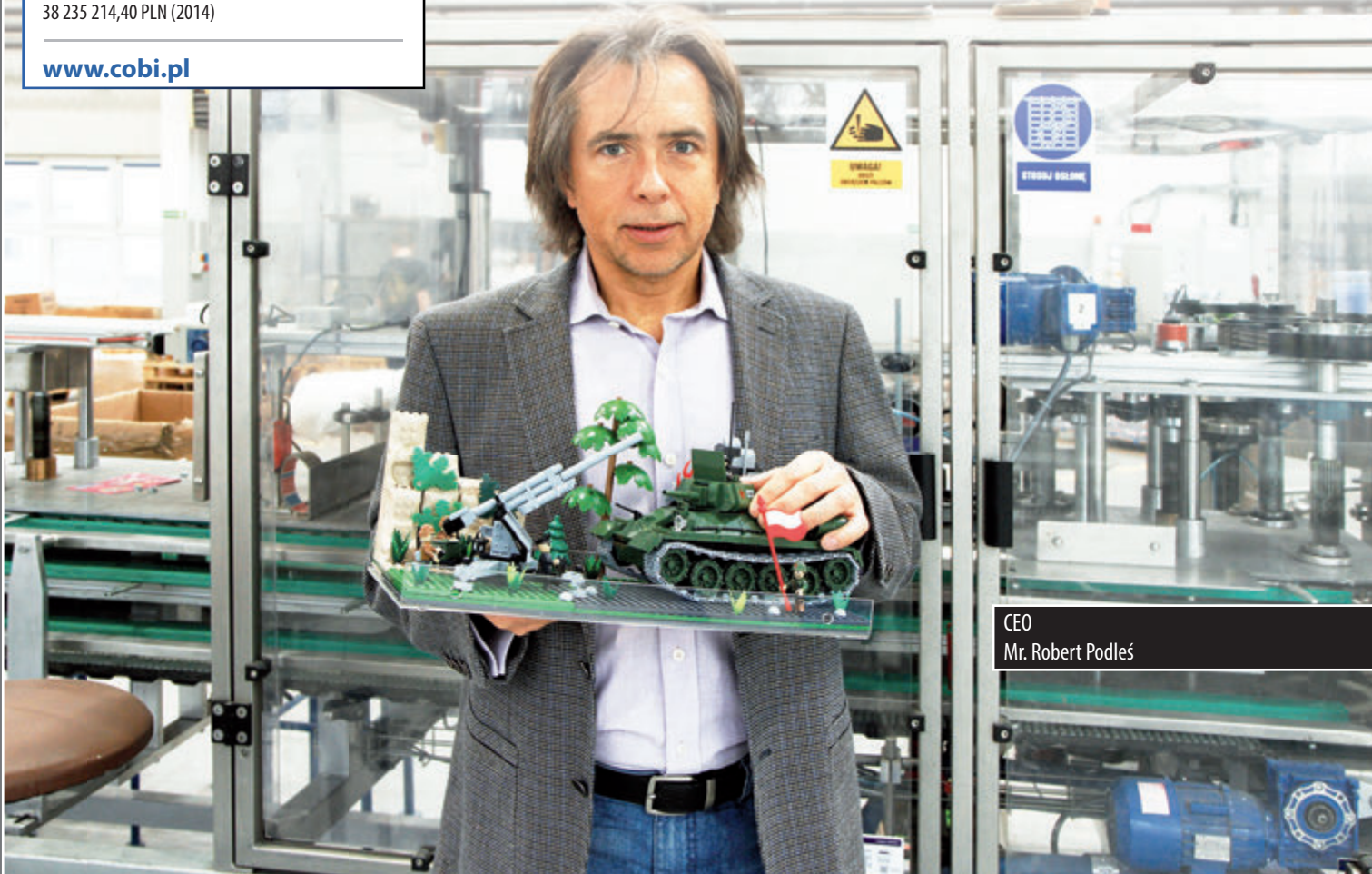
[www.cobi.pl](http://www.cobi.pl)

**C**OBI S.A. is a Polish manufacturer of high quality building blocks, at present the biggest one in Central and Eastern Europe. It possess sales offices in Poland, Czech Republic and Slovakia. It is a well-known and recognizable brand not only in Europe, but also worldwide. COBI S.A. is also an importer and distributor of a wide range of licensed toys such as dolls, figures, plastic models kits, interactive toys, television games, creative sets, educational and strategic games and much more. The Company's production plant is located in the town of Mielec in south-eastern Poland. COBI S.A. collaborates with the biggest and the best companies in the world, such as Spin Master, Revell GmbH, Moose, Vivid Imaginations, Jakks Pacific, Toy Option, Character Option, Zapf Creation and others.

### The most important stages in the Company's history

COBI S.A. was founded in 1987, starting with puzzles and board games production. In 1992 COBI S.A. established production line of plastic building blocks in Warsaw. The same year witnessed the opening of the mould factory under the name 'Cobert' producing injection moulds. Great demand for COBI building blocks caused dynamic growth in production and consequently the Com-

pany opened in 1997 a new production plant under the name of Plastic Factory COBI S.A. (current name COBI Factory SA), in the Special Economic Zone in the town of Mielec. 'It was one of the key moments in the Company's history' – says its CEO, Mr Robert Podleś. In 2001 r. the Company opened its sales offices in Hungary, Czech Republic and Slovakia. Many years of successful sales bear fruit. The Company made new investments and expanded the Plastic Factory.



CEO

Mr. Robert Podleś

The enlargement finished in 2010. At the beginning of 2010 production capacity was doubled, which permitted to meet a growing demand for COBI building blocks. In 2012 the Company celebrated its 25th anniversary. 'One of the crucial moments in COBI's history was when we won the 7,5-year court battle against the Danish company LEGO. The Polish Supreme Court rejected all the claims submitted by the claimant company, confirming the judgments of lower courts. We won the similar victory in Sweden. Without this success it would be difficult to imagine our activity on such a wide scale – considers Mr Podleś.

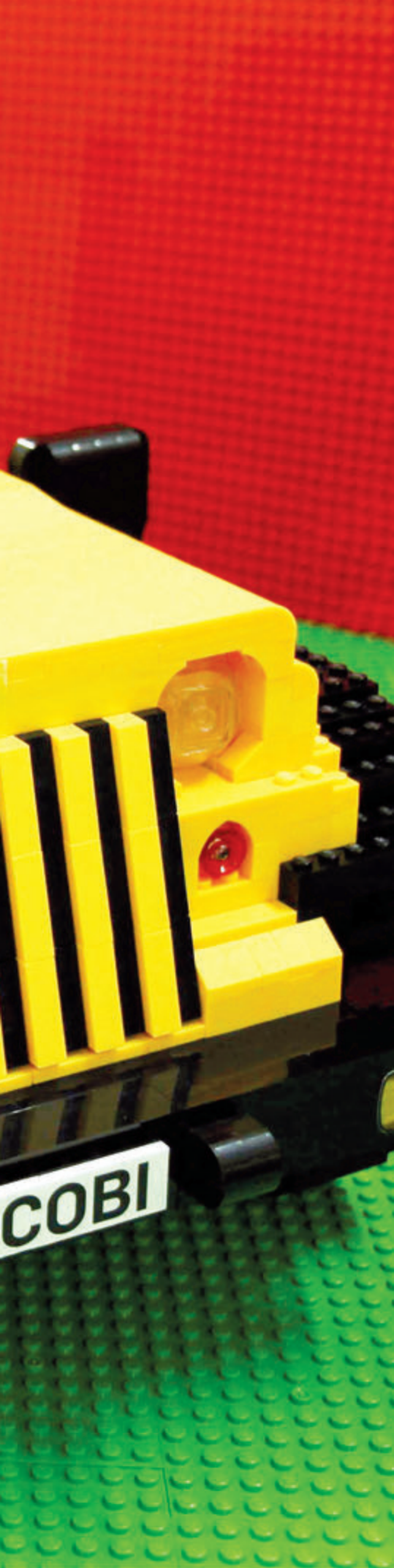
### Key to success

The Company sees its success in systematic work from scratch. 'We started to operate in Poland in communism, handling with such problems as lack of machinery, raw materials and manufacturing personnel. We were able to make use of the period of transition – we managed to cope with changes affecting Polish companies and economy in those times. Our skills to learn independently and work systematically surely enabled this success. Our fighting spirit helped us survive difficult years of economic transition. Fighting spirit, the spirit of innovation and growth – these characteristics surely paved us the way to international success' – says the CEO of COBI S.A. Today the Company provides work for more than 300 people. Its success is confirmed by Diamonds of "Forbes" – the prize awarded to the Company more than once.

### COBI S.A. in the Polish and global market

At present COBI S.A. is a well-known brand in the Polish toy market. Since 2010 it has been in 5th place among the biggest companies in this industry in Poland. Long-term experience has given the Company necessary know-how, allowing it to make new investments and to launch new brands. The Company maintains steady growth in sales, and COBI products are distributed through all channels, including the most important toy selling chains in Poland. The sales peak is in III and IV quarter of the year. 'In 2014 we had a steady growth around 6–8%. This year for the first time for a long period in Poland has increased the number of births – it gives us hope that the Polish toy





market will also grow – says Mr Podleś. In the growing global toy market COBI S.A. has a stable position. In addition to direct operations in Czech Republic and Slovakia the international sales network expands over 60 countries worldwide. Every year the Company takes part in the most important toy fairs: Hong Kong Toys & Games Fair and Spielwarenmesse Nurnberg Toy Fair. COBI S.A. presents its products with pride and establishes new business contacts. In addition, you can find its building blocks at different time of the year at many toy fairs in any part of the world whether is the United States, Russia, Western Europe or Australia wherever COBI's distributors are exhibiting its products. The crisis of the Eastern markets – Ukrainian, Byelorussian and Russian has caused decrease in sales of COBI products in these markets – from satisfactory levels to almost zero. 'For many Polish companies it is an important purchaser. In the face of crisis of Eastern markets we are looking for new selling markets, in order to replace the lost ones. Surely it has been a serious blow, but we have found solution to this problem, which is being introduced now' – informs the CEO of COBI S.A.

#### **The production plant COBI S.A. in Mielec**

Every single phase of building blocks production is entirely conducted within COBI: starting from idea, through design, moulds preparation, production process management and sales service. The production plant in Mielec covers an area of 27 500 m<sup>2</sup>. The fact that the production plant is located in Poland guarantees security of the final product. It helps the Company keep entire manufacturing process under strict control. Highly qualified engineers take care of tools production and supervise their construction at COBI's professional tooling factory. Due to this the Company can offer to its Clients products made of high quality EU origin materials, certified by European laboratories. Toy sets are subject to severe quality and security control yet fast production and delivery is maintained. Every production stage must adhere to severe quality norms. The quality is certified by the European laboratories (TUV Rheinland Group). All toys are produced in compliance with the EN71 regulation.

#### **Range of products**

The Company's priority is to create secure toys of the highest quality, provid-



ing entertainment to the whole family. 'During the last few months our two most important production lines have been the 'Small Army' – collection from II World War and the licensed product 'Penguins from Madagascar'. They both have been successful due to a good topic, high quality and a favourable price-quality ratio. The Client can buy our products at different prices, we give him a wide range of products to choose from' – emphasizes Mr Podleś. The 'Small Army' is a unique collection of building blocks in COBI's offer, a number one in their sales worldwide. The models are inspired by resources of American, Russian, English and Polish army among others. The smallest set comprises 40 blocks, and the biggest one – 1000 elements. COBI S.A. offers also other collections, for instance 'Action Town' – blocks inspired by different town services such as fire brigade, police, construction teams, coast protection and sanitation. The Client can also buy historical collections, thanks to which the children learn by playing. Once the Company offered sets untitled 'Pirates' and 'Romans', and in 2010 it created 'Grunwald' collection, on the occasion of 600th anniversary of the Battle of Grunwald. At the same time COBI produced a collection about European knights. In 2012 another historical set was launched – a limited edition of 'RMS Titanic', marking the 100th anniversary of the sinking of the impressive liner. Among other products it is also worth mentioning: the collection 'Creative Power', which develops



manual skills and imagination, as well as 'Wild Story', based on the topic of wild animals. Since 2012 COBI S.A. has introduced infrared remote-controlled tanks. 'At present we are working on two lines of innovative products, which will be on sale this year. I'm talking about building toys controlled by tablets and smart-phones. That means creating something which connects electronics and building blocks. It is a completely innovative idea in this business. We have also received funds from the European Union to develop the project – informs Mr Podleś. Licenses granted to COBI confirm the high quality of its toys. The Company has been appreciated by McLaren Racing Limited – in 2008 appeared the first collection of licensed blocks under the 'Vodafone McLaren Mercedes' brand. This success has brought others. Nowadays COBI S.A. offers many collections

such as: 'Jeep Willys' (licensor Chrysler Group LLC, launched in 2009), collection of racing cars 'Renault F1 Team' (licensor Renault, launched in 2010), collection of airlines Boeing Dreamliner Boeing-787 i Boeing-767 (licensor Boeing management company, launched in 2010).

#### Quality and innovation

COBI S.A. uses in production the latest solutions of Western markets, on the European and global scale – efficient injection technologies. It invests systematically in robots and injection technologies as well as modernizes tooling factory, where injection moulds are produced. COBI S.A. also uses new machinery for packaging and selection of its products. New technologies and systematic investments permits to achieve the highest quality possible. At the same time automatization has not caused



prices increase, quite the contrary – it has permitted to accelerate and optimize production.

#### Client's choice confirms the perfect quality

During many years of operating in the market the Customers appreciated the quality of COBI products, in Poland as well as abroad. 'The Client is the most important for us' – emphasizes the CEO of COBI S.A. – 'We are proud of the fact that the Clients choose us. This means they are satisfied with the product which they receive. Client's acceptance, his satisfaction, as well as his willingness to come back are for us the crucial things' – adds Mr Podleś. COBI S.A. puts an emphasis on effective communication with the Clients. 'A Client is a sort of supervisor who is able and wants to talk with us' – emphasizes the CEO of COBI S.A. – 'We communicate with our Clients in a very active way, mainly through YouTube, where they can put their comments on our products. We possess a special department which studies these comments very carefully and draws conclusions.' – he adds. In COBI the communication with the Client is a key to success. The Clients see changes and actions towards fulfillment of theirs needs. COBI's ability to listen carefully to their remarks and to draw conclusions allows it to improve they products. 'We create our products FOR the Client, meeting his needs and requirements' – concludes Mr Podleś.

#### Perspective of growth

'In my opinion our Company has excellent perspectives of growth. Sales in the market of building toys, where our Company operates, grows systematically, the annual growth is about 10–14%. Our main purpose is to increase foreign export. On domestic market we would like to maintain the same growth as last year. The first two months of this year show that these plans are good and permit us to develop perspective for future moves.' – informs Mr Podleś. – 'To sum up we can state that our Company COBI S.A. operates successfully within the Polish economy, which is becoming more and more powerful. We would wish Poland even better development so as we also could develop even better. The crisis will pass, surely soon will come a moment of growth – we are waiting for it we will make a use of it for sure' – concludes Mr Podleś. ■

Written by Berenika Wilczyńska



## Before paper is born...



CEO  
Mihail Kolchev

**W**e are surrounded by so many items. At home, at work and all the places we visit often. Most of the time we don't even notice many of those items, therefore we never think of how they are made. Books, tissues, newspapers, flyers, notes etc. We know that they are all made of paper and many of us realize that paper is made of wood, but nothing more. Wouldn't it be interesting to look behind the scenes of the production of this common material, which we throw away, without thinking about the impact it has on the environment. Perhaps if we knew more about the effort of hundreds of Employees, who work hard every day, so we could enjoy our favorite magazine in the morning, we would treat paper with greater respect. Especially if we'd known that the book we're holding might've had its beginnings in the facilities of SVILOSA AD, a leading Bulgarian producer of bleached kraft pulp and products thereof, in a small town of Svishtov on the right bank of the Danube river, where around 480 Employees work for the success of the dynamically developing company. The history and everyday activity of SVILOSA AD are as fascinating, as Bulgaria itself, that is why we've interviewed the organization's CEO Mr. Mihail Kolchev so we could better understand the secret of a great, international success of SVILOSA AD.

### FACT BOX



**FULL NAME:**

Svilosa AD

**PRESIDENT:**

Mihail Kolchev

**OPERATIONS:**

Bleached kraft pulp production

**ESTABLISHED:**

1965

**EMPLOYEES:**

480

**TURNOVER:**

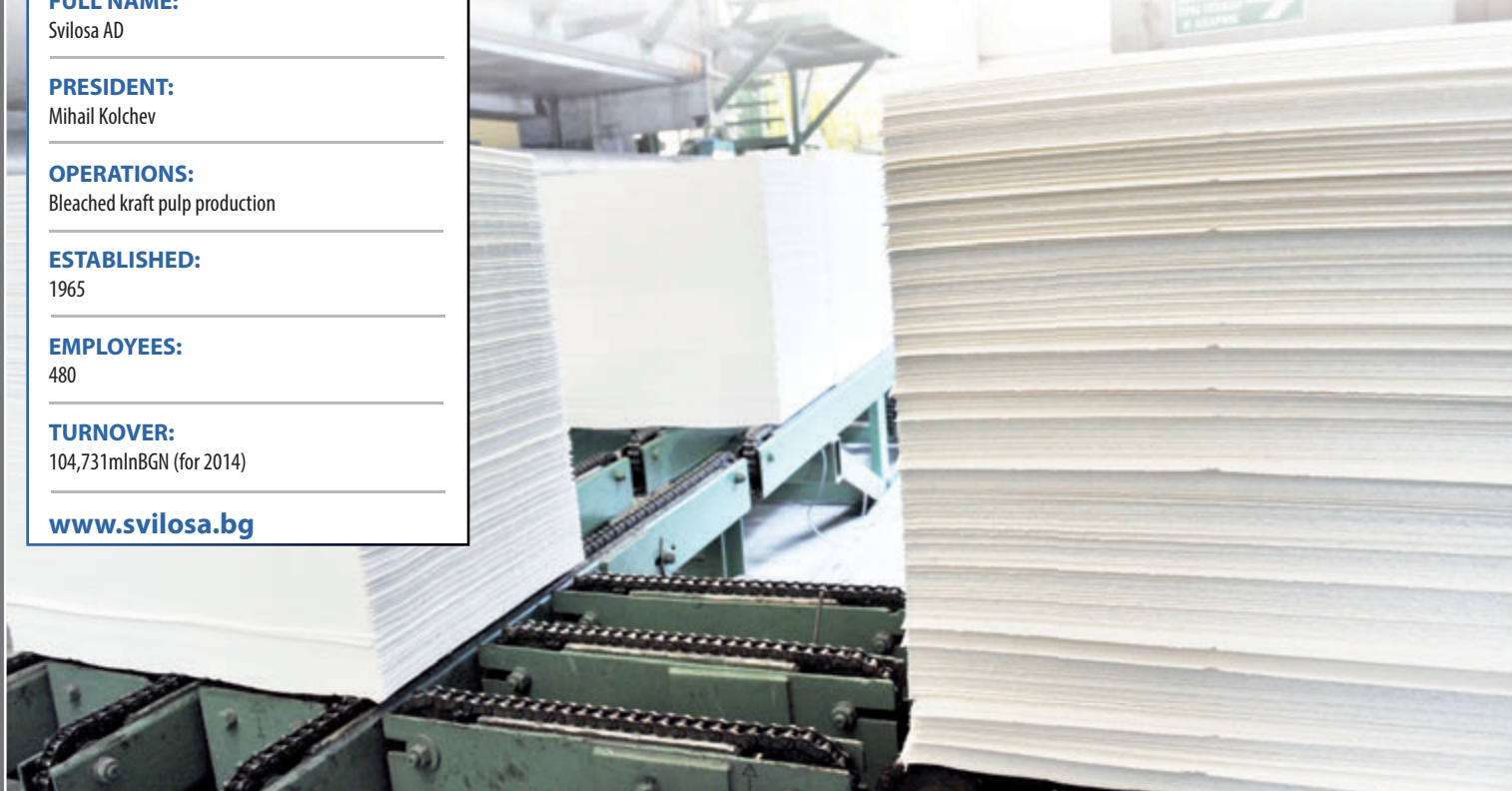
104,731mlnBGN (for 2014)

[www.svilosa.bg](http://www.svilosa.bg)

### From a single mill to a great entrepreneurship

SVILOSA AD boasts 40 years of experience and the company's authorities made good use of all those years of hard work, learning, making mistakes and drawing conclusions of them. It all started in 1971, when a single pulp mill has been built on the bank of the Danube river for production of viscose pulp. In 1987, just before the collapse of Com-

munism, the production was changed to paper grade pulp. We have to remember that Bulgaria was, for a long time, a centrally planned economy, focused largely on agriculture. The country has gone through a couple of crises in the last 25 years and, although a member of the EU, remains one of the poorest countries in the Community. Still, this situation is very likely to change in the near future, thanks to the determina-





leading position in the Balkan Peninsula and now is ready to write another pages of its fascinating history around the world.

### One step after another towards success

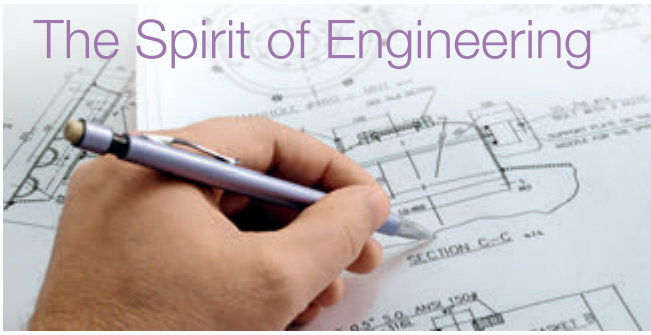
Success is born in the head and taken with hands, never given nor a matter of luck. SVILOSA's authorities know this truth very well, that's why they have developed a development policy, which painstakingly optimizes all the processes in every area of the company's business activity. Consistency in action and correct hierarchy of values result in strengthening the organization's competitive position in the region, finding and keeping new business partners and conquering new markets. To become a leader in its industry, a company has to have a fully professional staff, proper technological background and right management philosophy. SVILOSA AD boasts all of these things. The company follows a series of rules, which have a major impact on SVILOSA's organizational culture, and that contributes to the reputation of the Bulgarian manufacturing entrepreneurship. As Mr. Kolchev, SVILOSA's Board of Directors Chairman explains, "The good reputation comes as a result from the implementation of our sales philosophy into our everyday work, which reflects the following priorities: flexibility and immediate response to changes in the market situation, efficient communication with our Cus-

tion, hard work and skills of the Bulgarian Employees and entrepreneurs, who, despite harsh conditions, contribute to the development of their companies and Bulgaria itself. SVILOSA AD, formerly a government-owned company, survived in good shape, thanks to the exceptionally high quality of its products and correct policy of development. Then came the year 1997 and SVILOSA has gone through the privatization process, thanks to which the company got back on its feet and later emerged as one of the role models to other Bulgar-

ian manufacturing companies. Already in 2003 SVILOSA started the project for doubling production capacity and three years later the company's authorities decided to separate its pulp production. That's how SVILOCELL EAD was founded. After years of investments and careful planning, SVILOSA AD has become one of the most vibrant Bulgarian companies, a highly-specialized, professional exporter of high quality bleached kraft pulp, cooperating with business partner on three continents. For many years, SVILOSA was successfully improving its



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tomers, ensuring full Customer satisfaction by providing high quality product, quick and timely service and adoption of opinion and recommendations of our Customers as a catalyst for quality improvement." As we can see, every action the company performs is oriented towards the satisfaction of Customers and that, together with the ability to adapt

recruit and promotes the development of highly motivated and skilful young professionals, pushing forward their self-estimation and realization. We invest in our Employees, providing them with competitive advantages in terms of: remuneration, training and advance, social program and environment" – says Mr. Kolchev



swiftly to the ever changing market is how the things should be done in every commercial organization in the world. It is also the first pillar, on which SVILOSA's success is built. SVILOSA is aware of the matter of bilateral trust, when it comes to the business activity. That is why the company has the stringent quality standards and is ready to perform every order, everywhere in the world. Focus on building long-lasting business relations with Customers, made SVILOSA AD a supplier of more than 70 Customers in 20 countries, located on three continents. It is extremely important, when we take under consideration that the Bulgarian organization is a highly-specialized manufacturer and the bleached hardwood kraft pulp (BHKP) is its only product. Lack of diversification of production is, of course, dangerous for the company, because in case of a crisis, it might have been force to shut its facilities. Fortunately, SVILOSA AD is the best in its industry, as proven by the position it enjoys. There would be no success, if not the company's Employees – the second and most important pillar. "There are 480 people working for the Company success. The Company seeks to

**The role model in Bulgaria and abroad**  
SVILOSA AD constantly invests in improving the production capacity, quality and environmental protection. Thanks to its Employees, management philosophy, modern facilities, cutting-edge technology of production and highest possible level of business acumen, the organization can serve as a role model for many other companies, often much

bigger than SVILOSA. Mr. Kolchev puts great emphasis on cultivating what's best in SVILOSA and developing in the right direction. That's why the company treats the issue of the environment protection very seriously. "Svilosa constantly tries to develop and upgrade its eco-policy and affirm its "green" image. The company possess internationally recognized certificates about compliance with the global standards and practices in the relevant area - Certificate for participation in the global initiative "Responsible care", Quality Management System Certificate EN ISO 9001:2008, Environmental Management System Certificate ISO 14001:2004 etc. The green idea has become a leading priority for the company and its staff because of the environmental problems." The company's business partners can be sure that they are dealing with a reliable, trustworthy and dynamically developing company that puts its Customers' satisfaction at the centre of its attention. "We are not a big producer, so except stable and good quality, we supply to our customers reliability, fastest possible delivery and flexibility. If there is an added value for both parties it does not matter where the customer facilities are located." From a single pulp mill to a successful exporter of highest quality products around the world – SVILOSA AD has gone a long way in the last 40 years, emerging stronger after every crisis. Hopefully there will be more companies like SVILOSA in the world – it would be a much better place. ■

Written by Jacek Głowacki







## How does it feel to be the technological leader?

### FACT BOX


**FULL NAME:**

Zakład Produkcji Folii „Efekt Plus” Sp. z o.o.

**PRESIDENT:**

Sławomir Szeliga

**OPERATIONS:**

Plastic processing

**ESTABLISHED:**

2004

**EMPLOYEES:**

> 100

**TURNOVER:**

240 ml PLN

[www.folia-stretch.pl](http://www.folia-stretch.pl)

*It's fascinating, how little we know about everyday objects surrounding us. We use so many things, not thinking of their origin at all. We pay attention to them only if they're corrupt or missing. Let's take for example, an apparently simple, film. We wrap sandwiches and packages in it, use in many other ways and hardly anyone thinks, how is it made, what really makes us satisfied with its quality, how does the film production process look like? Most of us have no idea that in Warsaw, Rzeszow and Rogoznica for several years now acts one of the leading manufacturers of stretch film in Europe – Film Production Plant “Effect Plus” Sp. z o.o., which, in terms of the dynamics of development and commitment, when it comes to maintaining its strong competitive position, can be a role model for any company in Poland. “Effect Plus” is the leader when it comes to innovation and implemetnation of new technologies, so we have interviewed Mr. Michał Prucnal, the company's marketing specialist, to better understand, how did the Film Production Plant “Ef-fect Plus” climb to the very top in just nine years.*

### The secret lies in investments

Given the excellent condition of the company “Effect Plus” on the European market, it's hard to believe that the regional and continental leader from Subcarpathia was launched just nine years ago. “Effect Plus” has not wasted a single day since the foundation of the company in 2004 and from the very beginning it was known as a dynamic, growing rapidly entrepreneurship, focused on providing total Customer satisfac-

tion through a wide range of top quality products. Most importantly, “Effect Plus's” management already at the start believed that it's important that the company created industry trends, implement innovative solutions in production processes and optimize all aspects of the modern enterprise's business activity. April 2011 was the key moment of the development of the company. It was then that the production of 50-layer stretch film has begun. It is worth noting





that the line for the production of this film was the first installation of this type in Europe! Currently the product, which uses nanotechnology, is sold by the company "Effect Plus" under the trade name of 50-Layers. And in October 2012, the company has finally confirmed their aspirations to the role of industry leader, by launching a new facility, located in the Special Economic Zone, Science and Technology Park Aeropolis Rogoznica. Development of the company "Effect Plus" is marked by bold investments and strategic decisions – it's hard to find a more prospective company in the industry.

#### **The world belongs to the brave**

Film Production Plant "Effect Plus" Sp. z o.o. achieved a truly spectacular success in a very short time, because the company always acted in a way to be one step ahead of its competitors in terms of the appropriate use and implementation of innovation and the entrepreneurship invested in modern infrastructure, necessary to produce a wide range of high quality stretch film. When asked about the most important elements that made "Effect Plus" a benchmark for innovation and a role model for competitors, the company's marketing specialist, Mr. Michał Prucnal, said: "Several factors have, undoubtedly, made the company's success possible. For the most part there are the bold decisions taken by the management, investment in advanced technologies and funding, obtained for the development and purchase of the new production lines. Constant strive

to implement another innovative solutions in the field of film usage, careful HR policy and training of the company's staff, helped "Effect Plus" to achieve a leading position in the country and also expand abroad. In order to meet the needs of Customers in terms of the quality of supplied film, the company has paid great attention to the quality of raw materials and therefore chooses its suppliers, most of whom are among global leaders, with great care." This summary shows the "Effect Plus's" whole management philosophy. Its central point of reference is always the Customer, his needs and the strive to execute them. This objective can be realised only thanks to the wide range of the best quality films, which in turn is possible only if the firm won't stop introducing more and more new innovations in the field of production processes and optimization solutions, aimed at increasing the value of the entire company. Naturally, all these plans and intentions would be only a purely theoretical assumptions, without proper contractors – Employees, who are the most important component of every company in the world and have the greatest impact on the success of the entrepreneurship from Warsaw. Currently, "Effect Plus" employs more than 100 people. The team consists of staff responsible for management, sales, production, procurement, logistics, accounting and finance, as well as research and development. The company is committed to the training of Employees, because their skills allow the company to maintain leading competitive posi-



tion and planning further development based on the implementation of new investments, primarily in the area of the expansion of the production capacity of the plant. It is worth noting that prestigious certificates guard the highest quality of "Effect Plus's" products, including the Quality Management System ISO 9001: 2008 and Environmental Management System ISO 14001: 2004. Film Production Company "Effect Plus" in Warsaw, as one of the industry leaders, is well aware of the role of Corporate Social Responsibility for today's informed and demanding Customers. "The company Effect Plus is not indifferent to the various types of charity or cultural events. As far as possible, the company supports local projects such as: concerts, festivals and charity events. By assisting

in various types of actions the company is not looking for publicity, but wants to help and have a contribution to the cultural development of the region and beyond. The last project the company had a possibility to support, was the project Metropolis. It's a great exhibition of contemporary art, aimed at creating the current image of the Upper Silesia and Dąbrowa Basin" – explains Mr. Prucnal. These activities prove that "Effect Plus" is a company, characterized by a high level of business acumen.

### To think ahead

Development of the company "Effect Plus" can be measured by the scale of the ambitions of the Board and Employees. The company has high hopes for there is no reason to think otherwise. "Effect Plus" is growing fast, can boast a developed network of sales offices and specialists, who build and maintain business partnerships with Customers throughout Europe. No wonder then that "Effect Plus" has clearly defined plans for the future. "The company constantly strives to maintain its leading position as a stretch film manufacturer. Later this year we launch a six-meter production line, which will be the first such installation in the world. With the launch of the new line, film production capacity will increase by 40 000 tonnes per year, and a total production capacity of the company should reach 120 000 tonnes per year. The installation starts in July 2015, we plan to complete the project still in the third quarter of this year. In the future, we plan to continue to invest in laboratory equipment, increase the scale of our research and continuously

improve our products" – emphasises the company's marketing specialist. Winning mentality is one of the distinctive features of the "Effect Plus" plant. It is thanks to the courage, knowledge, competence and proper hierarchy of values, the company has quickly earned the trust of customers in Poland and abroad. "Effect Plus" focuses primarily on providing complete Customer satisfaction and implementation of new solutions in the field of film production – such approach to business has made "Effect Plus" the industrial leader in innovation and major manufacturer of specialist films, such as Power, Super Power, Ultra or High Slip. "The company's production technologies are our know-how. Currently we have two patent applications of our products – both domestic and foreign. We also protect our brands. The company's production facilities are technologically advanced and tailored to the needs of the company. Currently we have four production lines, the oldest of which was launched at the beginning of 2010" – explains Mr. Prucnal. Obviously the company's activities brought it a number of reputable awards. "Effect Plus" has repeatedly received "Business Gazelles", "Forbes's Diamonds" and "Business Cheetahs" statues. All indicates that the company can look to the future with optimism. ■

Written by Jacek Głowacki





## Russian largest manufacturer of PVC window systems with Austrian technologies

### FACT BOX



#### FULL NAME:

PROPLEX

#### GENERAL DIRECTOR:

Stanislav Soinov

#### OPERATIONS:

Production of PVC window systems PROPLEX™

#### ESTABLISHED:

1999

#### EMPLOYEES:

509

#### TURNOVER:

3,4 bln rub

[www.proplex.ru](http://www.proplex.ru)

**T**he company's mission is to provide customers with comprehensive professional service and high quality windows, ensuring convenience and comfort. PROPLEX uses the best Austrian and German window technologies and works on the equipment provided by internationally recognized manufacturers. Due to the largest network of its own regional warehouses in Russia, export performance and active customer base PROPLEX is one of the most popular and recognizable brands. Today in Russia, a windows produced by PROPLEX are being inserted every 20 seconds, and since 2000 there were more than 20 million of them installed in the country.

### Turning points in the company's history

There were several turning points that have influenced PROPLEX' development. In the early 2000s a critical decision to develop a distribution network by establishing a chain of warehouses and offices was taken. In 2005 PROPLEX radically changed its positioning, by establishing itself as one of the leaders on the market. The company decided to announce that, thanks to widespread use of the Austrian technology and equipment, it stands out against other manufacturers of PVC profiles present on the Russian market at that time. And it was not just a declaration – rather a true reflection of the company's strategy, which has inspired many of its tactical

decisions - from choosing the suppliers to marketing strategy. Another important stage was a crisis in 2008-2009 that forced all market participants to revise their previous views on their place in the industry. PROPLEX was searching for new opportunities and has changed its strategy from fight for the volume for fight for the income, through increasing the products' value for the consumers. From a technological point of view launching both a new system called PROPLEX Comfort and coextrusion technology using recycled material were the most important events in the history of the company. In terms of strategy, it was rebranding (2012) and repositioning, as well as systematic work on the installa-





tion in the sales offices of the company's partners – windows manufacturers. In terms of range the turning point was the introduction of tilt-turn fittings PROPLEX F20 (produced in Germany specifically for PROPLEX).

### The company's strategic potential and mission

The proximity of branches, high-quality logistics, marketing sales support, increasing the effectiveness of advertising, sales and production consulting, improved process of windows production and installation allows the company to keep leading position on the market. PROPLEX underlines that its potential lays in the creative team, that generates

interesting ideas for PROPLEX' development. The second factor is value and awareness of the PROPLEX brand and its persistent association with the "Austrian window technology", thanks to which the customers perceive the company in a different way than other Russian manufacturers. Finally, the third component is PROPLEX' new strategy with a focus on the development of joint business with its partners, especially in the field of sales. Currently, the company is among five leaders on the window market in Russia. PROPLEX achieved this position through consistency, responsibility and self-confidence in the final result. Without the aforementioned qualities, it would not be able to develop a network of regional warehouses and offices, to



build relationships with partners and launch innovative products on the Russian market. PROPLEX does not want to break away from the business of its partners and from the end-user market. All elements in the chain – PROPLEX, window manufacturers and customers – have to be linked together. Therefore, the company directs its activities on its close partners, windows manufacturers and their distribution channels, retail and corporate dealers, as well as end-users. A wide range of profile systems and accessories (more than 50 items) allows PROPLEX to perform house or apartment glazing with the materials from a single producer and, accordingly, to solve all possible disputes with one company.

### Production technologies and products' portfolio

PROPLEX does not focus only on the products which assure good results today. The company is primarily interested in those products which will bring profits for PROPLEX and its partners in a long term period. For example, in 2011 PROPLEX enriched its portfolio with the profile system PROPLEX-Comfort Plus with mounting width of 70 mm. Special geometry of its flap enables to install energy-efficient glass units with thickness up to 52 mm. This assures increased heat saving and acoustic characteristics for window units. Today's market is vividly interested in these products and therefore they have high added value for the company's customers and end-users. In other words, these products generate large profits. What differs Russian market from, for example, the U.S. one, is the fact that, in the awareness of customers plastic window is most often associated with the brand of the profile and not with the manufacturer of the whole window. Given this feature, PROPLEX, as part of its strategy of sales development, strives to offer not simply a PVC profile and isolated components, but a finished product - a "PROPLEX window." To this end, in 2012 PROPLEX started to supply fittings PROPLEX F20, which are produced by one of the oldest in Germany fittings manufacturer. The company has the position of the first Russian designer and the largest manufacturer of PVC window systems based on Austrian technologies. The company's production was fully established by Austrian specialists, and the original recipe of



PVC mixture was designed by Austrian company Chemson, taking into account climatic conditions in Russia PROPLEX works using modern equipment provided by the leading world manufacturers: extrusion lines from the German company Krauss Maffei, calibration tables and



pulling devices from Austrian companies A+G extrusion technology GmbH, Technoplast and Greiner. In 2000, the plant had only two extrusion lines, but by 2007 the number of the company's extrusion lines reached 30. Moreover, in 2007, PROPLEX launched another 18 extrusion lines to ensure the expansion of the product range. With the help of the German company Reimelt a high-tech automated system for the preparation and transportation of PVC systems to extrusion lines has been established. The system allows to strictly control the recipe of the mixture which in turn is a guarantee of the finished product's high quality. The company also operates its own lamination plant, where, in accordance with the technology developed by

German companies Renolit and Kleiberit, the process of window profiles and window sills lamination is conducted. PROPLEX plant has its own quality control laboratory with Austrian equipment, which takes samples every hour from each extrusion line for testing. From the first days of its operations PROPLEX pays special attention to the selection of raw materials and components, using mainly materials from the following suppliers: PVC from Shintech companies (USA), impact modifiers with thermal stability and resistance to UV radiation from BASF (Germany), Arkema (France), DuPont (USA) and Kronos (Germany).

### Development plans and expansion into new markets

PROPLEX has quite ambitious plans for the future. They include increasing the share of the construction market in Rus-



sia in the segment of plastic windows by expanding the range of products and attracting new customers from Russia and CIS countries. In 2015 PROPLEX plans to expand the geography of sales and enter the markets of Armenia and Azerbaijan, as well as some countries in Eastern and Western Europe. Due to the saturation of the market of PVC windows and its transition into a phase of maturity, company's attention has shifted to the production technology and logistics in service and consulting, including marketing communications. The company is constantly developing new systems, focusing on PROPLEX Premium system restyling in particular (installation depth: 70 mm, 5 cameras) in order to optimize its functionality and cost. Company invests in the development of expertise in the field of consulting. One of the major investments is the development of the unique interactive simulator for sales managers <http://proplex-game.ru/>, which helped to increase conversion rate treatment of the potential buyer in order. PROPLEX also plans to increase the share of PROPLEX DECO high-yielding systems. Currently, the company employs more than 500 people, including manufacturing, warehouse and logistics departments, as well as all its regional branches. In the future, PROPLEX plans to strengthen its position on the market and to enhance financial stability. The investments planned for the nearest future assumes modernization of the infrastructure, storage facilities, vehicles and equipment. The company also plans investments in sales and marketing development, the efficiency of the branch network and sales performance improvement. Today PROPLEX is among the five largest suppliers of profile systems of the country ( 7% of market share) due to regular increase in production capacity, the successful development of warehouse logistics, sales network of finished products, rapid and innovative approach to solving the problems of the Russian specifics of plastic windows operation. This has led to better brand recognition of the company and high position in consumer ratings in Russia. ■

Written by Madina Turava

**Intellectuals** solve problems, **geniuses** prevent them.

Albert Einstein

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