

CLEVER

ISSUE 02 | MAY 2013

THE FACES BEHIND THE BRAND

IN OUR ONGOING
RELATIONSHIP WE ARE
MUTUALLY SUPPORTIVE

Robin Mackinlay

Deputy MD William Wilson

A NEW CHAPTER

Hans Sohlström

President and CEO of Rettig Group

SUCCESSFUL WOMEN

Marie Rajković | Tünde Sándor

OUR NEW MOBILE APP
TURNS YOUR WORLD 24/7





“CELEBRATING Innovation”

Welcome to the latest issue of Clever Magazine, your spotlight on the world of Rettig Indoor Comfort. We have another packed issue for you, filled with interviews with our partners and customers, as well as some thoughtful articles about the Faces Behind the Brand. As you know, our brand family has four members: Purmo, Radson, LVI and Thermopanel. As the biggest in the family, Purmo and Radson are of course the best known, but I think it is important to give credit where it is due, and shine the spotlight on our two less-known brands. So we talked with the people responsible for those brands, and you can see what they have to say in this issue.

Throughout our brand portfolio, we are proud that innovation features heavily, whether that is in the eye-catching design of our vertical radiators, or the energy-saving aspects of our LTR range. We continue to invest heavily in innovation, to make sure that Rettig ICC remains at the very forefront of the industry. Later this year we will be announcing the opening of a dedicated Research Centre, providing the foundations of the innovations of tomorrow. As you can imagine we are incredibly excited about this prospect.

One of the goals of Clever Magazine is to give readers a wider view of the world of Rettig ICC, and that means looking outside the walls of our company. So we are delighted to feature a number of interviews with our valued customers within this issue. Some of you may

recognise our cover star as Robin Mackinlay, Deputy MD of William Wilson, Scotland's largest indoor comfort wholesaler. William Wilson exclusively supplies Purmo radiators, and Robin explains exactly why on page 26-31. Also in this issue, news on the exciting launch of PexPenta, our innovation in underfloor heating. We have been busy behind the scenes preparing for the introduction of this underfloor pipe for many months, developing technical brochures and an inspirational guide, and I am delighted to say that everything was ready right on time for ISH in Frankfurt. If you made it to ISH, you will already know about PexPenta, and if not, take a look at our preview on page 88.

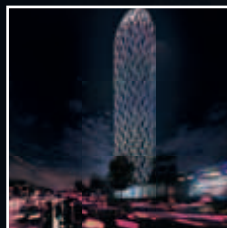
I hope you enjoy reading this issue of Clever Magazine, but before you begin, I would like to finish with a personal note. Please join me in welcoming Hans Sohlström to the Rettig family. As our new Group CEO, he will be responsible for guiding the Rettig Group through the coming years, into even greater success. He brings with him a great deal of experience and a unique philosophy on business success, as you can find out on page 4-9.

TOMASZ TARABURA: Brand Director Purmo Radson LVI



4

Hans Sohlström
President and CEO of
Rettig Group



10

Romania (Bucharest)
Skytower
Office building



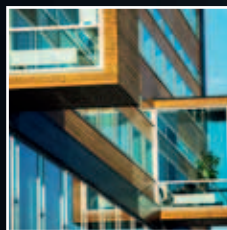
12

ArcelorMittal
Antoine van Schooten



18

Cyril von Rettig
investigating change



19

The history of
Thermopanel



22

Purmo Radson app
turns smartphones
into toolkits

24

Mia Högvist
In search of the “ideal”
heating solution



26

William Wilson
Robin Mackinlay



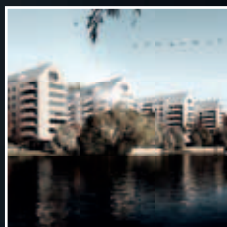
32

20th anniversary
Purmo Poland



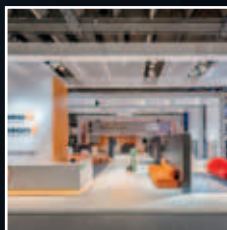
34

Stockholm Sweden,
exclusive wooden
block houses



38

The world's best
ISH 2013



40

Marie Rajković
coping with change



44

The Factory
Rybnik, Poland



52

Balk van Beel
officially the most
sustainable in Europe



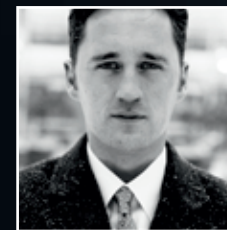
54

Clever
Inspiration



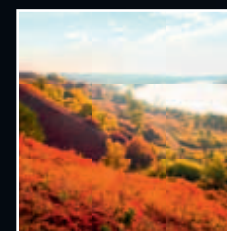
56

Beating 20 others
to become chosen
supplier at **Sochi**



62

Tomas von Rettig
How the son rose
in the Von Rettig family



71

Ural region, Russia
Stylish warm North

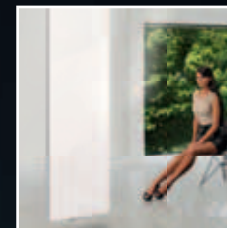
72

Facq
Damien Vanden Dael



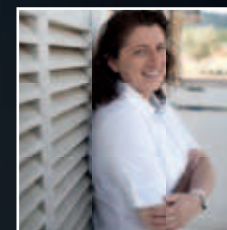
80

Elektroskandia
We have the
flexibility to be daring



82

Tünde Sándor
a Romanian dynamo



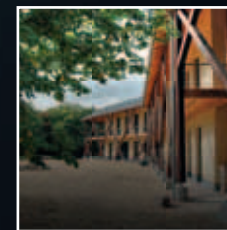
86

Hewing
Dominik Rössler



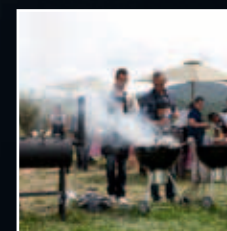
92

Enno-Narten-Bau at
castle Ludwigstein



94

Putting the bite into
Outdoor Cooking



INTRODUCING HANS SOHLSTRÖM – NEW PRESIDENT AND CEO OF THE RETTIG GROUP

The start of a new chapter

“There is always a moment when you are ready for the next step, a new challenge. Which in my case – after a successful career of 24 years at UPM-Kymmene Corporation – is the Rettig Group. A company that is different, family owned, with a rich tradition and strong and solid values which I recognise.” Born and raised in Jakobstad (Finland), Hans Sohlström was of course familiar with Rettig. “But their history is not as well known in Finland for example as the paper and timber producer UPM-Kymmene’s. So the more you hear and get to know the story, the more interesting it becomes,” says Hans, who joined the Rettig Group in August 2012 as the new Chief Executive Officer.

‘So let’s spread the word,’ Hans Sohlström continues enthusiastically. ‘We have a great story to tell. Think of it! Our history goes back more than 200 years. We have a total turnover of one billion Euro. We employ more than 4,500 people. We have a presence in more than 20 different countries. We have leading brands in three different business areas. We are the world’s leading manufacturer of modern and efficient heat emitters (Rettig ICC). We are one of the most important specialists in Baltic Sea Shipping (Bore). And we are the largest leading supplier of limestone based products in Northern Europe (Nordkalk). We should be celebrating; I would say: well done!’

KEEPING UP THE MOMENTUM

After this lighthearted introduction, Hans takes a more serious tone. “The success of this company has defined the sheer scale of my challenge,” he begins. “I must compliment the fine work of my predecessor Bjarne Mitts. He really did a marvellous job, and now it is my turn to show the world that

we are worth the hard work. That we are worth believing in, investing in, supplying, working with and buying from. Luckily I am not alone in this task; I have the trust of the family and I can rely on a group of highly experienced hardworking professionals, who together with me form the management of the Rettig Group. And of course there is the management of the different business areas who help me to maintain the trust and support of our most important stakeholders. One of our most important tasks.”

GROWING SUSTAINABLE BUSINESSES

“Our management role at Rettig Group is of course different than the role of the management of the different business areas like Rettig ICC, Bore and Nordkalk,” explains Hans. “We recently took a fresh look at our key responsibilities and way of working, clarifying and defining these, to ensure they reflect our core values; Openness, Fairness, Modesty, Trust and Respect. The basic idea is that the businesses are in charge of their own affairs. That in daily practice

means that they operate independently and decide themselves how they treat and build customer relationships. More than that, how they run operations, sales and marketing, research and development, human resources and of course finance. Our task as management at the Rettig Group is to organise the financing of our core activities. It is our main responsibility to gather the necessary resources to build and create sustainable businesses with a long term perspective. By doing that we of course create value for external financiers – who we need – but also for our own businesses. Because in the end, we reinvest capital to grow these industries further to make sure that we stay in the lead. In our new strategy process we therefore combined the strategies, views and visions of the group, but also the Divisions. Our most important role as management and myself as CEO of the Group, is in fact to prioritise our investments. And that requires a long term strategy that builds confidence and trust with key stakeholders like customers, >>



HANS MIKAEL SOHLSTRÖM:

Married father of two daughters (15 and 21 years old)

BORN

Jakobstad (1964), Finland

EDUCATION

- Master of Science (Technology), Corporate Strategy and International Marketing - Helsinki University of Technology
- Master of Science (Economics), Corporate Finance and Business Administration - Swedish School of Economics and Business Administration in Helsinki

FUNCTON

President and CEO of Rettig Group

BACKGROUND

Hans Sohlström graduated in 1989 not only as a Master of Science in Technology at the Technical University of Helsinki, but also as a Master of Economics at the Swedish School of Economics and Business Administration in Helsinki. While still studying, in 1988, he began working at Kymmene Corporation, a large Finnish multinational which specialises in pulp, paper and timber. This was the start of a promising career with lots of different jobs and responsibilities within the group, not just in Finland, but also abroad in Germany and France. When, in 1996, Kymmene Corporation merged with Repola Ltd and United Paper Mills Ltd, the world became even bigger for Hans Sohlström. Within the UPM-Kymmene Corporation Hans flourished. His career brought him new responsibilities, with opportunities to develop and grow new businesses. His success didn't go unnoticed. In 2002 he was appointed as Senior Vice President Sales & Marketing of the UPM Magazine Paper Division and only two years later – in 2004 – he joined the UPM Group Executive Team as Executive Vice President. Advancing from his initial focus on paper, he was now involved in all three different business areas of the group: Energy & Pulp, Paper and Engineered Materials. In this position he strengthened his corporate strategy, management, sales, business development and leadership skills. His impressive career and broad experience led Rettig to invite Hans Sohlström for an interview in early 2012. After a career of 24 years at UPM-Kymmene Corporation, Hans Sohlström joined the Rettig Group in August 2012 as President and CEO.



suppliers, but also our own employees, and at Group level with investors and banks.'

YOU CAN ONLY SUCCEED AS PART OF A SUCCESSFUL TEAM

'As a CEO of the Group it's not my task to interfere or to be involved in responsibilities that have been given to the different business areas. In the case of Rettig ICC this means that the responsibility is in the hands of Neil Macpherson or further down – when we look at the brands Purmo Radson and LVI

– to Tomasz Tarabura and his team. Of course I am willing to give my opinion on matters, but first I want to know from them what their own thoughts and ideas are to solve a particular problem or in taking a strategic decision. It's not that I am not an expert in their field of business, it's more that I want to get the very best from them, to foster an environment of trust in their opinions, and I trust these people as no other. They are professionals with lots of experience and proven track records. It's my responsibility

to lead the Rettig Group; to create environments in which people have the possibility to succeed and to be successful. You could say that it's my task to create the necessary circumstances to be successful, and when my direct involvement is needed in any situation, I am there."

Barely 6 months into his new role, and indeed three entirely different industries, Hans exudes confidence and energy talking about Rettig Group. "As a leader your prime

responsibility is to meet and exceed the standards set for and by you. This, in my case, also includes our core values, which, as I said before, I recognise and take to my heart,' says Hans. 'I believe in openness and fairness. And of course trust. Without trust nothing is possible. And to show people that you can be trusted, you must begin by trusting others. For that reason I believe in the strength of team play. Let's use a simple analogy. See a company as a football team, where you all have different positions and tasks, but a >>

“To show people that you can be trusted, you must begin by trusting others”

“It’s my task to create the necessary circumstances to be successful”

mutual goal. Depending on people’s skills they have either a position of defender, midfielder, forward or a goalkeeper. When a forward scores, it’s because of the great pass from a teammates. As a salesperson scores, it’s because a colleague provided a great product. It’s not about that one person, it’s always about the team. When someone is successful, the whole team is successful. My role in that team? Don’t see me as the trainer or the coach, but as the manager. Again my role would be to create the right circumstances for the team to be successful. This starts with good training facilities, excellent trainers, wonderful playing grounds and a beautiful stadium with a great atmosphere.’

LEARNING BY LISTENING

For Hans, being a good leader means asking the right questions. “Absolutely. Questions give people the platform to find answers, to share ideas, and this contributes to a better business climate,” he says. “I have learned in business that questions unlock more than answers, so as CEO of the Rettig Group that is precisely my approach. Not only to help me to make the necessary decisions or to create a better business climate, but also to solve problems. In my experience, most issues are often already solved, except nobody quite sees it yet. The answers are there, the only thing you have to do is listen. That of course means that you have to encourage and motivate people to share their thoughts and ideas in order to come to a solution or how to move forward or to define a strategy.”

Of course, the act of asking a question is also in the gift of listening. “Of course. There is no

point asking a question if you’re not interested in the answer,” laughs Hans. “Hearing and sharing ideas leads to new insights, but also trust and long term commitment.’

GEARED FOR GROWTH

With the world watching, and the successful legacy of Bjarne Mitts to continue, does Hans have a defining goal in mind? “Growth, of course, long-term stability, building on existing foundations to promote a lasting economic security for the company and our customers, and a leading position for us in the industry,” he replies. “And for me Rettig ICC is an extremely well geared and efficient organisation where very professional and highly skilled people work. People that know their business inside out. Their experience and knowledge has led Rettig ICC into a leading position in the heating industry today with well-known and strong brands like Purmo, Radson and LVI. In my first weeks at Rettig I visited over 20 different production facilities in 8 different countries, among of course several Rettig ICC plants. What I highly appreciated, is that all the people I met really took time and effort to make me understand their business. But perhaps more important, to make me feel at home. I now not only have an insight in our different business areas, but also the reassurance that we actually share the same core values. We are like a family, which means that wherever I was, I felt at home.’ ■

SKYTOWER

BUSINESS IN THE HIGHEST SPHERES

PURMO RADIATORS FOR THE TALLEST BUILDING IN ROMANIA

With 37 floors and total height of 137 meters, SkyTower is not only the tallest office complex, but also the tallest building of any kind in Romania. Opened at the end of 2012, SkyTower is unique in Romania not only because of its height. It is also a green eco-friendly building, very efficient, and with low operational costs. All offices within Sky Tower benefit from natural light and efficient energy usage, ensured by a professional heating system, which includes Purmo radiators.

TALLEST BUILDING, HIGHEST STANDARDS

Rising 37 floors high, the SkyTower redefines the skyline of Bucharest and also Romania. This powerful new landmark introduces a completely new business perspective and is designed to attract corporate tenants looking for premium quality, maximum space flexibility, innovative architecture, excellent location and perfect visibility for their offices.

Placed in a highly rated area in Bucharest, SkyTower will be twice the height than Intercontinental Hotel, the best known hotel in the centre of the city. With its impressive architecture and elliptical shape the SkyTower meets both the highest aesthetic and technical standards to create the perfect modern office building.

With a total investment of 100 million euro, the SkyTower provides state of the art office spaces with unique panoramic views over Bucharest, a first class restaurant with a skybar, a conference area on the top floors and a prime location in the north of Bucharest.

IMPRESSIVE BUILDING, IDEAL COMFORT

SkyTower is designed to be a place where the time spent at work is really a pleasant experience. The offices benefit from natural light and the building facade made of glass allows only the natural light to enter the rooms and no heat or UV light. Inside, all the attention went on electric and sanitary installations, ventilation or cooling systems. The building has a climatic system with excellent control that allows different heating and cooling of several rooms at the same time. The project was designed to offer a work space as pleasant and comfortable as possible for all tenants.

This ideal comfort is ensured by quality heating and cooling systems. And taking into consideration the high quality and efficiency standards imposed by this new office building, products from Purmo, European leader in the heating industry, were an obvious choice to meet its requirements.

And the most suitable option in this case, to complement all details and interior finishes, was the Purmo Ventil Compact, a panel radiator with profiled panels and durable and elegant convection elements. The heating system includes three cascade condensing boilers for low temperatures, a perfect heat source for Purmo low temperature radiators, guaranteeing system efficiency. Purmo has installed no fewer than 498 Purmo Ventil Compact radiators inside SkyTower, to ensure the ideal interior climate. ■



EVERY RADIATOR THAT LEAVES OUR FACTORIES IS SUPPLIED WITH A 10 YEAR GUARANTEE OF QUALITY. THIS REFLECTS THE CONFIDENCE WE HAVE IN OUR PRODUCTS' FLAWLESS PERFORMANCE, AND REFLECTS THE PURMO RADSON REASSURANCE THAT WE GIVE TO CUSTOMERS AND INSTALLERS. IN ORDER FOR US TO BE ABLE TO PROVIDE THIS LEVEL OF QUALITY ASSURANCE, WE NATURALLY RELY ON ONLY THE FINEST MATERIALS, EQUIPMENT AND SUPPLIERS TO HELP US MANUFACTURE THESE PRODUCTS. FOR OUR RADIATORS TO PERFORM FOR GENERATIONS, THEY MUST OF COURSE BE MADE FROM THE FINEST STEEL. THIS MAKES OUR CHOICE OF STEEL PERHAPS THE MOST IMPORTANT DECISION OF ALL. SO WE WERE DELIGHTED TO RECEIVE AN INVITATION TO TALK TO ANTOINE VAN SCHOOTEN FROM ARCELORMITTAL GENT (BELGIUM) ONE OF OUR KEY STEEL SUPPLIERS. MR VAN SCHOOTEN IS VICE PRESIDENT / CMO BUSINESS DIVISION NORTH FLAT CARBON EUROPE, AND CLEVER MAGAZINE TRAVELLED TO HIS BELGIAN OFFICES TO LEARN MORE ABOUT THE PROCESS OF PREPARING THE STEEL FOR RETTIG ICC PRODUCTS AROUND THE WORLD.

ARCELOR MITTAL

THE ADDED VALUE OF STEEL



The vast grounds of ArcelorMittal Gent is located directly on the Gent-Terneuzen waterway, suitable for vessels with a maximum load of 65,000 tons. The channel gives ArcelorMittal

Gent direct access to the sea. Every day from around the world high quality steel ores arrive. With over 5,000 employees, ArcelorMittal is the largest employer in East Flanders. Besides steel, mining is also an important activity for the company. The three main core values of ArcelorMittal are 1) Leadership (leading in the industry, but also elsewhere, 2) Quality and 3) Sustainability (sustainable integration in the environment in which it operates).

Steel, an alloy, is produced in foundries and steel mills, then processed into semi-finished products such as beams, rods, plates or wire. One of the world's most important heavy industries, the steel sector is fully global, though there are only a few key players. ArcelorMittal is more than twice as large as its nearest competitor, producing more than 83 million tonnes last year.

A TURNOVER OF NEARLY USD 100 BILLION

ArcelorMittal has 61 production facilities in 27 different countries, employing more than 310,000 people and posting a turnover of almost USD 100bn. "The company is basically in four different sectors: 1) flat carbon steel, 2) long-carbon, 3) Stainless steel 4) steel solutions & services," explains Antoine van Schooten. "What many people do not realise is that there are many different kinds of steel. The endless possibilities of the basic alloy and

industry has expanded fivefold." In Europe, it is different, as demand is still about 20% below the pre-crisis level. ArcelorMittal has several branches in Belgium (Gent, Geel and Genk) which all have a favourable position with regard to the supply and transport of raw materials and finished products, so we can still provide all the steel the market requires."

A LITTLE HISTORY OF A MASSIVE COMPANY

Mittal Steel was originally set up in 1976 by Lakshmi N Mittal (now CEO and Chairman of the Board of Directors), as a small producer of steel in Indonesia. This was the beginning of an empire with an estimated family fortune of USD32 billion. Lakshmi now lives with his family in London, where ArcelorMittal is located. After 1989, Mittal Steel grew rapidly through a number of acquisitions: Siderurgica del Balsas (Mexico) in 1992, Sidbec (Canada) in 1994, Karmet (Kazakhstan)

2004, ISG (US), Kryvorizhstal (Ukraine), as well as a significant interest in Hunan Valin Steel (China) in 2005, and three Stelco Inc. subsidiaries (Canada) in 2006.

Arcelor, on the other side of the name, was created in February 2002 through the merger of Arbed (Luxembourg) founded in 1911, Aceralia (Spain) and Usinor (France). Arcelor also had major steel production facilities in Belgium, Germany, Italy, Brazil and Argentina. Arcelor acquired a controlling interest in Companhia Siderurgica Tubarao (now a part of ArcelorMittal Brasil) in 2004, Huta Warszawa (Poland) in 2005, a controlling interest in Sonasid (Morocco), as well as Dofasco (Canada) in 2006. At the time of the merger with Mittal Steel, Arcelor was the second largest steel producer in the world.

INTEGRATED MARITIME STEEL

"ArcelorMittal Gent is what we call an integrated maritime steel company, which means we have easy access to overseas ores resources. And every step in the supply and production process takes place on our own grounds," explains Antoine, "from the supply of raw materials to the casting of steel down to production of laser welded blanks. Every year we produce about 5 million tons of flat steel in Ghent. Our clients and customers are mainly active in the automotive, construction, machinery, packaging and industrial customers such as Purmo Radson. The application of our steel has a great variety, from household appliances to modern furniture as well as radiators." >>

"What many people do not realise is that there are many different kinds of steel"

good machinability makes steel a very popular and much sought after material. Although we in Europe are faced with a crisis and thus overcapacity in the market, the worldwide demand for steel is up by 16 percent. The biggest reason for this growth is demand in the East, specifically China, where the steel

and Hamburger Stahlwerke (Germany) in 1995, Thyssen Duisburg (Germany) in 1997, Inland Steel (US) in 1998, Unimetal (France) in 1999, Sidex (Romania) and Annaba (Algeria) in 2001, Nova Hut (Czech Republic) in 2003, BH Steel (Bosnia), Balkan Steel (Macedonia), PHS (Poland) and Iscor (South Africa) in

"We take our time to learn and develop with customers an unprecedented product quality"

“Creation of value for our customers - is one of our biggest motivations”

FROM BMW TO VOLKSWAGEN

“We provide a high quality finished product, or to be precise, we have hundreds if not thousands of different products available, all with their own specific characteristics and technical specifications. You can probably imagine that BMW for instance has different steel requirements than Volkswagen. And we can always provide customised products, so we invest heavily in product development. But also logically in research. We take our time to learn and develop with customers an unprecedented product quality.”

Innovation, then, is central to the ongoing success of the company? “Take this example. We can produce thinner and lighter steel that shows no loss in strength,” replies Antoine. “Our unique customised supply chain means that our research centres [11 R&D centres worldwide, 1,300 dedicated researchers] work shoulder to shoulder with the R&D centres of our customers. This results most often in a unique steel product that would not otherwise exist.”

TECHNOLOGY ABOVE ALL ELSE

“Value creation - and more specifically the creation of value for our customers - is one of our biggest motivations, and is a process in which innovation is essential. New processes, applications and solutions that help our customers and, where possible, help them to lead. Although we would naturally be described as heavy industry, we are nimble and have a new dynamic world in which we can create focus on innovation and progress. In the development of new steels, we obviously work closely with our customers and our own researchers, but also with renowned universities throughout the world. Technology does not stand still, so we continue to improve and refine our products. Almost everything is possible, but the

challenge is of course to make the impossible possible. That is one of the secrets of steel.”

On the quality and service of his company's product, Antoine is unwavering in his confidence. “ArcelorMittal quality is unprecedented. We have a reputation to uphold and therefore leave nothing to chance. We monitor all our output with high-tech measurement and continuous research equipment, so it meets and exceeds the quality requirements and specifications of our customers and ourselves. Every day we continue to create products that are competitively priced, and delivered in unprecedentedly short but realistic delivery times. This level of service performance makes us a highly reliable partner and this is for many customers – above and beyond the quality - one of the main conditions of our cooperation with them. To further improve our customer service, we have recently further improved our logistics processes. We work hard to continuously reduce the lead time for our products. On top of that, we invested a lot in our supply chain and planning tools to be able to guarantee an excellent delivery performance. A small nuance perhaps, but it makes an unprecedented difference. We also invested in e-services: customers can now also track their orders online.”

A SPECIAL BOND

“The relationship we have with Purmo Radson goes way back, to 1962, when Radson and Sidmar were founded in Belgium. We are both part of large international organisations which have become world leaders through successful leadership. The funny thing is, however, that despite the scale that we both now have, there is still an intense and original bond, and that is down to the personal relationship we have with each other.” ■

Innovation is sometimes investing, sometimes inventing: but always investigating change

I am a firm believer in 'best-fit business'—on a people level, on a product level and on an organisational level. Watching people find their way and then develop within their ideal role in business, that's a hugely rewarding thing to see. The appointment of Hans Sohlström as President and CEO of Rettig Group is a prime example of what I mean. A strong approach to management, with a clear overview of where the business is heading, I am confident that this change is a powerful contribution to our organisation. Reporting to Hans is of course our new CEO of Rettig ICC, Neil Macpherson, whose extensive leadership skills and industry knowledge are well known within and outside the company.

Similarly, the news that the production lines for PexPenta are now at maximum, this is another positive change that is good news for our business, and for our customers. For me, this is the type of innovation where Rettig Group, and Rettig ICC in particular, excels.

Innovation is about bringing new ideas, new ways of thinking, to the table. The fact that we can now offer our customers the complete range of heating product varieties, that is in itself an innovation. As the largest single producer and distributor of both radiators and underfloor heating systems, we are helping change the way the market views a 'supplier'. By partnering with companies—wholesalers and distributors—across the world, and fully utilising our extensive logistics network, we offer access to unrivalled product quality, reliability and availability. Now that we can offer the best in both radiators and underfloor heating, Rettig ICC continues to be the 'one-stop shop' that does not stop delivering on its promises. And that's the best-fit business I enjoy most.

We are coming to the time of year when Rettig Group will publish its annual report. Like any company, listed or privately owned, it is a time of great excitement and anticipation. I would like to repeat my

thanks to the board of Rettig ICC, and our customers, for helping us remain strong within an economic climate that continues to present challenges. Once again, as a privately-owned company, we have been able to maintain our focus and direction, with strong leadership and a committed workforce.

I remain proud to be part of this company, and proud of the people I have opportunity to work with. And most of all, proud that our customers, our partners, remain proud to work with Rettig ICC. ■

CYRIL VON RETTIG: Chairman, Rettig Group Ltd



THE STORY OF THERMOPANEL THE QUIET COUSIN

THERMOPANEL HAS A UNIQUE PLACE IN THE RETTIG STORY OF HEATING INNOVATIONS, THOUGH FOR THOSE OUTSIDE SWEDEN, IT IS OFTEN A QUIET STORY, SOMETIMES EVEN A WHISPER. FOR SOME, THIS IS BECAUSE THERMOPANEL IS A SMALLER MEMBER OF THE RETTIG FAMILY OF BRANDS. FOR OTHERS, IT IS BECAUSE THIS PRODUCT IS LITTLE SEEN OUTSIDE SWEDEN AND JAPAN. BUT FOR MOST OF US, THE STORY OF THERMOPANEL IS LITTLE KNOWN BECAUSE IT IS RARELY TOLD. TO PUT THIS RIGHT, CLEVER MAGAZINE TALKED WITH JAN EK WALL, DIRECTOR NORDIC REGION, WHOSE PASSION FOR THE BRAND AND ITS STORY IS A DEFINITION OF INTERNATIONAL PRIDE.

“In 2008 we celebrated the 100th anniversary of the inauguration of the company, so Thermopanel is perhaps the oldest brand in the heating market and the first produced steel panel radiator in the world,” begins Jan. “And although Thermopanel is now a product rather than a brand, there is still an enormous pride for everyone involved in production and sales. When Jan began work with Thermopanel in 2002, manufacture was just to be moved to Jakobstad as a natural consolidation step. “Some people had worked at Thermopanel for many years, and they were proudly working right until the last day, until the moment the Thermopanel flag was lowered on the factory roof. It was a touching experience.”

PURMO AND THERMOPANEL JOIN THE SAME SIDE

Back in 2000, Rettig had acquired Thermopanel from Baxi, and the sales teams suddenly stood face to face with their former competitor: Purmo. How these ‘enemies’ became friends and then family in the Nordics is something which Jan is rightly proud of, given his role as mediator. “Two totally separate sales organisations, two competing products, one market. It was a challenge to let everyone see they were finally on the same side,” says Jan. “Overnight, these proud brands went from being enemies to being told they had to make friends. That is never an easy process: sales teams have competitive blood, and there was caution on both sides – of the same side,” he explains.

“I needed to bring the organisations together. So we started sharing sales meetings, and getting used to the fact that it was the other brands we had to compete against, not each other,” says Jan.

Over time, the brands grew together, establishing the Purmo Radson branding concept, where Thermopanel was made an exception. “It would have been counterproductive to have Purmo, Radson and

Thermopanel all under the same brand umbrella, so we opted for Purmo, which was the most known and popular in most regions. And because Thermopanel was the market leader, it was counterintuitive to discontinue it. Our answer was positioning: we created a product, where if you order one article number, you received the complete product, including valves, fittings, manifold – the ultimate product for the project market, and this became the Thermopanel positioning. For Purmo, the positioning is to offer the largest portfolio of choice for the installer – the ultimate over-the-counter product. Customers appreciated that both brands were available from the same company, and this has helped protect our position as the two strongest brands on the market.

THE MODULAR CONCEPT

The Thermopanel product consisted of two types of panel: the “10”, which is a flat panel without convector fins, and the “11”, which is a “10” with convectors. These two elements could be combined in any number of ways to make different products. For instance, join two 10s to create a 20, two 11s for a 22. The various combinations (10, 11, 21, 22, 33), were suitable for different needs, and this huge flexibility was part of the product’s great appeal. To merchants, it was an innovation in space-saving: they only needed 1/5th of the warehouse area, joining the panels in the required combination on an as-needed basis. Although this greatly reduced warehousing requirements, it did have one drawback: the need for the panels to be joined together, explains Jan. “Merchants in Sweden and in Japan were willing to do this, because of the savings they made in warehousing and the added flexibility. In Sweden and Japan they were used to doing other assembly work i.e in sanitary products. But outside these markets, the extra step was seen as an obstacle, and this hindered expansion further afield.

“By 2003, we started to investigate the possibilities of automation and basing the product on platform thinking,” says Jan. In 2006, Thermopanel was relaunched as a ready made product. “The manifold was welded on, the panels already joined during manufacture. In order to do this and keep the unique Thermopanel features, we needed to weld brass and steel together, a method also used in the automotive industry. By providing a product with integrated valve in a fully automated high speed line, we have ensured the continuance of Thermopanel and achieved a competitive advantage.”

THE UNIQUE DETAILS THAT SET THERMOPANEL APART

“We had the opportunity to develop Thermopanel, to pursue the product, because Rettig saw the unique potential,” explains Jan. “They had the patience necessary to let it grow, and that would never have happened with a listed company.”

Thermopanel is perhaps best known for the V4, the patented manifold that allows for connection from the bottom or side of the radiator. It also had a different distance between the two connections for inlet and outlet; rather than the 50mm more common throughout Europe, Sweden has a 40mm distance – something that the first Thermopanel products used, and which has since been adopted as standard throughout Sweden. There is another novel difference in Swedish plumbing: inlet and outlet are reversed, and Thermopanel is the only product to handle this difference with a hidden valve arrangement and the unique patented connector. Other innovations include the Straight 4, allowing pipes to be mounted behind the radiator instead of beneath, and TP Flex, which extends the piping with a midconnected flexible pipe so that the new radiator can be installed on all other old connections during renovations and also be sold as mid connection in new installations.

“When we introduced Thermopanel, it set the standards in the Swedish and Japanese markets”

SETTING STANDARDS

Installation standards are to a great extent directly related to Thermopanel, says Jan. “When we introduced Thermopanel, it essentially set the standards in the Swedish and Japanese markets. In 1971, Thermopanel entered the Japanese market, where it still holds a strong position. Before Thermopanel was introduced, Japanese consumers used mainly individual portable kerosene stoves to heat their homes. With the Thermopanel product they were able to develop modern central heating offering a safer, more attractive and odour-free alternative.

“These installation standards, and their patents, are still in force in the Swedish and Japanese markets, and there is a steady renovation and new build market, so the future for Thermopanel is still a bright one. We now also have two new decorative products available, Thermopanel Plan and Ramo, with flat or profile fronts, giving installers and project planners an even wider choice. With more than 100 years manufacturing experience and market knowledge,” Jan concludes, “our heritage and our market position, and our continued focus on customer needs, will hopefully keep us in a strong position for many years to come.” ■



INNOVATING FOR INSTALLERS: FREE PURMO RADSON APP TURNS SMARTPHONES INTO TOOLKITS



Android



iOS

Gartner Research predicts that 2013 will see sales of smartphones and tablets reach 1.2 billion units, with indications that by this time, more people will own a smartphone than a laptop. Carolina Milanesi, research vice president at Gartner said that by 2016 “two-thirds of the mobile workforce will own a smartphone, and 40 % of the workforce will be mobile.” In our industry of course, installers are constantly on the move, and for those Purmo Radson installers already using a smartphone, there is a new app that is set to be an indispensable tool of the trade. The app, available on Apple and Android platforms, is called “InstallerToolbox”, and launches at the ISH-fair in Frankfurt in March.

With a huge range of features, the free app is designed to make life easier for installers throughout the Purmo Radson international network. Custom versions for 22 countries and 12 languages ensure that wherever our installers are working, they have access to everything they need to get the job done. For example, a wholesale locator indicates the nearest supplier of Purmo Radson products, so the installer can find the closest dealer wherever he is working. Next, the complete range of Purmo Radson products is instantly available, with brochures, pictures and installation guides at the installer's fingertips. And for installers who want a fast and accurate way to calculate heat load and other requirements for each job, an all-in-one calculation tool is included too.

Stefan Ramos, Brand Marketing Director, who oversaw the app development, is confident about its place in the installer's daily work. “This is essentially a digital workmate, an assistant that can help installers work more efficiently,” he says. “Anyone with a smartphone can now have every installation guide and brochure for every product they might ever need. They can even scan the QR code on the packaging and jump directly to the information they need for that product.” As well as the practical advantages of the app, Stefan sees it as another example of the Purmo Radson drive for innovation. “We are always looking for new ways to keep up with market trends, to improve our offering to customers, and to help in their daily work. For installers, information is a vital asset, technical data, specifications – the details, really, of their trade. And we see it as our role to provide that information in the most convenient, accessible, useful and practical way possible. That's the Purmo Radson app.” ■

IN SEARCH OF THE “IDEAL” HEATING SOLUTION

What I marvel at in my work as a marketing manager is the fact that here in Northern Europe, we seem so happy with our choice of heating system. I am very proud of my water-based radiator system, as is my friend of his under-floor heating system. This is a common fact, and is indeed good news. However, I cannot help asking myself whether it is the heating system as such or pride in the choice made that is so satisfying...?

As marketer of three brands including radiators, under-floor and electrical heating, I am grateful to have been given the chance to learn more about the many aspects of different heating methods. All systems have benefits. However, thanks to aggressive marketing, under-floor heating seems to have had most success among end-users, whereas electrical and water-based radiator heating have both experienced a setback. But this might change.

Our home at Rosasholmen in western Finland is visited by many friends, acquaintances, relatives and colleagues. The first thing a new guest will notice about our home are its cosy warm floors. And their first comment is inevitably “Ah yes, I see you have under-floor heating!”

“Actually, no,” I quickly answer, “we have radiators, and we chose a wooden floor with low thermal conductivity,” and that reply is precisely where the conversation ends. I would of course love to continue, to dispel some heating myths, listen to my guest’s responses, enquire about their current heating system, and help guide them to the ideal solution... even if they aren’t actually looking for one! “Of course, Purmo Radson LVI has the entire portfolio from under-floor heating to radiators and electrical heating products—take your pick,” I would say. But that conversation has already gone, and my new guest is already talking about something else.

And then there is the subject of cold feet – I often wonder how many people don’t get cold feet at some point? If you wiggle your bare toes they will feel cooler than the rest of your body. That’s natural – the body will constrict blood vessels in the outer body to reduce heat loss. I like to think that this is like lowering the thermostat in a room not being used. But when I hear people saying that under-floor heating is a solution to cold feet, I know we still have some work to do in the marketing department. No matter if we are too proud here to admit that anyone else made a better heating choice, or if we actually are a happy kind of people who appreciate the warmth of any system in our cold region, I feel it is our mission to bring fairness into the choice of heating systems. Water-based radiators, electrical ones and under-floor heating all have different benefits in different projects. And it is never either or – I believe it should be all three. ■



FLAT-PANEL RADIATORS STYLISH, DISCREET AND DISTINCTIVE



Get your business in better shape with the **flat-panel look**

A must for any contemporary home, the Purmo flat panel radiator adds elegance to any interior. Designed to complement your own personal style, our extensive range of designs, sizes and colours are sure to fit seamlessly into your home. With four distinctive product ranges to choose from, each one combines effortless indoor comfort with energy-efficient operation. And with the reassurance of our 10-year quality guarantee, you can be sure that you’ve made the right choice with Purmo flat panel radiators. **Ask your local Purmo sales office or wholesaler for full details.**



Two product families; Plan Compact and Ramo. Over 200 RAL, metallic and matt colours, multiple types and sizes.

William Wilson – a distinctive brand in a crowded market

William Wilson was established in 1900, and was run as a family business until 2005. Today it has 22 branches throughout Scotland and is one of the UK's largest suppliers of plumbing and heating products, with more than 270 employees. We talked with Robin Mackinlay about his work with William Wilson, the Scottish market, and the company's relationship with Purmo. First, the question of acquisition, and how the company changed when it became part of Wolseley UK, the world's largest trade distributor of plumbing and heating products.



ROBIN MACKINLAY:

Married to Beverley

BORN

Edinburgh (1964), lives in Aberdeenshire, Scotland

EDUCATION

Linlithgow Academy

FUNCTON

Deputy Managing Director, William Wilson

BACKGROUND

Robin's first job was in Plumb Center as a Graduate Trainee, aged 21, where he worked for 3 years, during which time the company was bought by Wolseley UK. He then left Plumb Center to work with a plumbing contractor, where he worked as Technical Director for

5 years, after which he joined William Wilson, which was also bought by Wolseley UK, in 2005.

Robin has worked with William Wilson for 20 years, since becoming a Branch Manager in Edinburgh. He then progressed to Sales Manager, responsible for the external sales teams, then Sales Director, Sales & Operations Director (with additional responsibilities for branch operations) and then to his current position, Deputy MD of William Wilson, with day to day responsibility for the business.

"Initially yes there was some concern when William Wilson was sold to Wolseley UK. Concern as to whether the brand name, especially in Scotland, would be diluted. Around the time of the acquisition we spent time setting out what we called our 'sacred stones' – things we asked Wolseley UK to protect in order to maintain the William Wilson brand in Scotland – these are mostly everything customer-facing. The way William Wilson works, our branch managers are encouraged to have an entrepreneurial spirit in the way they run those branches, to be individual, rather than part of a corporate monolith. So we wanted to be sure their individuality, their local spirit, was protected. There has been of course a natural adoption of much of Wolseley UK's back-office practices, which has led to real improvements and efficiencies, and of course we benefit from Wolseley's buying power, but we kept the brand name, because it is important for us to retain identification with our customer base, as well as to protect the culture we have developed within the branches over the years." The customer-facing aspect of William Wilson's business has remained unchanged, "and we have retained a large degree of independence within a FTSE 100 business" says Robin. "Of course since we began as a small business, the scaling up of the operation was a change, becoming part of a larger concern, but change-management is also something that is important, and I think we have handled that aspect pretty well."

SPEAKING THE CUSTOMER'S LANGUAGE – THE SCOTTISH MARKET

National and international success in business generally begins at a local level, and William Wilson is no exception, with a firm foundation in Scotland, the land of its creation. "We always try to integrate our branches into the local

community" says Robin, "and where possible, employing local people to staff the operations. Given Scotland's geography, this is particularly important in rural areas. For instance, we have branches on Skye and Stornoway, and in March opened a new branch on Orkney, all islands off the coast of Scotland, and locals are heavily involved in that business. This helps form stronger bonds with customers. In fact, the branch manager on Skye speaks Scots Gaelic, allowing him to speak with customers in their own native tongue, should they wish to do so, an incredible benefit to both the community and to the business."

"If one side feels it is not getting a fair deal, then it's not a true partnership"

More than 95% of Scotland's land area, and 18% of its population, is designated 'rural' as opposed to urban, and this has influenced William Wilson's approach from the very beginning. "There is often a lot of space between customers, a lot of distance between them and their nearest branch," explains Robin. "This focuses the mind on customer service. If you are in a heavily populated city centre in England for instance, the tradesman will have a lot of choice between merchants. If that one doesn't have a Purmo radiator in stock, he can just walk down the road to the next one. For William Wilson customers, in some cases it could be a 3 hour round trip to get to our branch--although we do also

deliver of course." So why do customers make the time to go to William Wilson's? "Customer service. We continually strive to make it second to none, and our staff are loyal – we have branch managers who have been with us for 40 years – and we know the products, the people. It's a personal touch."

PURMO AND WILLIAM WILSON

"Last year William Wilson presented their first annual supplier awards," says Robin, "and the Management Team voted unanimously for Purmo. For me personally, the choice was an obvious one. Purmo continues to give us a very comprehensive support package which includes: product reliability, quality and quantity, service support, and they help keep us competitive in this difficult market. Overall, the decision was a combination of factors, such as Purmo developing new and innovative products to supply to our customers: which helps us open new markets, and generate new revenue streams. This was another reason why we felt Purmo deserved the award. "Our ongoing relationship with Purmo is a true partnership, mutually supportive, it's about two businesses being comfortable with the benefits for both sides. If one side feels it is not getting a fair deal, then it's not a true partnership." Robin describes the relationship between William Wilson, its suppliers and its customers as a tripartite system. "We're equally reliant on each other," he says. "And obviously great service from our suppliers helps us give great service to our customers – it's directly related. And we believe in loyalty, which is one of the reasons we exclusively stock Purmo. Our customers can rely on that fact, and have been able to rely on that fact for the past 15 years. It's a quality product, a reliable product, a competitive product." >>

“There are no supply issues, no technical issues, so why change? If we were to introduce new brand names to our stock list, just because of a short-term offer from different suppliers, the tradesmen coming into our branch in 6 months’ time is not going to know what brand to expect. And we value consistency. So where different brands may approach us with lower prices, we are driven by loyalty, and we are rewarded for that loyalty, as are our customers. It’s not about cheapest price, it’s about best value.”

William Wilson also stocks Purmo design radiators: “We have 12 bathroom showrooms, retail showrooms housed in a wholesale environment. Ultimately it’s the end user that chooses the product, so it is important they can see how Purmo design radiators can look in their home. We provide these showrooms as an extension of the installers’ business, that’s how we position it. We also have a unique central heating design service, supplying a CAD heating design for any form of heating, radiators and/or underfloor, including tech support, site survey service, problem solving and aftersales. As you can imagine, it’s something our customers greatly appreciate.”

THE PURMO PERSPECTIVE

We asked Derek Cuthbert, Purmo Area Sales Manager, how he keeps the relationship ‘fresh’. “By doing exactly what these guys ask us to do,” he laughs, pointing at Robin. “And luckily they’re never unreasonable, so it really is a case of delivering what we promise, when we promise it. There is always an end-user at the end of the discussion of course, so we realise that our role is also to keep William Wilson’s customers happy. So I am available in their branches when necessary, or I’m always at the end of the phone to deal with any issue that arises.”

“And it’s dealt with honestly,” adds Robin, “that’s the golden thing about this. There’s no ‘BS’ [as they call “nonsense” in Scotland], no false promises. Purmo offers us the kind of solid business continuity that we need. With 15 manufacturing plants, we know that if we need to scale up our operation, that’s not a problem, and we know that there is a quality system in place that ensures it’s the superior quality our customers expect.”

THE FAMILY QUESTION

Robin joined William Wilson long before it became part of Wolseley UK, and remembers the days of the family-run company with more than a little nostalgia. “Knowing the family was a great benefit,” he says, “there was a great sense of personal trust, and care for the people at all levels – you felt part of a team that could make a difference. Despite now being part of Wolseley, William Wilson retains a relatively flat structure, with minimal layers of management, which means we can make decisions quickly. However it’s important to acknowledge we benefit from many business synergies by being part of Wolseley UK, not least the buying power that comes from being part of Wolseley UK.”

“Our flat management structure is highly beneficial in today’s economic environment, since it means we’re a lot closer to the business end of the business, so to speak. And the fact that Rettig is still a family run business, gives a kind of sympathetic engagement. The fact you still see the family putting their name to the business, that they’re still engaged with it, it’s their reputation they are effectively putting on the line, their heritage, that’s important.” ■



◆ Robin Mackinlay and Derek Cuthbert
Robin Mackinlay, Deputy Managing Director
at William Wilson and Derek Cuthbert,
Area Sales Manager Purmo UK

PURMO WINS WILLIAM WILSON SUPPLIER AWARD 2012

Luisa Campbell, William Wilson’s Managing Director, presented the inaugural William Wilson Supplier Award at the Wolseley Lightside Suppliers Conference in Portugal last year. Chris Edwards, Sales and Marketing Director for Purmo UK: “There was intense competition from other established suppliers, and we were delighted to hear the judges selected Purmo UK as the winner. Factors involved

included quality and availability, and the excellent technical and commercial support we provide to William Wilson’s branches on a daily basis. William Wilson felt our brand succeeded in keeping them competitive in challenging market conditions. I am really very proud, this award is a credit to the whole team in making a significant contribution to our mutual success.”



It was a celebration with just the smallest hint of sadness in October last year in Warsaw's Westin Hotel. Purmo Poland was celebrating 20 years of extraordinary success, just as the man who made it all possible, Wojciech Makowski, bowed into retirement. Wojciech, who we interviewed in last issue of Clever Magazine, helped change the face of the heating industry in Poland with the formation of his company TKM, back in 1990.

At a time when cast iron radiators were universal, TKM's imported panel radiators were a combination of innovation and revelation. Then in 1992, the company became part of Rettig ICC, marking the introduction of the Purmo brand to the Polish people.

Purmo radiators very quickly established themselves in the hearts and minds of installers and end-users. With their excellent quality, design and performance, it was not long before Purmo became a byword for quality. With the continued commitment of Wojciech Makowski, increasing numbers of installers learned to replace heavy, unsightly cast-iron with light panel radiators. Instead of steel welded pipes, modern copper or plastic were now used. This national transition was hastened by Poland's political and economic changes, notably the fact that energy was no longer subsidised by the State. Energy-saving products were sought after by a population of single family homes and high-rise residents, all suddenly learning the true cost of heating. Rettig Poland quickly rose to prominence, and in 1993 Rettig acquired Silesia Steel Works in Rybnik, modernising the plant with heavy investment until it was ready to produce the first Polish Purmo radiators.

At the same time, the decision was made to build Rettig Poland a sales office and warehouse in Warsaw. In 1996 two previously independent companies Rettig Poland and Rettig Silesia then joined to form Rettig Heating Ltd. Franciszek Plaskura, the former head at Rettig Silesia, became the General Director and Wojciech Makowski, the former head of Rettig Poland, became the Sales and Marketing Director of Rettig Heating Ltd.

With concerted effort from the growing team, as well as extensive marketing, Purmo in Poland became the market leader, and in 1999 recorded sales of 912 thousand panel radiators. That success has continued, and today Rettig has a solid network of leading wholesalers, designers and installers. Some things have changed since the early



days of course. For instance, the Technical Department's training and expertise is now much more advanced, covering the use of software in heating systems, as well as training in underfloor heating.

As the lobby of the Westin Hotel filled with guests, dealers and customers back in October, the sounds of a stringed quartet ("Obsession") filled the air. Emotional speeches looked back on twenty eventful years, the end of a chapter for Wojciech Makowski, and the continuing story of Rettig Heating Ltd in Poland. ■



▲ Franciszek Plaskura and Wojciech Makowski

Franciszek Plaskura, the former head in Rettig Silesia, became the General Director and Wojciech Makowski, the former head in Rettig Poland, became the Sales and Marketing Director in Rettig Heating Ltd.

TWENTY YEARS IN FACTS AND FIGURES

- Statistically, every Polish family has more than one Purmo radiator.
- Purmo is responsible for heating more than 400,000 houses and 1.6 million flats and apartments.
- Purmo panels and decoratives are present in the majority of Poland's public buildings.

SINCE 1992

- More than 12 million Purmo panel radiators and many thousands of bathroom and decorative radiators have been sold.
- Millions of meters of pipes and components for underfloor heating and pipe systems have been sold.
- 31.000 trucks have been used to transport Purmo radiators.
- 384.7 million kilos of radiators have been fitted by installers.

CLEVER CLIMATE BUILDING FOR THE FUTURE

EXCLUSIVE WOODEN BLOCK-HOUSES

“Beautifully situated next to the water in a suburb close to Stockholm, Folkhem Produktion AB is building four spectacular eight storey wooden buildings. The houses are designed by Wingårdh Arkitekter, Sweden’s most prestigious and internationally renowned architectural firm. In addition to a core of solid wood, the houses will have a beautiful facade of cedar chip. Thanks to the choice of natural materials for the interior, a pleasant indoor comfort has been created. Purmo underfloor heating in the wooden floors provides a high comfort level too.”

The vision is to build a fantastic area with exciting new residences in a beach and parkland environment. “We have chosen this location to construct sustainable and modern houses seen from all aspects,” says architect Anna Höglund at Wingårdh. The apartments are spacious, open and beautifully planned, with large windows from floor to ceiling. All balconies have lake views. Extra care is taken to use natural wood in the interior, such as window frames, floor surface and the kitchens. The cedar wood façade is completely maintenance free and will age beautifully and become brighter with time.

WOOD AS A BUILDING MATERIAL

The construction of multi-storey buildings with wooden frames is a new and growing trend. “From an environmental aspect, it’s fantastic,” says Folkhem CEO Arne Olsson. Using wood in the construction of buildings requires much less production energy, and therefore results in lower carbon emissions. If Sweden is to meet its environmental goals, we must begin to build a lot more wooden buildings. It is also a renewable material, as new trees are planted and eventually become new building materials.

Since wood as a material is light and malleable, it becomes easier and often cheaper to build in wood than in other materials. - “It is increasingly common to build wooden houses in Europe and with a larger market, prices can fall, continues Arne Olsson. At the end of the 1800s, there was a ban on building multi-storey wooden houses, because of the fire risk. The ban lasted until 1994, when it was lifted to allow construction of large and tall buildings from wood. With today’s way of construction the fire risk is no greater than in a house built in the conventional way, says Arne Olsson.

CLIMATE-BUILDING FOR THE FUTURE

The construction and real estate sector has already gone to some effort to reduce energy consumption, especially greenhouse gas emissions. This has mostly taken the form of green energy, passive houses and energy recovery. Globally, this sector accounts for more than one third of the world’s carbon emissions. But by putting the focus entirely on the heating aspects this sector underestimates its climate impact. The good news is that there is an excellent alternative to traditional building materials that is renewable, recyclable and also absorbs carbon dioxide; building in wood.

UNDERFLOOR HEATING PROVIDES A HIGH COMFORT LEVEL

Purmo underfloor heating systems provide perfect comfort, a combination of pleasant warmth and even temperature. The benefits of Purmo underfloor heating extend far beyond its good characteristics of a stable, reliable and pleasant feeling of warmth all year. Beside the fact that Purmo underfloor heating operates invisibly and silently, after installation it requires only minimal supervision, often even none at all. “All our systems are also planned for easy installation with minimal expenditure of time and effort,” says Purmo Sales and Marketing Director Jan Ekwall. “There is a plethora of underfloor heating systems on the market. But only one company can offer you security that is based on decades of experience and expertise of using underfloor heating in combination with radiators.

“This is a very exciting project and we look forward to working with Folkhem,” says Magnus Hedlund, project manager at heating installation experts NVS in Stockholm. It is the first time NVS has designed a total heating solution in such large apartment buildings

with underfloor heating in massive wooden floors. “We have very good experience in working with Purmo Thermopanel, which made the choice of supplier easier,” continues Hedlund.

“The fact that NVS has selected us as a strategic partner in this exclusive underfloor heating project shows that Purmo now has taken another step towards being the complete supplier of radiators and underfloor heating,” concludes Ekwall.

HEATING:

The heat source is district heat, which is fed into the central heat exchangers. Hydronic under-floor heating is laid in Purmo Chipjet, grooved chipboard screwed into the solid wood joists. On top of Purmo Chipjet there will be hardwood floors in ash. The total surface to be covered with under-floor heating is about 2200m² per house.

HVAC INSTALLATION: NVS Installation AB, with 90 offices in Sweden, Norway and Finland and approximately 2400 employees NVS is one of the leading installation companies. ■

PROJECT INFORMATION:

Area: Sundbybergs Strandpark, Stockholm

Contractor: Folkhem Produktion AB

Architect: Wingårdh Arkitekter, Anna Höglund

Construction start: November 27th, 2012

Type of property: Apartment

Number of flats: 124, living area: 64-167 sqm

Rooms: 2-6 rooms + kitchen

A HELPING HAND TO FIND THE PERFECT CHOICE

INNOVATING IN PURMO GERMANY

We all naturally look for patterns in life, and instinctively group things according to their similarity, be that in shape, colour, size, smell, texture, taste, sound or any number of different variables. This evolution of 'grouping' helps us process the constant input from our surroundings, make sense of it, and define our own place in it. This can, of course, be extended to personality types, allowing us to recognise people who are outgoing, likeable, passive, confident and so on. Now, Purmo Germany has taken the logical step of extending this idea, with the help of a Hamburg media agency and architectural psychologist Riklef Rambow, to help customers find which radiator fits the pattern of their life. Martin Hennemuth, Marketing Manager, Germany, takes up the story.

"Just publish!" is an award-winning media agency in Hamburg, with thousands of articles in hundreds of home and lifestyle titles for the consumer. Over their years of experience, they have a unique insight into interior décor and furnishing, with a wealth of interviews and lifestyle data on people across Germany.

The stroke of genius came with the realisation that the countless 'profiles' available could be separated into four distinct groups, as Martin explains. "The agency interviewed homeowners, architects and psychologists, and found that home owners are generally one of four types: romantic, traditional, experimental or rational. From these types, we created home profiles, and from these, we created our innovative product selector," says Martin.

The *"Just publish!"* home profiles explain the connection between people's fundamental needs and the preferences they demonstrate

in their home world, their furnishings and their choice of products. Now, German customers can go to the purmo.de website and find out which profile matches them most closely, and then see which radiators are suited to that profile.

WHICH HEATING TYPE ARE YOU?

"There are ten questions," explains Martin. "I particularly like the first one, because it is so unexpected. Instead of asking what radiator the customer prefers, they are asked, 'Which room seems most comfortable to you?'" The options: a cosy attic room, an impressive room with stucco mouldings and bay windows, a loft in a former factory or a living hall with exposed concrete walls. A number of further questions helps narrow the customer into one of the four groups, in much the same way as a personality test helps define your personality type. And the similarity goes further than you might think, as architectural psychologist Riklef Rambow says, "The connection between interior décor and self-confidence is strong. Your own living space can be seen as an extension of your identity, a mirror of yourself." The question remains of course whether comfort is a cultural phenomenon. The

"Your own living space can be seen as an extension of your identity, a mirror of yourself"

research has helped identify German trends and preferences, but whether these could be extrapolated to other countries remains to be seen. For now, we wait with interest to hear the feedback of customers using the online tool, whether alone or with the help of their installer. "We aren't suggesting that this is the end of the friendly consultation process of course," laughs Martin. "But this online tool is an important step in helping us show customers that we are going to great lengths to understand their needs, and to meet those needs." ■

PERSONALITY SNAPSHOTS

Romantic: German customers in this profile decorate their doors with a seasonal wreath, and are driven by the need for harmony and security. Family is central to their life and they prefer warm colours. *Suggested: "Delta Column Bench," a welcoming entrance to any home.*

Rational: An affinity with technology is combined with a preference for a purist style in their home. *Suggested: "Narbonne V" vertical radiator, or an individually-controlled PexPenta underfloor heating system.*

FIVE DAYS IN FRANKFURT WITH THE WORLD'S BEST: ISH 2013

It is the industry's largest exhibition of its kind. For five days, in a space covering Frankfurt Messe's quarter-million square-metre expanse, more than 2,300 exhibitors prepare to greet 100,000 visitors. This year Purmo Radson brings its biggest and most impressive stand yet. And this new 700m² creation is something special: it's not all about the products, as Stefan Ramos, Brand Marketing Director, explains.

"This time we decided to create a special stand design; not to be bigger or better, or to show as many products as possible in the space available. Purmo Radson has been exhibiting here for as long as I can remember. We don't have anything to prove, so we have created a space designed to be an oasis of calm in the constant crowds of ISH. Rather than the typical stand you usually see, we created a stand that is about the people. We wanted a place where we could receive visitors in comfort and style, that was impressive, and that expressed the visual strengths of the Purmo Radson brands. And our stand designer i.xpo has done us proud."

The stand was developed by a six-strong team from the German firm i.xpo; Stefan Ramos and Martin Hennemuth from Purmo Radson; and designers from Dutch agency Skillz. "From concept through design to development and realisation has been a long and rewarding process," says Stefan. "We started nearly a year ago, and seeing it in place at last, it's a wonderful sight."

The result is Purmo Radson's largest investment to date in an exhibition stand. "I believe it has taken our brand to a higher level, in terms of stand design," says Stefan. "It is genuinely impressive. We have recreated a comfortable indoor space, a real place, with parquet floors, concrete walls, carpeting, comfortable furniture, separate VIP area; everything you could need. It's a place where we can meet our customers in a more relaxed setting and, of course, where we will officially launch our underfloor pipe innovation PexPenta.

THE SOUND OF A SUCCESSFUL LAUNCH

Attention grabbers. Every exhibitor wants them: ways to steer the exhibition foot traffic towards your stand. And what better way to launch a new underfloor heating pipe than... percussionists? "Of course percussionists," smiles Stefan. "We're using samples of PexPenta pipe as the centerpiece for some rhythm sessions, as well as throughout the stand as decorative pieces. Visitors can test the strength of the pipe, in a fun and memorable way, and find out more about PexPenta in the separate UFH area. "We are also launching our new app for installers, which visitors can check out and download via i-pads and see on the big screen on the stand. The app gives them all the info they need on Purmo Radson radiators, from sizes and colours to installation guides and so on. There is a lot going on at this ISH, and we're all incredibly excited about the event," says Stefan. ■



Marie Rajković

coping with change

As a Croatian student, Marie Rajković thrived in a country with a long history of change, in culture, government and official language. The modern Croatia, founded in 1991, is among the youngest European countries, and borders with Italy, Hungary, Serbia, Bosnia & Herzegovina, Montenegro and Slovenia. Like most young students, Marie had a thirst for knowledge, and a desire to 'see the world', and was fortunate to find work in the travel sector while she was studying. "I worked as a tour guide with travel agents," she explains, "taking groups from Croatia to Austria, the Czech Republic, Venice and further afield. And when foreign groups visited Croatia, I would show them the highlights of our country. "Working with diverse groups from early on proved valuable experience for her current role. "Of course when you work with people who are holidaying, they are all relaxed, at their best - happy," says Marie. "Today I deal with people with deadlines, responsibilities, pressures and the daily stress of a professional function. So it's quite different, but the common theme is the cultural aspects of the job. I learned a lot about different cultures by experiencing them first hand, and that helps me deal with a large variety of people in my work."

Her cultural and language experience took Marie from her native Croatia to Germany, where she moved in 1991 to work for Sanha Fittings, a heating and sanitary company, as an international trainee. She quickly progressed to take the role of Export Manager. "Of course it wasn't just the fact that I could speak the languages, and knew about the different cultures," says Marie. "That helped of course, but I was qualified and well suited to the job, a job I very much enjoyed." And by all accounts it was a job in which she excelled, for almost six years later, she grabbed the attention of a professional head-hunter, who persuaded her to leave Sanha, and Germany, to come to Belgium in 1997 and join the Purmo Radson family as Export Manager.

GRATEFULNESS

It was during this time Marie would meet the Managing Director of IMI. "It was actually at a regional trade show," she explains: "Yes, I met my future husband at a heating exhibition in Slovenia." For those unfamiliar with Marie's story, all of this is important, because while the years after their marriage in 2001 passed in happiness, there would be a sudden and tragic cloud on

the horizon ahead. "When our fourth child was born in 2008, I decided to concentrate on raising our family, and fortunately my husband, who was freelancing at the time, was available to step into my role at Purmo Radson. It was ideal." And most likely the only instance of job-switching that took a tragedy to reverse.

"People who know me, work with me, both inside and outside the company, know this already," says Marie quietly. "My husband was struck down suddenly with cancer in 2011, the darkest day of my life." The grief of loss is something that never truly leaves, but rather than dwell on the sadness of this chapter, Marie wants us to point at her gratefulness for the time she had with her husband. "I shared the happiest times of my life with him", she says, "and when he passed away, I was given incredible support from everyone around me, family, friends of course, but also my former colleagues, my husband's colleagues."

A WORD OF THANKS

"I would like to thank my colleagues once more for their thoughtful gift to my children. They created an "In Memoriam" book for >>



“You have to meet the people before you can meet their needs”

them. Pictures of my husband, alongside their memories of him, the role he played in their lives. These stories, coming from people who knew my husband well, help to keep his memory vivid for the children. It is something that I cherish with my children, and something that moved me profoundly. These people are simply extraordinary and I am really proud to be able to work with them. It was just something that you don't expect from colleagues – these are the gestures of a family.”

BACK TO WORK

“I came back to work in September 2011, as Sales & Marketing Director for the South East Europe/Mediterranean region,” continues Marie. “One of the first steps I had taken when I came to Purmo Radson was to change job title,” she says. More accurately though, Marie changed the company's internal geography. She laughs when I suggest this. “Yes, well, yes. Before I came to the role, the SEE/Mediterranean region was referred to as the Balkans, or Balkan States. And that's simply something that people in this region do not respond well to. They are more often offended by it actually. And when I explained this internally, the change was made literally overnight.” Another triumph for cultural awareness, something which Marie says is of paramount importance to the work. “It is simply impossible to understand a market just by studying it,” she says, “you have to meet the people before you can meet their needs. That involves a great deal of communication of course, understanding the temperament of the people. For instance, in Slovenia, Croatia and Bosnia, people are very emotionally engaged,

often unpredictable and sometimes temperamental. The key to good working relationships here is honesty – on both a personal and professional level – only in that way can a solid relationship based on trust survive the crests and falls of changing markets.”

Marie is single-handedly responsible for the distribution network – creation and maintenance of the partnership with distributors, installers and design engineers, and for strengthening Purmo Radson's market position. This involves choosing the right distributors. “We don't just ask every distributor to join our network,” says Marie, “They have to be a good fit for Purmo Radson. So I talk with potential candidate distributors, finding out their strategy for growth, their values and their resources. Of course we actively seek strong distributors, so we can fill their supply chain, and they can delight their own customers with our products – they have to be able to represent us properly.”

COPING WITH CHANGE

“Mediterranean markets were particularly affected by the economic downturn,” explains Marie. “This forced us to come up with new market strategies, because the old model was not sustainable given the change in circumstances. I have learned an incredibly important lesson in the last years, and that is that the world is never the same the next day. There will always be circumstances that you simply cannot change, but you can always change the way you react. The most important thing to have is a clear goal ahead of you, something to strive for.” ■

It's always a good idea to get a fresh perspective on life. And if your customers are used to thinking from left to right, they will love the possibilities of looking up instead. It's not just the space-saving aspect, for hallways and limited wall surfaces. It's also the impressive design – the impact of the unexpected. A vertical radiator can be a conversation piece as well as a creator of comfort. Choose from VERTICAL, KOS V, FARO V, TINOS, PAROS, DELTA V and NARBONNE V. Check our website for more details or contact your local Purmo sales office today!

Reach new heights in comfort and profitability

WE DON'T
WANT TO TURN
YOUR WORLD
UPSIDE DOWN

**CONTACT
YOUR LOCAL
PURMO SALES
OFFICE TODAY!**

**THIS
SIDE
UP**
↓



THE RYBNIK, POLAND FACTORY

We are welcomed by Franciszek Plaskura, who as Managing Director at Rettig Heating Sp. is responsible for Rettig ICC's factory in Rybnik, Poland. The factory in Rybnik, where about 30 percent of the total number of radiators of the Rettig Group are produced, is a special one. At least, it is to Franciszek Plaskura, who in the early 90s was responsible for the privatisation of this state owned company and still leads this totally renewed modern factory successfully today. Everything that happens in Rybnik consequently falls under his direct responsibility.

Franciszek Plaskura is visibly proud of what he and his team have accomplished in the last two decades, which is why it's no coincidence that we've chosen to highlight the Rybnik factory in this issue of Clever. "A total over 2 million radiators find their way from our factory in Rybnik to customers in 15 different countries," explains Franciszek Plaskura. "Nearly 400 highly motivated experts are on a daily basis responsible for the production of about nine to eleven thousand radiators — depending on the type being produced. To accomplish that we have three shifts working at three extreme modern, well equipped and fully automated production lines."

STAND OUT

"The reason for Rybnik's success is for sure the fact that we've managed to build a team that has worked together for many years," continues Franciszek Plaskura. "I wanted to build a team that fitted the brand. With the same DNA. Dedicated to its job and willing to conquer the world. We only hired the best people we could find. Engaged in their field of expertise, but willing to cooperate with people in completely different fields. If you know what others are doing, and especially why they are doing this, you can build a team in which people respect, but also help each other, always. Our engineers and technicians are >>



RYBNIK, POLAND

- 1991** Rettig starts negotiations with Huta Silesia, a producer of panel radiators owned by the state of Poland.
- 1992-1993** Huta Silesia obtained permission from the Polish Ministry of Privatisation and Ministry of Internal Affairs to sign an agreement with Rettig for the production of radiators in a joint venture structure. On March 1st 1993 Newco Silesia started. In the second half of that same year, Rettig purchased the remaining shares.
- 1994-1998** The factory in Rybnik was modernised and extended and the production of Purmo radiators started. A new LEAS welding line and paint shop were introduced. Due to the increase in production, extra warehouse facilities were built.
- 1999** Investment in second welding line and warehouse.
- 2002** In addition to radiators the Rybnik Factory starts production of rolljet insulation for underfloor heating.
- 2006-2007** New production facilities were completed (new hall of 10.000m²) and a new third modern LEAS welding line was installed for the production of high quality radiators.

RYBNIK FACTORY, PL



Rettig ICC manufactures radiators in fifteen production facilities, located in eleven different countries. In each issue of Clever we highlight one of these factories. In this one, we turn the spotlight on the factory in Rybnik, Poland.

for that reason best in their class. At least that is my humble opinion. They are dedicated to the job and always there where and when they are needed; even when they are not expected to be there. And I think that's what makes us stand out from the crowd."

WE STILL HAVE OUR DREAMS

"We have always set high, but realistic, objectives and targets. We know what we are capable of and we know what we are doing. The performance of our maintenance crew, managed by Andrzej Oleś, is in that matter of course crucial. A team of 27 highly qualified engineers and technicians who have been here since the very beginning, so they already have 20 years of experience in the expansion of our production facilities. Their involvement in planning, building and maintaining means that they know all there is to know about running this factory as efficiently as possible. But of course we still have our dreams, not forgetting our goals and targets. Meaning, that we still want to grow," emphasises Franciszek Plaskura his ambition.

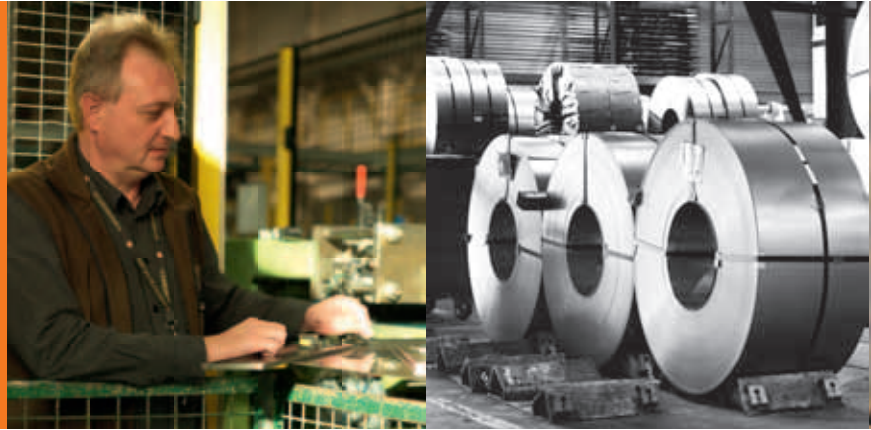
"Of course when you want people to feel at home and to stay, it's not enough to create just a pleasant environment to work in. You need to give them the necessary responsibility that will make them feel important, which they are, but also you need to reward them properly. Everyone contributes to our success. For that reason you also need to share the benefits of this success, which in the end is a good, stable Income," explains Franciszek Plaskura. "We know that we are in a competitive industrial area with lots of other potential employers, and money is important to make people even more loyal. I also think that when you want better people, you should help them to earn well, shouldn't you?"

CUSTOMER SATISFACTION

"In Rybnik we produce around 4,000 different products, all available in 200 different RAL colours. This makes processes complicated, but nevertheless, so far we have never failed our external customers with in time deliveries. We know our responsibility and act accordingly. We do this every day, without exception, so planning ahead is an incredibly important tool. That's something we have learnt throughout our 20 years of existence. We realise that a beautiful quality product is not enough to satisfy our customers, so as well as delivery on time, we also focus on customer service and customer satisfaction. Where we can, we also help our sales force and marketing department to succeed in the markets they are involved in. We are not just building radiators, we are building a well-established brand, I believe," says Franciszek Plaskura, underlining his passion for the brand he dedicated his life to.

Krystian Rezner ▶
"I have seen this factory grow in the years that I've been working here. People working here, my colleagues, are just like family to me"

▼ Kamil Śpiewakowski
"I've learnt all the aspects of the job and have become a specialist within this team. A team that I really feel part of"



Tomasz Szefer ▶
"Of course we have forklift trucks and other equipment to handle and store our radiators, but it always needs a hand"

◀ Jozef Dudło
"We invest time and effort letting our employees grow in what they are doing. We want them to develop themselves, to make them better at their job. As a result of this policy we have a customer returnrate of only 0.06%"



Barbara Katychow ▶▶
"Every day is a new day with new challenges. That's what makes it interesting"



Joanna Kapuśniak ▶
"We have an unbelievably good atmosphere that makes work a pleasure"

Marcin Łowisz ▶▶
"I'm responsible for the last visual check before products are being packed and stored. I have a slightly different responsibility and I take my job really seriously"



◀ Kasia Foltyna
"I love the atmosphere and the fun I have with my colleagues at work. I've only been here for three months, but I already feel at home"

◀ Joanna Tolwińska
"We work hard, but without any stress because we know exactly what is being expected from us"

"The relationship I have with the family Von Rettig is my example for the way I treat my staff and my personnel. Their family values are our company values. I really feel appreciated and trusted. And that is something we all want and search for I believe. I have had the pleasure of knowing them for a long period of time. At first I had negotiate with them when I was appointed by our Polish government in 1991 to privatise Huta Silesia, but after that, when Rettig obtained all shares in this new company, I started to work for them. Or perhaps I should say, to work with them. Because that's how it feels. They have always stood by me, especially the management team. From the very beginning they supported us in every step we took. Of course there is a hierarchy within the company, but there is absolutely no distance. Which of course in the end is one of the main reasons that we succeeded in

building such a beautiful factory and successful organisation in Poland," says Franciszek Plaskura with obvious respect.

WE ARE FAMILY, I GOT ALL MY SISTERS AND BROTHERS WITH ME!

In the factory we meet with people like Krystian Rezner, who has been with the company for 34 years. "I am the foremen responsible for the production of all different top grills and side covers, something we have done since 2010 not only for the production of radiators in Rybnik, but also Jakobstad (Finland) and Gateshead (UK). Our team, production facilities and machinery, have of course grown in the last few years. But that of course, when you look into our history, is something I am used to. I have seen this factory grow in the years that I've been working

here. People working here, my colleagues, are just like family to me. Together we have grown this factory to its limits, time and time again. We manage to change and set the quality standards of today, and also for tomorrow. Rettig invests not only in new production facilities and machinery, but also in people. Of course I speak for myself, but that's, I think the most important reason that I love what I am doing in this factory." It's one of the themes we hear throughout our visit to this factory. "Of course it is important that people like what they are doing," explains production manager Józef Dudło. "We invest time and effort letting our employees grow in what they are doing. We want them to develop themselves, to make them better at their job. Something which grows them, and also improves the quality of our products. As a result of this policy we have a customer returnrate of only 0.06%." >>



“Success is something
you create together.
As a team. As a family”

Since August 2010, Kamil Śpiewakowski has worked in Krystian Rezner's team. He prepares top grills and side covers for painting. "What makes it interesting for me is that I have changing responsibilities within the team. I've learnt all aspects of the job and have become a specialist within this team. A team that I really feel part of." Joanna Kapuśniak loves the atmosphere and the fun she has with her colleagues at work. She has only been there for three months, but already feels at home. Like her colleague, Joanna Totwińska enjoys the interaction between everyone. "I have been working here for two years now, and love every day. Of course as a student it's different for me, since it's not my real job, but still." Joanna is studying education and hopes to graduate at the end of this year. "The team I am working with is dedicated to its job. We work hard, but without any stress because we know exactly what is being expected from us." Kasia Foltyna agrees with that one hundred percent. "We are very tight and close. But then of course we work together every day. It's a real good team where there is also room for lots of humour. Most of the time we do our work with a big smile."

Marcin Łowisz is responsible for the last visual check before products are being packed and stored. He has a slightly different responsibility and takes his job really seriously. "Which it is. When I miss a spot or defect we end up with an unsatisfied customer somewhere in Europe or Russia. But that doesn't make my job any less attractive. I think that my team and the colleagues I work with turn everyday into an exceptionally nice day." In logistics we meet Tomasz Szefer. He doesn't actually have time to talk to us. He and his team are busy with the storage of the radiators produced today; a heavy job as, because of their weight, radiators are not the easiest products to handle. "Of course we have forklift trucks and other equipment to handle and

store our radiators, but it always needs 'a hand'. We are the toughest crew in the building, I think; working hard, but always with a smile."

BUILDING THE FUTURE

As one of Rettig's 15 production units spread over 11 countries, Rybnik is a Polish business with an international outlook, and a local team that brings passion through the doors of this facility. It's no coincidence that Purmo is known for its quality and reliability. The people who work here are really dedicated and form a solid and tight community that interacts like a family.

As well as its investment in people, Rybnik's continuous investment in its facilities, is another major contributor to Purmo's ongoing success. "We have expanded and grown in the last two decades from a small production plant to a big and modern radiator factory that is ahead of its time," says Franciszek Plaskura. "My career in the industry started in 1971. The political circumstances back then were completely different, but my attitude has never changed. We are creating beautiful products with a high end distinctive quality that make a difference. Next to quality, we strive for a smarter and more efficient production process every day. We are building the future, and for that you need to be critical of processes. Things can always be done better. In my opinion and philosophy this is the only way to stay ahead of competition, and also to grow yourself. And that is something I have done every day of my career so far. Despite the fact that I am getting closer and closer to my retirement, I don't feel that I am there yet. Perhaps I can persuade Cyril von Rettig to give me some extra time," smiles Franciszek Plaskura. ■

Jos Bongers has a strong connection with Poland, as he does with all the production sites within Rettig ICC. As Chief Operations Officer, production sites are his responsibility, so who better to ask about the story of Rybnik, and Poland's continue success? "In many ways our history in Poland is inextricably linked to the career of Franciszek Plaskura," explains Jos Bongers. "He joined us in 1993, as he was Managing Director of the Rybnik factory when Rettig bought it from the Polish government. Since then he has been the driving force behind the brick-by-brick expansion of the factory. As he also built a highly motivated team of specialists and experts, responsible for the daily production of thousands high quality (panel) radiators. Today Franciszek Plaskura leads one of the most modern and largest factories in the heating industry. He created a gateway for our brands to eastern European markets like Russia and Romania, while maintaining the confidence of the existing markets in western Europe."



JOS BONGERS, Chief Operations Officer at Rettig ICC

BRINGING THE WISDOM OF TENNIS TO THE WORLD OF HEATING

As one of the world's most popular sports, tennis is in turns demanding, competitive, challenging and rewarding. When you are good enough to rise through the professional ranks, the road to success becomes steadily steeper. If this wasn't difficult enough as a singles player, when you're playing doubles, the importance of effective communication takes centre stage. Paul Haarhuis is two times former World No. 1 doubles player, along with his teammate and friend Jacco Eltingh, and reached world number 18 as a singles player. Today, he talks to Clever Magazine about his partnership with Radson, and how he is bringing his professional insight to the world of indoor climate comfort.

"Succeeding in competitive doubles is very much like running a business. It takes practice, determination and a willingness to learn. Communication is essential of course, as is open mindedness, but perhaps above all is the ability to set achievable goals." So is this how Paul and Jacco reached number one? "Put it this way, we didn't suddenly meet and say, 'Let's play doubles and be number one'," laughs Paul. "Our first goal was to break into the top 500. When we achieved that, we raised the bar and aimed for the top 100. And when we achieved that, we were eligible for the Grand Slam, and kept raising the bar, setting goals: short, medium and long-term. Over our seven year partnership we rose steadily through the ranks, thanks to a combination of communication and skill," he says.

RAISING THE BAR, SETTING REALISTIC GOALS

Paul has since returned to live in his home city of Eindhoven in the south of the Netherlands, has three children and a black Labrador Retriever called Vaizke. "I still travel a lot, to senior tennis events, Wimbledon and Melbourne," he says, "and I give regular tennis clinics and presentations for Radson, sponsor of my tennis team. Sometimes this involves coaching Radson clients, which is great fun, being able to pass on

some of my skill and experience. Sometimes it is a presentation to Radson managers on communication, setting goals and inspiring them."

How does he relate tennis to the business world? "Identical, it really is the same model that you can apply," Paul explains. "Communicating with your team-mates above, below and alongside you, so that you know each other's strengths and weaknesses, and can draw on those strengths and reinforce weaker areas. Together you identify the expectations of the customer, and the failings of your competitors, and finally you deliver. You need to be open minded, accept you aren't perfect, that you can improve, and be able to both give and take constructive criticism. The only way for the team to grow is to know how to improve; and for that to happen, communication is key. I have already received a lot of positive feedback on the workshops: the same techniques that strengthen partnerships in sport can be directly applied to business."

So does Paul think his approach will help Radson make it 'game, set and match' against competitors? "When everyone works their hardest as part of the same team, with focus on the same goals, there are always positive results." ■

The hottest team on ice

It was team manager Jeroen de Vries's idea to approach Radson for sponsorship, back in 2011. "I heard that Radson was looking for ways to strengthen its brand profile, so I spoke with Olivier Schmitz [Sales and Marketing Director Benelux] because I thought ice skating would be a good fit for the brand, and provide good support for us as a team," he says. "The idea that we spend our professional careers on ice and Radson is a company dedicated to providing warmth – is a beautiful balance I think."

Marathon skating is followed passionately in the Netherlands, with a huge audience attending both indoor and outdoor events, so it was a natural choice for Radson as head sponsor. Says Ewald Nagels, Radson's Region Manager for Noord-Holland, "Throughout the season, we follow the team, sometimes using the opportunity to also make client presentations, launch products and organise network events. Maybe it is the sheer contrast, but somehow it makes a real impression delivering a message about warmth when you are in an environment that relies on cold."

THE BUSINESS OF CHAMPIONS

Jeroen de Vries has a perceptive view on the arrangement. "For our sponsors, both Radson and Jinstal (a technical company in mechanical engineering), the focus at events is shared between the sport and business with customers. But in my experience, at a sports event, business tends to take a sideline, and that can help you do more business than when you actually focus on business alone."

SHARING THE SAME PASSION

Fabio Francolini, the latest addition to the Radson Jinstal team, is a four-time world champion inline speed skater. As the only Italian currently competing in both inline and ice disciplines, how does he find the Dutch team? "We work together well, we have a good mix of skills and experiences," says Fabio. "Some of us specialise in sprint distances at the ice rinks, some are more suited to longer distances outdoors. But we share the same passion, same energy, the same philosophy of 'never surrender' – that makes a strong bond with the team."



The season ends on March 5th, after competitions in Austria, Italy and Sweden, taking the team, and the Radson name, far and wide. For Jeroen, the goal for next season is clear, and it sounds remarkably like a business plan. "As a team coach, I prepare a plan for the year, a training schedule that covers everything from macro to micro, bigger picture to smallest detail. As a team, we need to ensure we combine our strengths, and build our efforts to peak at the right time, at the national championships. The next step is always a step up: this year we stepped on to a lot of podiums: next year I want us to stand on the top. I want to win." ■

Along the Vaartkom in Leuven, across from the Stella Artois Brewery, the new pedestrian-only city district ‘Tweewaters’ is springing up. No ordinary development project, this is a prestigious example of innovative city planning, architecture, comfortable living and sustainability. Jo Vandebergh, Leuven resident and CEO of city developer Ertzberg, came up with a sustainable, holistic vision for the Tweewaters district. For the first phase Ertzberg worked together with an architect from Ghent, Stéphane Beel, who also designed the extraordinary ‘Balk van Beel’, a 180-metre long building of 4 storeys with 106 low-energy apartments. A project that could easily be qualified as futuristic because of its ambitious green character.

Tim Claes and Andre Matheus, directors and owners of Future Clima in Genk, have been involved in the construction from the very beginning. The project uses only sustainable and ecologically transported materials. “When we were invited in December 2011 by Willemen in Mechelen to submit a tender, we were immediately attracted to this prestigious project,” Tim Claes begins. “Although the description was pretty much fixed, we managed to come up with an adjusted concept together with Studiebureau Ingenium, in which we were able to include cost and energy-technical modifications and practical improvements. It made us stand out and won us the project in the end.”

“The project,” Tim Claes continues, “consists of three blocks of buildings, each with its own stairwell. The plumbing in block 3 is finished and all the radiators are in place. The first two blocks are being tackled simultaneously. The plumbing is finished there as well and we are now working towards the completion of the project.”

“We are quite pleased with the good working relations we have with all our construction partners, including Radson. A partnership which shows that flexibility is the key to success. Agreements are agreements, and

problems are resolved immediately. This is essential, since the quality demands are very high,” Tim Claes explains. “Both the architect and a quality manager inspect our work on a weekly basis, so fast and comprehensive communication in the construction team is imperative.”

LT RADIATORS FROM RADSON

“The architect watches closely over the image of the project. Stéphane Beel inspects every detail, and that includes the allure and the design of the radiators. In the end sleek, flat panel radiators were selected that ideally

“Balk van Beel in Leuven: an ambitious example of green creativity”

suit the surroundings. Apart from the design, it was the high heat emission in particular of the Radson Parada that clinched the deal. Futura Clima installed a total of 800 Radson Parada LT Radiators,” declares Tim Claes.

Radiators in an exemplary project for the 21st century - that raises expectations for the future...


Tim Claes: “I am convinced that radiators will be of indispensable value in future heating systems, particularly because they guarantee heat emission that feels comfortable from lower temperatures. Of course, systems can also be combined. A mix of LT radiators with underfloor heating – when adjusted efficiently – can be ideal in some cases; perhaps when, in the future, a district such as Tweewaters were to be supplied by a combined heat and power plant with a back-up of condensing boilers, for example. This would be efficient, but for the time being districts such as these will not be able to provide their own green electricity and/or heating. Too many legal and administrative regulations still stand in the way of achieving this. That is why we decided on a transitional solution, which already has a very high degree of insulation and air tightness. These characteristics, combined with an efficient system of large gas condensing boilers and Radson’s LT radiators, also make an active contribution to climate and environment.” The definitive system with a zero energy decrease will be installed in the coming years. It will be up to Ertzberg to continue walking the untrodden paths.”

ARCHITECT STÉPHANE BEEL

Stéphane Beel is a well-known contemporary Flemish architect. Beel is a striking representative of the New Simplicity that was developed during the last decades of the 20th century in Flanders. He is the designer of the Rubenshuis, the Raveelmuseum, Ghent’s court house, the extension of De Singel and, recently, the Museum M in Leuven. ■

“OUTSTANDING” - BALK VAN BEEL OFFICIALLY THE MOST SUSTAINABLE IN EUROPE

Building Research Establishment Environmental Assessment Method (BREEAM) is an international organisation that certifies the sustainability of buildings. Late last year, Balk van Beel was awarded the ‘Outstanding’ certificate, the first residential building in Europe to earn that coveted title. This makes Balk van Beel Europe’s most sustainable residential building – officially.



LOW TEMPERATURE RADIATORS

A SUSTAINABLE ANSWER TO A COMPLEX QUESTION



CLEVER INSPIRATION

INSPIRED BY WARMTH

You want your home to be your personal masterpiece, a gallery of your style, with every wall and floor and step reflecting who you are. So the choices you make are careful, considered, correct. You take time before adding anything to your surroundings, which is just how it should be. Take your choice of radiator, for instance. Are you someone who sees a source of warmth as something to be celebrated and admired? A conversation piece perhaps, in bold curves stretched across one wall like a canvas of comfort. Or maybe you prefer a more subtle, gentle piece, discreetly radiating heat beneath the window with your favourite view.

Whether you see yourself as avant garde or traditional, renaissance or modernist, or perhaps a mixed palette of an entirely new description, there is always an inspired choice to make for your home. Purmo Radson radiators are as adventurous as you want your home to be, as bold as your imagination needs, and as perfect a match for your interior as you could ever find.

Be inspired by warmth – picture your home with Purmo Radson. ■

PURMO WINS GOLD AT THE 2014 WINTER OLYMPICS

BEATING 20 OTHERS TO BECOME CHOSEN SUPPLIER AT SOCHI

Back in 2007, the International Olympic Committee gathered in Guatemala to decide the venue of the 2014 Winter Olympics.

After many long and complex meetings, they voted that Sochi, southern Russia's most beautiful resort, would take the honour. And so began the region's race to find suppliers who deserved to say they were involved in making the Winter Olympics a reality. And so it is with great pride that we can report that Purmo has been chosen as supplier for heating solutions for the major venues next year.

More than 8,500 radiators will be supplied for the Olympic Village alone. Thanks to the committed efforts of the Purmo team and the many distributors, the original tender for traditional steel radiators was improved, and as a result Purmo Ramo radiators will be seen across the entire Olympic site.

A PRIZED RESORT - PRIDE OF THE SOUTH

Russia's Krasnodar region enjoys a unique combination of climates, with a mixture of moderate continental and sub-tropical weather that makes it the most popular

destination for tourists in Russia. Sochi is one of Krasnodar's greatest treasures, with warm sea and snowy peaks that have delighted visitors for many generations. And work is well underway to transform this already beautiful place into an architectural marvel. Amidst the meadows and forests now stand dozens of astounding sports facilities, many of which are world-leading examples of their class.

In order to achieve this Olympic standard, hundreds of suppliers entered tenders for construction, engineering, designing and managing the creation of the venues.

Among them, Purmo, represented by Alexander Pisarev, Sales Manager for the Southern and Volga regions of the Russian Federation. Along with regional Purmo distributors, Alexander participated in the tender, against more than 20 other leading manufacturers and suppliers. Of course the benefits to the winner are more than financial – the prestige of being associated with the Olympics is reward enough in itself. And with more than 150 different facilities, from sports venues to accommodation, at varying levels of comfort requirements, the tender was a mammoth task. >>

“We will be at the centre of the world's stage”

A DIVERSE PORTFOLIO OF CHALLENGES

Purmo will supply radiators to many of the largest venues in Sochi. Some of the biggest and most interesting venues requiring heating include: Main Media Center, Olympic villages for teammates: one in the upper mountain cluster and the other in the Lower Imereti Lowland, the so-called 'seaside' part. So too the Indoor Skating Center, Main Skating Rink and Central Stadium, which seats 40,000, as well as a Curling Ice Rink Hotel complex for 4,200 guests, including the world's media; Sochi's airport, hospital and clinics in Krasnaya Polyana. Also in need of heating are the Olympic Village, and various other venues including "Rose Farm" and "Bitter City".

A COMPLEX TEAM EFFORT

Thanks to the dedication and combined efforts of the entire Purmo team, contracts were signed for the largest venues, and a range of other sites which now enjoy the



benefits of Purmo panel and bathroom radiators. Over the past 5 years, the hard work of our huge team has brought about this incredible achievement. We can truly state that this tender was the most complicated that those involved have ever seen. For Alexander Pisarev and the companies listed, there have been countless meetings, conferences, recalculating versions and approvals, development of great technical solutions and many months of official

correspondence completed under constant pressure.

Elita Group, our Southern distributors, were responsible for the deal on providing radiators to the Skating Center; as well as a complex of five 12-storied buildings for the world's media; and the Clinics 4 building.

OJSC "Metallplast-Plus" (interpreter Kapranchuk) supplied Purmo products to the IOC representatives' hotel, as well as a number of other hotels. This means that esteemed visitors including Count Jacques Rogge, Prince Albert of Monaco and more than 100 other foreign nobles will feel the unique warmth of Purmo during their stay.

Onninen supplied radiators to the Olympic University in Sochi and a number of notable hotels and residential complexes.

OJSC Fittingville showed its loyalty to the Purmo brand by installing the radiators in the Airport Complex and in Gorky Park, the largest residential facility in the centre of the resort city.

ZAO Alsel and **ZAO Akvatoriya Tepla** gave us extensive support, as they do throughout the year, supplying thousands of radiators throughout the region.

PURMO: ENJOYED BY THE WORLD'S BEST ATHLETES

The Olympic village, which will house more than 2,000 of the world's greatest sportsmen and women, will be heated with the help of Purmo. Which means that our special brand of comfort will directly benefit the champions of tomorrow. With the countdown already well underway, Purmo has already earned a treasure trove of gold medals for its work in bringing the best of indoor comfort to the best of the world's athletes. ■

“It's all about the peak of perfection”



Dmitry Kostin and Evgeny Ustimov ▶
Dmitry Kostin, Region Director Onninen South
and Evgeny Ustimov, Manager Onninen in Sochi

Alexander Pisarev ▶
Sales Manager of Purmo in the Southern and
Volga regions of the Russian Federation





International energy community: knowledge-sharing in Romania

Romania takes energy-efficiency seriously, hosting a number of high-profile conferences every year where discussion panels share best practice and new developments. And every year, Purmo is an important contributor, joining various exhibitions, conferences and fairs, as sponsor and/or exhibitor. For professionals in construction, the heating industry and urban development, as well as representatives of government ministries, they are the year's most important calendar dates.

Energy performance of buildings is always high on the agenda, with discussions on government policies, programmes and funding sources to achieve 20-20-20 targets. Lively debate on sustainable solutions for energy efficient buildings also feature heavily of course, centred around passive houses, nearly zero-energy and green buildings.

Energy certification and auditing issues are deliberated, the status of the real estate market is analysed, and as with every exhibition, important contacts are made, and old friends are greeted over a drink or two.

FOURTH INTERNATIONAL CONFERENCE ON ENERGY

*“Energy efficiency
is one of the
actual major
concerns”*

Faculty – TUCEB, Romania Energy Auditors Chamber, and Energy Auditors Commission in Romania. Adrian Draghici, Key Account Manager, South Romania, says of the event, “This was a high-level conference, with the 20-20-20 targets as key talking points.” Participants shared progress towards achieving the European directives 2010/31/EC (energy performance of buildings) 2006/32/EC (energy end-use efficiency and energy services) and 2009/28/EC (the promotion of the use of energy from renewable sources). With only seven years to reach the targets, discussion is rapidly moving from theory into practice.

“Purmo was a sponsor of the event,” says Adrian, “and we also had an exhibition stand. There was a great deal of interest in our Low Temperature Radiators from the professionals at the event.” Understandable, when the hot topic of the day was how to save energy.

XXI INTERNATIONAL CONFERENCE OF BUILDING SERVICES ENGINEERING AND ENERGY PERFORMANCE OF BUILDINGS, IASI

Organised by Building Services Engineers Association – Moldova Subsidiary, Technical University “Gh. Asachi” Iasi – Faculty of Civil Engineering and Building Services, the Academy of Technical Sciences – Iasi Subsidiary, and the Academy of Romanian Scientists – Iasi Subsidiary. According to Cristian Dimache, Key Account Manager, Moldova, “This was a complex and detailed conference, with heavy focus on the calculation of buildings’ energy certificates; how important is it to adjust the calculation methodology of domestic hot water (DHW), for instance. This was in addition to the

national implementation of new calculation programmes, as well as the opening of a new research lab dedicated to sustainable energy technology. Once again, we were sponsors here, promoting LTRs and explaining their important contribution to the industry.”

RENEXPO® SOUTH EAST EUROPE - 5TH TRADE FAIR AND CONFERENCES FOR RENEWABLE ENERGY AND ENERGY EFFICIENCY, BUCHAREST

For the 5th time, international and Romanian experts met at Renexpo® to exchange best practice and experience, research and development achievements. The 3-day conference was accompanied by a parallel conference for Innovation. Energy efficiency, in Romania and beyond, is of course a major concern, not only to limit environmental pollution, but also to reach compliance with EU objectives.

At the event, organised by REECO together with CNR-CME, specialists, key opinion leaders and decision makers from all sides of the table gathered to stay informed and find effective solutions for the challenges facing the heating and construction industries today.

For Tünde Sándor, Managing Director of Rettig SRL, Sales & Marketing Director Purmo-Radson, these events were the highlight of the conference programme. “As well as an exhibition stand, we were delighted to welcome Mikko Iivonen, Director Technical Environment and Standards. Romanian professionals in the heating industry had the opportunity to meet and discuss with Mr Iivonen, and learn about the latest research and innovative solutions in the field.” ■



How the son rose in the Von Rettig family

AN INTERVIEW WITH TOMAS VON RETTIG

Few people doubted that Tomas von Rettig would one day join the family business, but it was never something that was explicitly expected from within the family. “There was no pressure,” says the VP Corporate Finance and Rettig ICC MT member, “it was a decision I arrived at myself.” Tomas joined the Rettig Group in 2010, a career move he has never regretted: “Every day is a new challenge, and being able to tackle those challenges is reward enough in itself.”



TOMAS VON RETTIG:

Father of one daughter, Amelie who is now 4 years old

BORN

Kyrkslätt (1980), lives in Esbo, Finland

EDUCATION

- Bachelor of Business Administration (BBA) from Arcada University of Applied Sciences in Helsinki, Finland
- Certified European Financial Analyst (CEFA) from Hanken Swedish School of Economics in Helsinki, Finland

FUNCTION

- Vice President Corporate Finance and Development
- Member of the Rettig Group Management Team

BACKGROUND

Tomas von Rettig was born in 1980 and is the son of Cyril von Rettig, Chairman of the Board of Rettig Group. Together with his older sister he grew up in Kyrkslätt, close to Helsinki. At the age of 18 he moved to Germany to join the internationally successful show jumping team of equestrian Ludger Beerbaum, a multiple FEI number one show jumper and winner of four Olympic Gold medals. For five years Tomas von Rettig lived as a fulltime professional show jumper in Germany. Having travelled the world he returned to Helsinki to study at the Swedish School for Economics and Business Administration in Helsinki. He graduated in 2004 with a Bachelor in Business Administration and Corporate Finance, and began his career in private asset management with an international operating Swedish bank (S|E|B). In 2008, his special interest in finance led to his joining the family owned Rettig Asset Management company as a Portfolio Manager. In 2010 he joined the Rettig Group as Vice President Business Development. This led, in 2013, to his nomination as Vice President Corporate Finance and Development.

*“I am not an engineer
and I am not a geologist.
My strengths lie in
numbers and figures”*



As VP Corporate Finance, Tomas has broad responsibility for a range of functions within the Rettig Group. As well as Rettig ICC, he is also involved in the shipping business Bore and limestone mining business Nordkalk. The Group's last reported turnover was EUR 968 million, a 33% hike on the previous year, a figure that must make Tomas immensely proud. "Of course it is incredibly satisfying to play a part in running a successful business," he says, "and to be able to work with the people I deal with daily. Even the stress is an important factor in the job – it can be useful to keep things in focus, to keep performance as sharp as possible."

FINANCE AND ECONOMICS

Growing up, Tomas was naturally surrounded by the family business, but he found his own way into the position he holds today. After early success as an international show jumper and 5 years in Germany as a professional equestrian, he returned to his native Finland to pursue another passion: finance and economics. "I studied and began a career in the world of numbers," explains Tomas. "I worked first in asset management outside the Rettig Group, and slowly came to see that I could apply my experience and knowledge closer to home – within the family business."

While there are obvious benefits looking for a job when your father owns the business, it isn't as straightforward as some might think. "Of course I didn't just walk in and become an instant expert," says Tomas. "I wanted to learn everything there is to know about Rettig Group. So a special program was developed to teach those of us interested in the family business [his sister and two cousins] about all the different aspects involved. I was still working as a Financial Analyst at the SEB Bank, and spent time with my father and [former CEO Rettig Group] Bjarne Mitts learning the business. My sister chose a different path for now, and has a career in graphic design. Both my cousins moved to the US."

With the appointment of Hans Sohlström as CEO, there is a feeling that Rettig Group has shifted into a new phase of business. "I do think we have entered a new era," agrees Tomas. "We have new and different views on things and we dare to think out of the box, instead of within. The world around us has changed, as it does every day. But this also applies to us. We evolved and made the necessary changes to strengthen and improve our different positions. We also redefined our responsibilities and changed our strategic processes and way of working."

BALANCING

For most people, separating the 9 to 5 workday from the responsibilities of a home and family life is a necessary challenge. How



does the saying "there's a time for family and there's a time for business" apply when it's a family business? "Obviously I discuss business with my father constantly," Tomas says, "and at work our relationship is strictly professional. At home this is naturally different; we are in an informal setting, and in any case at home it is my mother who runs the show, supporting us all, making sure the family itself runs smoothly." "At work of course people will know I am the son of Cyril von Rettig, and perhaps that does have an influence on things, but I've never felt a sense of people thinking "don't say

anything to Tomas in case he tells the boss," laughs Tomas. "Of course I am related to my father, but in business, it's different. I have direct dealings with the daily operations and the financials of the business, while my father operates more outside the day to day side of things."

PRIORITISING INVESTMENTS

"My days at work are always filled with lots of meetings. Naturally, I attend our internal MT meetings; but as corporate financing is part of my responsibility, I obviously also have lots of external meetings scheduled with bankers, corporate financiers and investors. Our most important task at Rettig Group is to secure the financing of our activities. We are in fact operating as an internal finance bank for Rettig ICC, Bore and Nordkalk. Since money can only be spent once, we do that carefully. For that we prioritise our investments and follow our 2020 strategy plan; a strategy that of course needs constant monitoring. In addition to our own tools for that purpose, we also seek advice from external financial advisors and consultants. With them we monitor the different markets and gather all necessary data and information to make the right decisions."

HEATING, MINING OR SHIPPING?

"Do I have a favourite division? That's a difficult question. They are different, let's agree on that first," says Tomas von Rettig. "Not just in character, but also from the PLC they are in. They find themselves at different stages; which of course makes it interesting, but actually also impossible to choose one of them as a favourite. Rettig ICC for example finds itself - especially in Western Europe - in a mature market. Financially they are doing well and for sure they are most effective of all three. But if we want to grow this industry further, we have to search for new emerging markets and/or products. In contrast, the limestone business with Nordkalk is still a strong, developing - almost emerging - >>



"Despite the fact that the world economy is still fragile, I am convinced that we will succeed"

“Stress can be useful
to keep things in focus,
to keep performance
as sharp as possible”



growing business. We entered this industry in 2002 to balance the effects of the different cycles of our existing businesses, but also because we are convinced that we can grow this industry successfully. Shipping on the other hand, finds itself globally in a difficult phase. Not only were the last four years difficult, but we believe that this will also be the case in the coming years. This is a challenging market, and one in which, with Bore, we have a long history. Their ships sail all over Europe, from our Northern seas up to the Biscayan and Mediterranean seas. As Bore is a charter business, we own the ships, man, maintain, and operate them. This is a huge advantage to our customers – like Airbus – who don't have to invest in ships, but can simply charter them.'

OPENESS

"What should change? In general I would say that we have to move forward. A process we began as a company at the beginning of this century when we also started to focus more and more on the heating industry. We changed our vision and searched for opportunities and businesses that suited us better. Our interest in the heating industry started in 1970 when we bought Purmo, a new and really interesting business with new perspectives; which was a good reason for us to invest heavily in this activity. Right across the 80s, 90s, as at the start of this century, we managed to expand and grow

this business successfully. You could say that we operated like a typical traditional family owned company that has slowly discovered its potential. However, since we moved into the 21st century, a lot has changed."

"We have made choices and have a clear strategy how to strengthen and grow the different business areas we're in. A stronger portfolio, a more open approach to stakeholders and the media, all of this is showing positive results for us," explains Tomas. "Of course we can't ignore the financial crisis that Europe is still dealing with today. Luckily, in Finland the situation is slightly different, as our big financial crisis peaked in the early 90s. Finland learnt from that period and changed. We now have one of the best debt ratios of Europe. Perhaps we are a bit too prudent sometimes, but I think we are doing well here up North. In addition, I think that we somehow profit from the fact that we are the only Nordic country to have joined the Euro. We understand the importance of having a strong and healthy economy, and we are a down to earth people, hardworking and proud. But we are also humble, polite and respectful. I am convinced that this has helped us at Rettig to grow our different activities in the last decades."

A GREAT TEAM

"What I perhaps should underline here, is that there is absolutely no reason to think that my father will step down in the coming decade. As long as we don't step on each other's toes – and so far we haven't – I think we make a great team," says Tomas. "What I want to do, is to grow our businesses successfully in the coming years. We have an ambitious strategy with realistic but also challenging targets. We know what our goals are and what is expected from us in the coming years. Despite the fact that the world economy is still fragile, I am convinced that we will succeed." ■

To have successful partners is the key to success in big business!

When the Russian Federation opened to market forces in the 90s, there was an inevitable rush of local entrepreneurs and global brands keen to benefit. Of the thousands of enterprises which sprang into life, an estimated 90% failed, misjudging the market or their customer base. Among the 10% that survived, some thrived, and one entrepreneur in particular, Andrey Petrov, enjoyed phenomenal success. Today his company Aquatoria Tepla is among the largest suppliers of heating equipment in the entire region. To put this in context, remember the Russian Federation is 1.8 times the size of the United States, covering 17 million square kilometres.

"We have always offered our partners high quality products at a good price"

AQUATORIA TEPLA: A 17 MILLION SQ KM CUSTOMER BASE

Like many of the best ideas, Andrey Petrov's was simple: find out what people wanted, and sell it to them for a fair price. "We started our import business 18 years ago as representatives of Ariston, the Italian electrical goods brand," says Andrey. "At that time, people were more interested in new washing machines and vacuum cleaners from the West than in heating equipment." For the next two years, demand was steady, but competition was tough, Andrey recalls. "A lot of Western companies were exporting appliances to Russia of course, so we had to fortify our position. After a management restructure and thorough market analysis, we significantly increased our range of products, and by 1996 we had exclusive distribution deals with a large number of major brands."

Then in 2000, Prague's Aqua-therm exhibition played host to a most fortunate meeting. "I met Jacek Luczak, the Purmo Sales and Marketing Director for Eastern Europe," says Andrey. And it was that meeting that formed the foundation for a relationship that grows stronger with every passing year. "I am extremely careful in my business relationships," explains Andrey. "I only partner with companies who are stable, reliable and honest. You see, my customers are extremely demanding and selective, I must be too! Since I began in this business, I have completed projects for many major institutions, political as well as commercial and industrial, and my suppliers have to meet very high standards. For example, we supplied equipment to McDonald's and their industrial warehouse complex; we worked with the Ashan hypermarket chain. The equipment supplied by our company is used at the Ministry of Economic Development and Trade and the offices of Lukoil (the world's largest privately owned oil and gas company), from the Moscow metro to the municipal multi-storied houses, hospitals and educational institutions in many cities of Russia. This is why the selection process has to be so strict." >>





BUT OF COURSE...

Sergey Rodionov, the Commercial Director at Aquatoria Tepla, takes up the story. “I still smile when I think of our first order – a few months after the Aqua-therm meeting – it was so small compared to the volume we ship today,” he says. “We looked at the biggest sellers in Europe, and based our test order on the top three. So we ordered 500 units of 600, 450 and 300mm. Of course the results were great, and the partnership was formed. Back then, the market was 450,000 units, and our shared goal with Purmo was to capture at least 20% of that market. Naturally we surpassed that, and today have 22% market share.” Aquatoria Tepla today has more than 2,000 partner organisations, including installation and construction companies, retailers and contractors. Stored across its large network are around 25,000 Purmo radiators, a necessary stock level given the continued demand for high quality panel radiators.

SOLID PAST, THRIVING FUTURE

Aquatoria Tepla originally focused on dealing exclusively with trade and installation organisations, but this changed with the opening of a local Purmo sales office in Moscow. Sergey Rodionov says of the change that this brought about: “We were able to work on projects together,

collaborating from the very start. In the early years we covered many thousands of kilometres, visiting hundreds of customers. The results were as fast as they were impressive. In many regions, Purmo leapt to the market leading position, and almost started selling itself!”

For Aquatoria Tepla and its customers, Purmo is a winning and dynamic partner. “Purmo has intelligent positioning, ongoing targeted trade-marketing activities, staff trainings, personal participation in sales – all of that almost guarantees Purmo its stable leadership. And that’s a pretty amazing feat, considering it is not the cheapest on the market” says Sergey. “But this is about quality, and a partnership based on trust, mutual respect and great marketing. Our next goal is to stir demand to such a level that the only way it can be met is to build a production plant here in Russia!” ■

“That was the beginning of fruitful business relations”

Sergey Korovin, Purmo’s Managing Director for Russia, explains the region’s interesting market situation: “Despite the fact that these areas are geographically distant from the centre, they are considered to be one of the country’s most highly developed markets. There is a clear preference here for the very latest construction techniques, high quality materials and modern equipment.” That includes a growing demand for Purmo’s vertical radiators, especially in the Urals, where they have been popular since they were first launched. “The leading construction company in the Urals’ Tyumen region is called Partner-Invest, and it has specified and installed vertical radiators in the living rooms of a large number of modern buildings,” says Sergey. “Modern buildings especially benefit from the design aspect of the radiators, and Partner-Invest took advantage of this when selecting products to match the interior decor of their projects.”

KEEPING WARM ON THE ICE

Due to the initiative and persistence of Natalia Glebovna Kozlova (architectural and design office “Corus”) and Veronica Isaykina (“Tebodine Eastern Europe B.V.”), Purmo’s vertical radiators are

reaching surprising new audiences – ice skaters. “Ice hockey is one of this nation’s favourite sports,” says Sergey, “and three new ice rink / fitness centres have recently been completed. Now, when visitors aren’t practicing their moves on the ice, they will enjoy the comfortable warmth provided by Purmo’s Kos vertical radiators.”

“Our partners in the region, such as Alsel, Aquatoria Tepla, Fittingville and Elite, are all doing excellent work in recommending Purmo products,” continues Sergey. “They have offices in all the main cities, with warehouses in the Urals and Siberia ensuring an ongoing supply. Just recently, one of the Urals’ largest steel panel radiator warehouses opened its doors in Yekaterinburg. This was purely due to the fine management and persistence of Andrey Shishkin, the director of CJSC “Alsel” and his deputy Irina Yuryevna Novoselova. The continued determination of our partners, as well as the creative approach of designers and the excellent modern logistics is helping us to spread the benefits of indoor comfort throughout the Urals, Siberia and the Russian Far East – throughout the year!” ■

STYLISH WARM NORTH

VERTICAL RADIATORS MORE POPULAR THAN EVER IN THE RUSSIAN FEDERATION

FOR THOSE LIVING IN CENTRAL RUSSIA, THE URAL REGION AND THE RUSSIAN FAR EAST ARE GENERALLY DESCRIBED AS “VERY COLD AND VERY DISTANT”. TRUE, SUMMER IN THIS PART OF THE WORLD IS A RARITY, WITH PERHAPS TWO MONTHS OUT OF TWELVE WITHOUT ICE AND SNOW. AND THIS MEANS A POPULATION THAT SPENDS THE VAST MAJORITY OF THE YEAR LOOKING FOR WAYS TO KEEP WARM. WHICH IS GREAT NEWS FOR PURMO, ESPECIALLY WITH THE POPULARITY OF VERTICAL RADIATORS.



▲ Olivier Schmitz and Damien Vanden Dael
Olivier Schmitz is Sales & Marketing Director Radson Benelux
Damien Vanden Dael, Managing Director at Facq



Commitment, trust and quality: doing business the Facq way

There are few things in business more valuable than experience: trust is one of them. So when your business can offer customers more than 130 years of experience; when you have kept every promise and honoured every deal, it is no surprise that your company is the most trusted wholesaler in the country. Clever Magazine went to Belgium to talk to the man in charge, the man responsible for maintaining the unbroken record of trust in this family-owned company: Damien Vanden Dael, Managing Director of Facq, Belgium's oldest and most trusted wholesaler.

“Facq has been here since 1880, and I am here to make sure that it keeps serving customers for many more generations to come. For me, this is so much more than business,” says Damien, “this is family. I am responsible for the Facq reputation, the fifth generation to take this role, and I have an honourable tradition to follow.” That tradition can be defined by a single word – quality: making sure customers receive it, and demanding that suppliers deliver it. “Listen,” says Damien – and immediately we do – “this company does not lower its standards. This company does not accept anything less than superior quality. This company does not deliver low quality to its customers. Ever.” But isn’t that the mantra of every company? “Ever...” is his reply.

“When I took on this job, I made myself a promise, that whatever the economic climate, Facq would stand for quality. I made that promise because I knew there would be opportunities for short-term gain, and I knew there would be tempting offers. We have a clear focus here. Sanitary and heating. Nothing else. No ceramics, no tiles and no kitchens. We regularly get attractive offers to expand, to dilute this focus, but the answer will always be no. Because above all I promised that Facq would only offer customers products that made their lives easier. To this day I have not broken and will never break that promise,” says Damien, matter-of-factly.

CONTINUOUS GROWTH

“This company has experienced continuous growth for the last 30 years. We have weathered many economic storms; we have thrived in a global downturn that has seen many companies larger than Facq facing

bankruptcy. That is the result of teamwork, guided by visionary management. Everyone has their part to play, but no individual is more important than the team. We are indeed a family company, but not a paternalistic one. There is true two-way communication on all levels here, and we offer our employees every opportunity to develop their talents and contribute to the ongoing development of the company. Enabling people’s confidence to blossom is a very productive approach to business: when people are happy and confident, they bring this to their daily work, which customers instantly recognise and appreciate.”

TRUSTING IN LONG-TERM FOCUS

Customer satisfaction is the driving force of the Facq organisation. “Put simply, our success depends on theirs,” explains Damien, “so we make time to listen and advise them; we make promises which we never break. This allows installers to focus on their own clients and their core business. They know 100% that their orders will be at their site or construction area exactly when we promise.”

Being able to keep these promises means that Facq needs suppliers and partners it can rely on. “Of course we focus on suppliers: we need to be able to trust them with our reputation, because our customers trust us with theirs. Why should we not demand the best? And how can we keep our promises to supply the best if we don’t demand it in the first place?”

Facq was the first wholesaler in the industry to gain ISO 9001 accreditation, back in 1997 when Damien became MD. “A proud moment in our company history,” he recalls.

“It convinced me even more that our pursuit of quality was the only way forward. So, superior manufacturers, products and services is what we expect. And that’s what we get! Our suppliers invest in their, but also our future with proper R&D. They therefore have to adapt, to adopt new technologies and materials where necessary, and of course also be able to react quickly to rapidly changing market dynamics.”

A HANDSHAKE, A PROMISE, A FUTURE

Olivier Schmitz is Sales & Marketing Director Radson Benelux. Back in 1995 his predecessor met Damien to discuss the possibility of Radson products being carried in the Facq network of wholesale outlets: 26 of them throughout the country (with 3 new branches opening in 2013). Today, Facq holds the largest stock of Radson products in the country. Olivier says of Damien and Facq: “their professional approach and attitude to services are second to none. Facq holds every product in the Radson range, panel, vertical and designer radiators, towel rails, accessories and fittings, as well as underfloor heating products. They are a key partner for Radson, and represent an important part of our sales in Belgium.”

Damien adds some background to that 1995 meeting: “Facq had begun to suffer from the unprofessionalism of its suppliers. We were working with multiple radiator companies, and their supply had become sporadic. This was risking the reputation of the installers relying on Facq, and risking our ability to keep our promises. That was unacceptable on every level. So we reached out to suppliers and set up a tender. The key requirements for us »



“Superior manufacturers, products and services, that’s what we expect, and that’s what we get”



DAMIEN VANDEN DAEL:

Married father of three boys: 11-year old twins and a 7 year-old

BORN 1965

EDUCATION Studied Business Economics in Leuven in Belgium

FUNCTON Managing Director at Facq

BACKGROUND

After graduating Damien Vanden Dael started his career at JP Morgan. "I was convinced that I would not join our family business and planned for an independent career." For that reason Damien Vanden Dael started as an internal auditor with the JP Morgan bank at the age of 24. His father however didn't give up and showed him one day the Facq organogram and challenged him to find a position where he thought he could add value to the business. "I believed that if I could take responsibility for the financial department I would have the chance to strengthen the company. Before I agreed to join, I however had one simple but clear condition: I would have the freedom to leave if there was no 'fit', either if I did not live up to my own expectations, or if the people in the company did not accept me as a suitable candidate."

At the age of 27 Damien Vanden Dael began his career at Facq with finance. Some years later he added human resources to this. Becoming more and more involved with the commercial side of the business, he eventually stepped up to the role of General Manager in 1997. "I was never forced into joining Facq, and I will also never try to persuade my children into the company. I have siblings and cousins who are not directly involved in the running of the company, but who are stakeholders. As Managing Director, of course, I have to report to them on the company progress as a leader, and the future of Facq as owners. There is however a clear difference in leadership and ownership. From that perspective it's always a pleasure to inform them."

"I believe that business should add value to lives. Otherwise business has no value"

were quality, availability, trustworthiness and reliability. And once again, quality."

"Radson was the only supplier who had the insight and care to actually come to our stores to see how we handled their products," he recalls. "Together, we established processes to protect the products' packaging, ensuring they displayed the correct high-level brand image. In addition to that, Radson is the only manufacturer who really understands how to market their brand to the installer in a truly professional way. For Radson, it was not about 'shifting boxes' – it wasn't about the numbers, it was about the products, how they are perceived, received, and respected. That impressed me a great deal."

Back to that meeting in 1995: "We shook hands," says Damien, "when I knew that Radson shared the same values as Facq, I shook hands and just said "we're in business."

FAMILY BUSINESSES IN BUSINESS

Facq and Radson are both family-owned companies that share the same values: quality, creativity, reliability, stability, proximity to market and honouring commitments. "These are our watchwords," explains Damien. "We follow the same philosophy of quality, and that is a rare place to be in business. The same drive to make a difference in the market. What more is there? We think that being an independent family company gives Facq an advantage. We take a longer-term view than our competitors. This gives us an excellent oversight; we can move in the right direction for us and ensure the best working conditions. Not having shareholders to please means that we can focus on the customer without exception. We don't compromise when it comes to the quality of the products and we always do what is best for our clients and the morale of our staff." ■

FACQ EXCLUSIVELY SUPPLIES RADSON PRODUCTS TO ITS VAST CUSTOMER NETWORK THROUGHOUT BELGIUM

LTR training reaches new audiences in Denmark

Mikko Ilvonen, Director Technical Environment and Standards, is a busy man. He is the face of not one, but two Purmo heating campaigns. As well as the new PexPenta underfloor heating campaign, which we cover in a separate article, he is still 'on the road' with the successful LTR '15%' campaign.

"We are committed to continue our training programs and seminars"

Mikko was the guest speaker at the first of three well-attended seminars in Denmark at the end of 2012. "It was my pleasure to participate in the Purmo seminars and tell installers and specifiers about the benefits of radiators in low temperature systems," said Mikko. "Over the years, the discussions with the participants have raised both the standard and the positive feedback of the seminars. It is always rewarding to meet people who want to learn the benefits and efficiencies of low temperature heating, whether that's from radiators alone, or in combination with underfloor heating."

Mikko has decades of research experience in the heating industry, which makes him the perfect spokesman for the campaigns. "There is still some confusion even on a professional level," he says, "but we are committed to continuing our training programs and seminars so that everyone has all the answers they need." ■

Mikko Ilvonen, Director Technical
Environment and Standards, Rettig ICC
M.Sc. (Tech)

IF I INVITED YOU
FOR SOME SPECIAL
LTR TRAINING...

**WOULD YOU
JOIN ME?**

Visit www.purmo.com/clever and
join one of our training sessions.

How to create excellent heating solutions with
low temperature radiators

As a professional, you know how to bring warmth into people's lives. But do you know the secret of how to turn happy customers into delighted ones? Purmo's Clever radiators for low temperature heating systems are specifically designed to turn energy into efficiency, saving at least 15% on energy costs* and creating a more comfortable indoor climate. How? That's something that we would like to share with you as a professional. Clever design starts with clever thinking. Join me for one of our training sessions. Visit www.purmo.com/clever to find out more!



Elektroskandia celebrates 100 years with the creation of Rexel Finland



Elektroskandia, Finland's second largest electrical wholesaler, has a history in the country stretching back 100 years. Today, it is part of the Rexel Corporation, a French listed company headquartered in Paris. Rexel, the global electrical

wholesaler, has more than 40 sub-brands across the world, unified by a new strategy called 'Energy In Motion', a drive towards more energy-saving solutions. We talked with Tutu Wegelius-Lehtonen, Director, Marketing and Business Development of Elektroskandia Finland, to find out more.

Wegelius-Lehtonen joined the company 18 months ago, and is responsible for branding, e-commerce, channel and product management, as well as supplier relationships. Her most recent task? "We are soon rebranding our business by adopting the Rexel name," she explains. "In September Elektroskandia Finland will become Rexel Finland, joining Rexel's centralised platform, and benefiting from the international cross-border reach of our parent company." For customers, this new approach is a win-win situation. "For suppliers too," says Wegelius-Lehtonen. "Of course customers come first, which is why we are launching a new e-catalogue, with direct access to more than 50,000 products, including pictures, specs, installation details, everything: it means that installers can directly print any product details and include them in a quote for the end user. This move is a real benefit for our customers. Our suppliers, like LVI, benefit as a direct result. The increased information flow means we become ambassadors, messengers for

our suppliers. As we move to become a more international marketing oriented organisation, our sales people can visit customers more, also allowing us to bring the message of our partners."

CHALLENGING THE NUMBER ONE

For Wegelius-Lehtonen, the name change is also an important sign of growth. "We are number two in the market, and as the challenger we have the flexibility to be daring," she says. "We will retain the local strengths and relationships that we had as Elektroskandia. We will build on this, offering the strong foundations of our 100-year presence here in Finland, with a new cross-border reach from our parent company, coupled with the innovations of a powerful communications platform. It means more effective, efficient and profitable growth for us as a company, and for our partners and suppliers in the market here in Finland and beyond."

Around 60% of Rexel Finland's customers are electrical contractors, and being able to reach this audience is a massive opportunity for LVI, as Joni Grönqvist, Sales Manager LVI Finland explains. "We work closely with Elektroskandia / Rexel Finland, and have done for more than 20 years. Our marketing is allied to theirs, so for instance our recent campaign about 20% energy saving with our oil-filled electric radiators, is being carried on their website and in their branches. Elektroskandia was the first wholesaler in Finland to carry LVI products, which today account for around half our sales volume in the country, where we have around 15% market share. Our reach has been extended by the expanded network of Rexel, and we look forward to a long and continued partnership." ■

*"We have the
flexibility to
be daring"*

A conversation with a Romanian dynamo

Sándor Enikő Tünde—‘Tünde’—stepped into the world of heating directly from university, where she studied engineering economics at Timisoara, Romania and the University of Hungary. Her five-year course provided solid backgrounds in a wide range of technical, marketing and management subjects, which were immediately put to good use, and have served her well ever since. “My first job was as Commercial Director for a construction and installation company in Timisoara, where I opened 2 stores and a wholesale warehouse,” explains Tünde. “Twelve months later, the UK-based IMI international offered me the position of Country Manager. I was to start up the company in Romania, find and build a new team, start sales, everything from scratch, and I loved the challenge, so I accepted. I worked hard at the task, and was admired for my dedication, even at such a young age, and I made a success of the job, and of the company in Romania.”

Speaking with Tünde, it is clear that dedication plays a strong part in her life: it seems there are no half-measures in what she does. “I pride myself in doing things to the best of my ability, giving everything I have to make sure the job gets done, and done well,” she says. Which is perhaps why she first gained the attention of Purmo, back in 2004. “It was May, and I had been working with IMI for 6 years by then,” recalls Tünde. “Purmo wanted me to join as Sales & Marketing Director for Romania, and I liked the company, their products, and what they stood for. By that time, IMI was moving to the purely technical side of the business, thermostatic and balancing valves and so on. So it seemed like a natural progression, this move to Purmo. And it turned out to be one of the best decisions of my life.”

For Tünde, the move to Purmo was also the beginning of the busiest time she has had to date. “In 2006 I became also Managing Director for Rettig SRL in Romania. In 2007 Radson was added to Purmo, so I became

Sales & Marketing Director for Purmo Radson, and in 2009 I became also Sales & Marketing Director for Vogel & Noot in Romania,” she explains. Today, Tünde reports to five different people for her various roles, while handling a team of 17, co-ordinating the sales and marketing activities of Purmo Radson and Vogel & Noot in Romania, running the financial and legal side of things and coordinating the Rettig team in Romania.

So how does she manage? “I have a very well organised mind,” she explains. “Also, it helps that the team here is such family. It is I think the same as I hear from the rest of the countries in Purmo Radson. The way we work is more than teamwork, it is family, which makes it a pleasure to come to work, to give effort, because you are working with and for your family. It makes a tremendous difference.”

And does it make a difference having to share your energies across two brands? “Vogel & Noot and Purmo Radson? No, of course I >>



“Rettig had faith in us, and gave us the financial support we needed to weather the storm”

feature in the country’s DIY stores: basically, consumers choose the cheapest they can find. But this is not our supply chain, our wholesalers have professional teams who advise on the benefits of our products. I personally meet wholesalers two or three times per year, and we organise training seminars for their commercial teams and also installers, of which there are an estimated 4,000 in Romania.

THE GLOBAL CHALLENGE

Romania found itself one of the hardest hit by the 2009 economic crisis. “We were unprepared,” Tünde says. “It was the first real test, the first challenge facing our post-revolution country, the first time that there was a negative atmosphere, the first time that things went wrong, really. Construction market and sales decreased significantly, customers had problems with payments, insolvencies, there were legal issues, it was incredibly difficult for us all. Survival was obviously the first issue, but staying optimistic was also a major challenge.” So how to remain optimistic in the face of a storm that has damaged the entire world’s economy?

“Rettig had faith in us, and gave us the financial support we needed to weather the storm,” says Tünde. “My bosses gave us the reassurance we needed to hold on to optimism, to hope.” And slowly the signs of change started showing through. “It was a shock that has never left us,” explains Tünde, “the realisation that if you were with a different company then suddenly you could have nothing. This has brought the team even closer,” she says, “it has given us extra reason to give extra effort in everything.”

FROM FAMILY TO FAMILY

Tünde Sándor has an announcement. “We are having a baby” she smiles. “My partner and I are pregnant!” Due in Spring 2013, this is her first child. “But not my first experience at having a family of course. Really, I have the family where I come from, the family where I work, and now this new family, that I make. I feel incredibly grateful, for all of it, all of them, every one.” There is one question that remains before Tünde goes back to her packed agenda: how many people will be covering her during her maternity leave? “Ha ha!,” she laughs, “we will have to take some time to see if there is anyone out there who fits the bill!” ■

make space for both in my busy agenda” laughs Tünde. “In fact I am the only person in the company who has the rare honour of leading both brands, so I see it as a personal challenge to make equal efforts for both.” So how does that work in reality? “Well, each brand has a product portfolio with different attributes that make it suitable for a certain type of project, or customer need,” explains Tünde, “so we don’t really see cases where a difficult decision has to be made about which to recommend, for instance. There are common meetings with Purmo Radson and Vogel & Noot, and when a project is discussed, it is usually quite clear which brand it is most suited to.

THE CUSTOMER

“We sell exclusively to wholesalers,” explains Tünde. “For Purmo Radson we have a very well established network of 20 major wholesalers, with 150 stores across the country, and they also supply the neighbouring Republic of Moldavia. Wholesalers supply the installers, who act as advisors to end-users, the consumer. The market in Romania is still 70% dominated by cheap Turkish radiators, which are a prominent

THE BEST OF BOTH WARMTHS



Benefit from the ideal partnership that brings ultimate indoor comfort to any home

Why choose between radiators and underfloor heating when you can have the best of both warmths? The incredible energy efficiency of radiators throughout the home, coupled with that satisfying warmth beneath your feet: it’s the perfect combination. When used together, radiators and an underfloor system are the most effective and efficient way to heat your home. Purmo Radson radiators and underfloor systems are guaranteed for 10 years, giving you the added reassurance of quality and reliability. So when you’re deciding on your next heating system, the best decision is both.

STAYING AHEAD IN UNDERFLOOR HEATING

In a quiet office on the second floor of a discreet building in the north of Germany, Clever Magazine meets the man whose production plant is responsible for the good name of plastic. Or to be more precise, the hundreds of thousands of metres of plastic pipe that runs beneath customers' floors, warming and cooling them throughout the year. His name is Dominik Rössler, and we're here to talk about quality, amongst other things. But first, a little something about a prize for innovation...



DOMINIK RÖSSLER:

BORN Munich, (1960), grew up in the alps

EDUCATION - Boarding school near Munich
- Studied as a textile engineer
- BA and Masters in Economics at GBSA in Zurich

BACKGROUND

First job as product manager at the textile company Ergee, which made socks and stockings. He then moved to Homburg with a company called Kömmerling, which was at the time market leader in uPVC window profiles. He was responsible for new markets, opened the Asian market and developed the US. Had a chance to move to Vienna, to develop Austria and SE Europe. After this, he moved to the Fischer Group (fixings), where he worked for 10 years.

LEADING IN INNOVATION

"Germany's 100 Most Innovative Companies" was a national competition among small and medium sized enterprises. We applied on behalf of the factory, originally just as a benchmark really. Just to see where we were. So we were genuinely delighted to be informed that we were high in the ranking. And the ranking was based on product, innovation, processes, all compared with industry peers. So it was a helpful process to have that kind of mirror held up to us, to see how we were perceived. Our image in the market is driven by 3 things: quality, delivery performance and services, and innovation."

The people here are also very performance-driven, which is exactly what customers expect. We will soon be installing new machines to improve productivity, and shortly we will be built up our new warehouse, to ensure capacity fulfillment. And of course we are one of the only sites with an in-house electron crosslinking facility. This produces a very clean pipe, since there is no liquid chemical process involved, and there is a better homogeneity, since we pass the pipe through the electron beam several times to ensure complete coverage."

RELIABILITY AND QUALITY

"The philosophy behind everything we produce, every type of pipe, is quality. A lot of our customers appreciate the fact that German engineering is behind the product, and the levels of quality that we demand of ourselves and our products; our customers trust that. When we send a sample to customers, they can be sure that a larger order of the same pipe will be of exactly the same quality as the sample. You find a lot in the market that this is not the case, especially from manufacturers in the east. It is a known issue, and we are proud of the fact that we are 100% reliable and trustworthy in that respect."

I believe we will see a continuing upturn in the market for underfloor heating. As renewable energies gain favour, and people focus on saving energy, of course, there will be more people looking at underfloor for heating and cooling. Which is good news for us, naturally."

THE SOURCE OF INVENTION

Taking a tour of the factory, it is clear that Dominik and his team are incredibly proud of the processes and products that ship from here to customers throughout their delivery network. As a distinctive orange



pipe rolls off the production line onto a 8.000 metre-capacity drum, we hear the story of the invention of the pipe we know today as PexPenta. "It was developed here, yes," the lead technician tells us. "Before we produced this 5-layer pipe, the industry standard was 3 to 4 layers. And also to have the oxygen barrier layer firmly held between two layers of crosslinked PE. And we're proud of the fact that customers can rely on it of course."

Dominik is ultimately accountable for everything that enters and exits the factory, something he relishes. "Of course it is a big responsibility, but I work with people who I trust entirely, who also have the highest levels of quality firmly on their minds. From the moment the granulate is tested, before it even enters the processing plant, to the finished product packaged in coils ready to ship to the customer, it is a robust process that we have honed and perfected, and one that runs along strict quality assurance lines. It means that our customers have quality they can rely on. Let's put it this way, I am constantly aware that our products are destined to function beneath customers' floors. If something goes wrong, the cost and time involved in fixing any problem – that is a substantial issue. So I make it my personal duty to make sure none of our products cause problems. It's that simple. Our pipes have been tested for 10,000 hours, a figure which is extrapolated to predict the performance of the pipe over 50 years; and they have been approved well beyond that figure." ■



RAISING STANDARDS IN **INDOOR COMFORT**

WITH ITS DISTINCTIVE PURMO RADSON ORANGE COLOUR, AND ITS REASSURING 30 YEAR WARRANTY, PEXPENTA HAS NOW OFFICIALLY JOINED OUR PRODUCT PORTFOLIO. “WE ARE DELIGHTED TO ANNOUNCE THE LAUNCH OF THIS INNOVATION IN UNDERFLOOR HEATING,” SAID TOMASZ TARABURA (BRAND DIRECTOR PURMO RADSON LVI) AT THE PRESS BRIEFING AT THIS YEAR’S ISH IN FRANKFURT. “OUR CUSTOMERS CAN NOW RELIABLY OFFER END-USERS WHAT WE CALL ‘THE BEST OF BOTH WARMTHS’ – RADIATORS AND UNDERFLOOR HEATING – UNDER THE UMBRELLA OF THE WORLD’S LEADER IN INDOOR COMFORT, RETTIG ICC.

THE BEST OF BOTH WARMTHS

Underfloor heating systems are a perfect complement to any central heating system using low temperature radiators. LTRs help increase the energy efficiency of the underfloor system, which in turn provides that added touch of comfort in hallways and bathrooms in the home. “We have worked hard to provide a full portfolio of choice to our installer and customer network,” explains Stefan Ramos (Brand marketing manager), who was also at the ISH launch event. “At the end of the day, we do not want end-users to miss out on the perfect heating solution for their home. We do not want our installers to have to take sides in their recommendation. If the decision at the end of the day is between LTRs and underfloor heating, our recommendation is an ideal combination of both.”

PIONEERS IN PLASTIC PIPES

Before PexPenta was developed, the industry standard in underfloor 4 or even a 3-layer construction. Researchers and polymer scientists at the production plant where PexPenta is produced today, were responsible for the breakthrough. The 5 layers in PexPenta are

simultaneously extruded: that is, all 5 layers are formed together. Many other underfloor pipes are formed in separate processes: the inner layer is created, then the pipe is wound onto a drum. The pipe then goes through a second process where additional layers are coated onto the pipe. Because PexPenta’s layers are extruded at the same point, each layer is securely bonded at the point of production. “This gives an added level of reassurance,” says Stefan, “because it eliminates the possibility of error that might come with a second pass through the extrusion process.” To make this 5-layer simultaneous extrusion possible, an entirely new manufacturing process was required.

FIVE FUNCTIONAL LAYERS

Not only is PexPenta Purmo Radson’s a simultaneously-extruded 5-layer pipe, it has another key benefit, as Mikko Iivonen, Director Technical Environment and Standards, Rettig ICC, explains. “There are other pipes on the market that have 5 layers. Technically that is true, but only PexPenta has a thick external PEX layer that provides strong abrasion protection. PexPenta has five functional layers. Their prime purpose is to enclose the central EVOH layer. This is the most important layer in the pipe, and is positioned centrally in the construction. EVOH – ethylene vinyl alcohol copolymer – is an essential component in PexPenta. It prevents the intrusion of oxygen into the system water, which must be free of oxygen at all times, since it would attack any

metal surfaces and begin a corrosion that would threaten the system and cause potentially catastrophic leakage. For that reason, PexPenta fixes the EVOH layer firmly between two protective PEX layers, of equal thickness. Thus any oxygen molecule would have to pass first through the outer PEX layer, then through the EVOH layer, and through the second PEX layer before it could reach the system water. The 5-layer construction of PexPenta ensures this can never happen.

THE INDUSTRY’S MOST ADVANCED AND RIGOROUS IN-HOUSE TESTING

PexPenta is produced in a unique plant with its own lab and testing facilities. It is in fact the only plant in the industry where such >>



extensive testing equipment is used during the manufacturing process. Permanent helium leak testing, creep strength fatigue testing, and more. Every millimetre of PexPenta undergoes such extremes of testing, that if a single molecule of gas passes through the protective layers, the pipe is destroyed because it does not meet our high performance standards.

A detailed Technical Brochure has been developed to accompany the launch, giving the full background on the construction process and the various testing steps.

A QUICK GUIDE TO CROSSLINKING

The final step of the process takes place behind walls two metres thick, in a secure bunker where an electron beam accelerator targets electrons at the pipe which is spooled into the bunker. During several passes through the electron beam, the polymer chains within the pipe are transformed, from unconnected chains of polyethylene (PE) into strong yet flexible crosslinked chains. These crosslinked (PE-X) chains have superior levels of performance, compared with their previous PE state: they are stronger mechanically, they are more resistant to pressure, and can withstand much higher temperatures.

BENEFITS FOR THE INSTALLER

PexPenta has been specially developed to make installation easy. Because its sturdy outer layer protects the central EVOH oxygen barrier against damage, the pipe can withstand all the usual abrasion found on a construction or renovation site. It is strong enough to walk on without worry, yet flexible enough to bend easily into shape. So installers have no need to worry about scratches or

wear and tear, and can concentrate on the job in hand.

Purmo Radson is also adding another service to make the installer's work easier, as Tomasz explains. "We are offering a 48-hour floorplan service. Installers simply send us the dimensions of the project where they are putting in the underfloor system. Our technicians then aim to provide the full layout plan, including the amount of PexPenta they will need, within two working days."

And if that wasn't enough to convince you, the PexPenta package also includes a pre-assembled manifold. "Pre-mounted flow indicators, thermal motors if it is also a cooling system, everything is included so the underfloor system can be up and running as quickly as possible."

Now *that* is Clever. ■



▲ **Stefan Ramos and Dominik Rössler**
Stefan Ramos, Brand marketing manager, Purmo Radson.
Dominik Rössler, Managing Director, Hewing GmbH



Enno Narten inspired generations of young Germans to explore the joys of nature. His pivotal role as a Wandervogel (“wandering bird”) and member of the Jugendbewegung (German Youth Movement) in the early 20th century has had a lasting impact, almost 100 years later. In 1920, Otto worked with

the Wandervogels and Jugendbewegung members to organise the purchase of a ruined 15th Century castle in Ludwigstein, Hessen. Together, they founded the predecessor of today’s Ludwigstein Youth Castle organisation, which operates on principles of respect for nature, and serves as a youth education centre and Jugendbewegung archive.

FOR THE LOVE OF NATURE AND THE GREAT OUTDOORS

Along the outer perimeter of the castle there is a new building, still in keeping with the architecture of the castle, but entirely modern in its approach to ecology and sustainability. Dedicated to the memory of the man who loved nature and the environment, the Enno Narten building was designed and constructed to comply with the Youth Castle’s ecological principles. Funded by the youth foundation “Stiftung Deutsche Jugendmarke” as well as the federal and state governments, the building covers 330 sq m and was constructed in just 6 months.

RENEWABLE ENERGY + DEGRADABLE MATERIALS = ENVIRONMENTAL MASTERPIECE

The long two-storey building faces south, and features floor-level three-pane windows to make best use of the sun’s warmth, while the north side features only a few skylights and smaller windows. All construction materials were chosen for their degradability: sandstone, wood, clay, and the straw that gives the building its ‘Straw Bale House’ status. Timber boards for walls are filled with straw bales for insulation, then plastered with clay. The tiled roof is also insulated with straw, and supported by crossed wooden beams.

Planner Meike Pisl and construction engineer Gunthard H. A. Stübiger managed the project, offering their services without charge. It was

their decision to specify Purmo radiators for the project, choosing a combination of Plan Compact, Horizontal Compact and Vertical Narbonne. In the classrooms beneath the roof, Horizontal Compact radiators were installed below the likewise horizontal windows. In workshops and bathrooms with floor level windows, Vertical Narbonne radiators are used. These radiators consist of vertical flat pipes and offer a lot of flexibility. By linking the flat pipes, 20 different unit lengths can be created. The height of the Narbonne can be adapted to the architectural situation: where space for radiators is limited, such as between two high windows, it makes full use of the available wall space with an installation height of up to 2200 mm. Furthermore, the radiator is very easy to clean thoroughly, useful especially in the workshops, where activities can create dust.

Because of its construction, the Enno Narten building offers a healthy indoor climate: in the winter, the warmth is stored in the straw-insulated walls, while in the summer the heat stays outside and the rooms are comfortably cool. Comfort and healthy warmth are also provided by the low temperature radiators. They respond quickly to indoor temperature changes from free heat gains, for example when the temperature rises because of people in the room or the use of electrical appliances. This is especially important in low energy buildings, as hardly any warmth is released outside because of the low transmission heat loss.

LOW ENERGY INSPIRATION

The energy supply for the straw bale building as well as for the entire castle buildings is based exclusively on renewable fuels. For water and indoor heating, pellet heating in the cellar as well as a solar and photovoltaic installation on the building’s roof are used. At low heating load levels, heat from the thermal power station in the castle’s main buildings is transmitted to the straw bale house. Thanks to its special construction and the excellent insulation qualities of the materials used, the building’s transmission heat loss (HT’) is low: at 0.35 W/m²K it is way below the maximum value prescribed by EnEV 2009 for low energy buildings, which is 0.49 W/m²K. Equally low is the heating demand: only 29 W/m² are required.

If Enno Narten could see the legacy he left behind, and the people he still inspires there is no doubt he would approve of the way the castle that so enthused him has helped instigate the creation of another inspirational building. ■

LOVING NATURE IN THE CASTLE’S SHADOW

How did a castle from 1425 inspire 15,000 volunteers to build Germany’s largest timber framed building with straw bale insulation? For the answer, we must go back almost 100 years, when a young German man called Enno Narten had an idea in Hessen. Today, that idea has grown to become a centre for Germany’s Youth Movement, and Purmo radiators are an integral part of a building that has been honoured by UNESCO as a model project for the UN decade of education for sustainable development.

PUTTING THE BITE INTO OUTDOOR COOKING



What happens if you take 117 people from 17 different countries on a quest for flavour? And what if that journey lasts 20 days, taking in 5 countries and almost 17,000 kilometres? The answer may surprise you: 16,000 beautiful

books, each with 224 pages filled with 123 recipes, translated into 14 languages. There are other surprises surrounding the book of course. The first is that this professional hardback was created for and by Purmo Radson, with a dedicated chef, photographer and copywriter all joining the team as they criss-crossed Europe. The next surprise is that this wasn't the first such book. We talked to DirkJan Donatz, from Skillz Advertising, for a look behind the scenes.

"The idea started with the first book, The Great Taste Of Teamwork," says DirkJan. "We wanted to create something for the Purmo Radson family and their customers that was truly unique. Something memorable and original, something that was useful and informative as well as fun and an insight into the people in Purmo Radson. The process was a practical exercise in corporate branding as much as anything," he continues, "because the four brand pillars had to be equally represented. Of the four, 'Product' and 'Quality' were already well known by customers and suppliers – they are clearly visible in everything that leaves every factory. But our task was to find a way to communicate 'People' and 'Inspiration' – to find a way to communicate the core values of Purmo Radson in a genuine and lasting way. The result, the first cooking book, was so popular that we had to have an extra print run."

WHY OUTDOOR COOKING?

If you haven't seen one of the 16,000 copies of Outdoor Cooking With A Bite currently in circulation, you may be asking why a heating company – whose raison d'être is indoor comfort – decided to make a book about making food outside. "We didn't choose the subject by accident," laughs DirkJan. "Think about it. Food is about creating comfort and warmth inside your body. Purmo Radson creates products that provide warmth outside the body. The book is the combination of comfort and warmth inside and outside. And, like the first book, this one communicates the twin pillars People and Inspiration." Which makes perfect sense, especially when you see the book for yourself.



If you have never worked in marketing, or worked with an agency, you'll be surprised at the amount of work involved in creating the book from scratch. "After the road trip was done, we had thousands of photos, hundreds of great recipes and a lifetime of wonderful memories," recalls DirkJan. "And then the hard work started. Art directors worked

with designers on the layout of the book; copywriters turned the facts into stories, and within a few weeks we had an outline idea of the scope of the project. We knew what had to go where, and day by day over the next two months we filled in the gaps, always keeping in mind that this wasn't just a book filled with food and close-knit

"The making of a culinary curiosity"

teams enjoying new ways of working with each other. It was also an introduction to Purmo Radson – this could in many cases be the first thing that prospects or new customers saw about the company, so we had to be sure at all times during production that it represented the company's brand values."

INTERNATIONAL CONSULTATION

With so many people involved, there was almost daily contact between the agency and the marketing contacts at Purmo Radson. The country sales teams represented in the book each provided some background facts about their recent work, and professional copywriters turned their backgrounds into insightful snapshots of each country. "Before anything goes to print, it has to be approved, which can involve rewriting, and when this involves 17 different contacts, the organization and planning can be very complex," says DirkJan.

Of course, the book wasn't just about words, with not one but two photographers involved. "We had a photographer with us on the road trip to cover the 'action' shots, the pictures of the cooking and the teams enjoying the barbecue feasts," explains DirkJan, "but Purmo Radson expected a top quality book with high production values. So we also had to make individual studio shots of each recipe, which we shot back in the Netherlands, where the agency is based."

Going behind the scenes of the creation can be an enlightening experience. In the world of marketing, it can more often be confusing too. "Here's an interesting fact for anyone who hasn't worked in marketing," says DirkJan. "If you make a book of English text that fills 100 pages, as soon as it's translated, it will fill around 130 pages. We finished a book in 14 languages, without missing a single word in the translation from English, and every version in every language has the same number of pages, two hundred and twenty four." ■



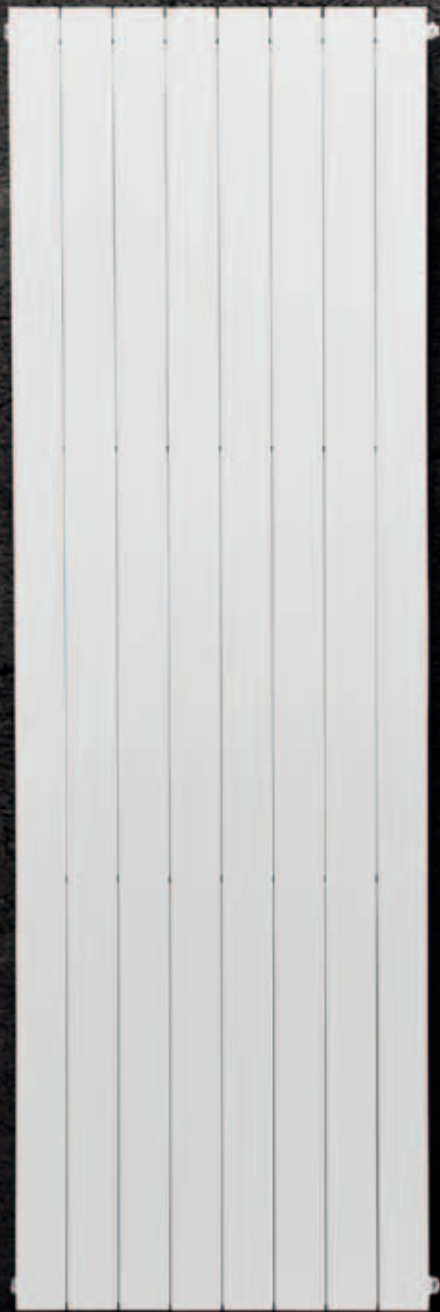
Family portrait

Think vertical

Product	Faro V
Brand	Purmo Radson
Type	1800x450
Colour	RAL 9007

Product	Tinos
Brand	Purmo Radson
Type	1800x475
Colour	0104

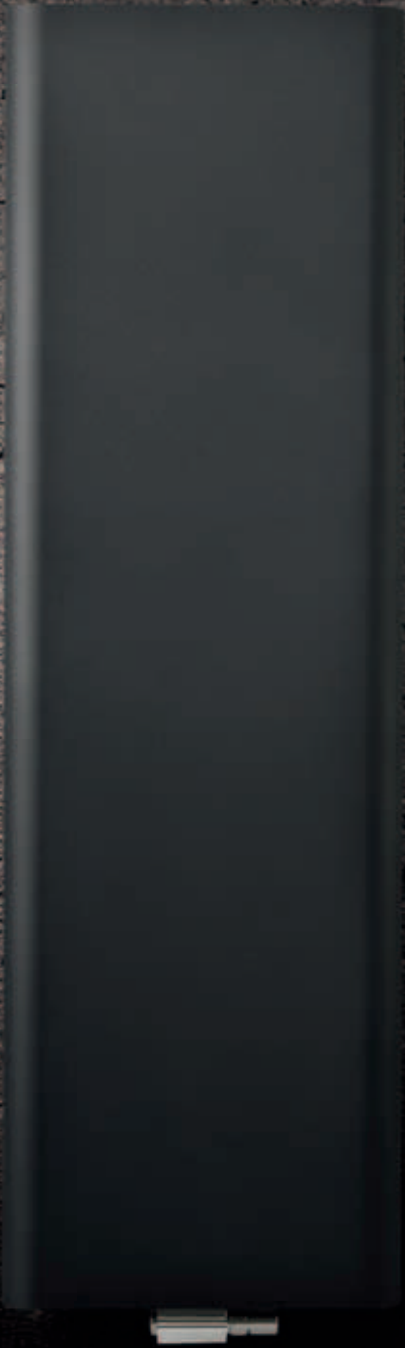
Product	Kos V
Brand	Purmo Radson
Type	1800x450
Colour	RAL 9016



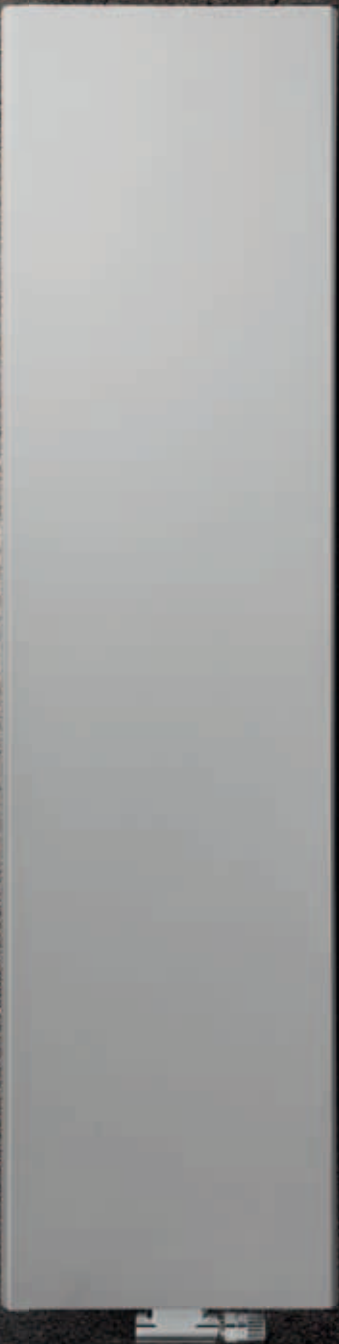
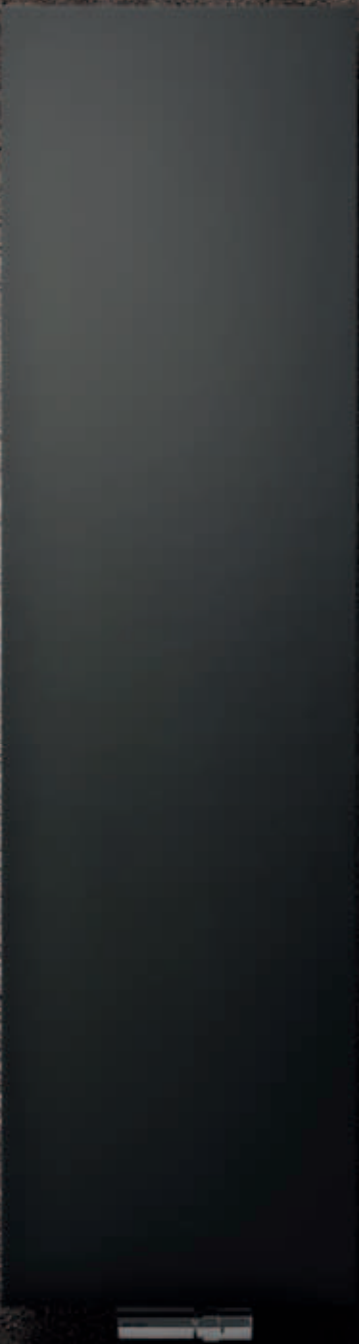
Product	Narbonne V
Brand	Purmo Radson
Type	1800x574
Colour	RAL 9016



Product	Delta V
Brand	Purmo Radson
Type	1800x500
Colour	RAL 9016



Product	Paros
Brand	Purmo Radson
Type	1800x380/530
Colour	0104



PEXPENTA⁵
SETTING THE STANDARD

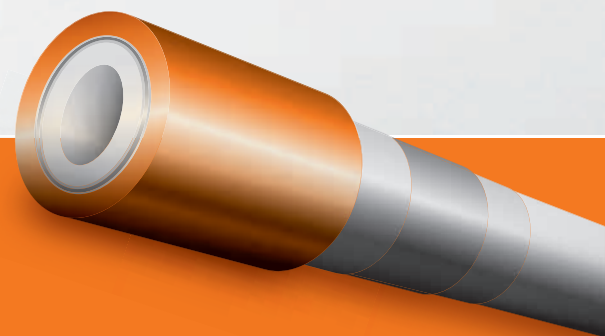


PURMO RAISED
THE BAR AGAIN
IN **UNDERFLOOR
HEATING**



The new standard in underfloor heating

New standards in installation simplicity, new levels of flexibility and longer-lasting product durability. All these features are now available in one remarkable underfloor innovation from Purmo, the new PexPenta[®] pipe. Offer your customers all the benefits of underfloor heating, from the trusted name in indoor comfort. Visit www.purmo.com/pexpenta for more information.



Purmo High Performance Pipe PexPenta[®]

PEXPENTA⁵
SETTING THE STANDARD

PURMO 
clever heating solutions

RADSON 
clever heating solutions