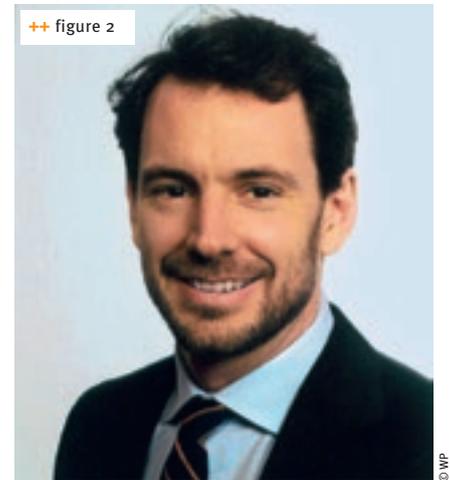


Utilizing opportunities for the future

TOGETHER WITH ITS SUBSIDIARIES, THE WP BAKERY GROUP HAS BEGUN THE SECOND STAGE OF ITS “THINK PROCESS” ORGANIZATION CONCEPT



++ figure 1
Dietmar Bohlen, Managing Director Sales of the WP Bakery Group



++ figure 2
Adrian van Dillen, Group Management Board Chairman

+ The concept links together more strongly and efficiently, both with one another and with the sales companies at home and abroad, the manufacturing subsidiaries and the parent company in Dinkelsbühl, WP IB in Tamm, both in Germany, WP Haton in Panningen, the Netherlands, and WP Kemper in Rietberg, Germany. The concept focuses on two principles: a) the “Think Process” principle, which gave the concept its name and stands for consistent alignment towards the baking production process, and b) the principle of competence centers for particular parts of the production process.

As a result this matrix creates a distribution structure that is rigorously aligned to the specific process organization of sales/distribution and can when necessary call upon highly qualified engineers from the individual factories to solve particular problems. A group of area sales managers has now been established for this purpose at the group’s headquarters in Bielefeld, who work for the entire group as a communications hub between particular countries or groups of countries, including the representations and subsidiaries and the production companies located there. The new group is headed by Dietmar Bohlen, who recently joined the group. Bohlen says: “The markets are very different. The structures and requirements in the growth markets of Latin America or Africa cannot be compared with those in Europe or in the USA. We see great opportunities for the future in working very individually and intensively with every individual market.”

Focusing the production subsidiaries on individual fields of engineering and/or technology will continue in parallel with this, one exception being WP IB, to the extent that the staff there will deal with the project design and development of the so-called turnkey business, which involves entire lines

or production facilities. WP Haton will also continue to deal with the make-up of large loaves, while dough manufacture and the make-up of small baked goods is allocated to WP Kemper. In future the staff in Dinkelsbühl will concentrate on the entire oven know-how from development and design to production. Taking care of small baking plants will go to Rietberg, which will lead to a downsizing of jobs in Dinkelsbühl, and this will be balanced by a short and medium term build-up of the newly-created structures in sales and engineering at all the sites. A social plan is currently being negotiated with the Works Council for the outgoing Dinkelsbühl employees.

According to Adrian van Dillen, Chairman of the Group’s Management Board, the background to the second step in the reorganization is the shift in the markets. In 2012 the group made more than 30 % of its sales in Germany, with 34 % originating from the rest of the EU zone and the biggest demand, 36 %, now coming from markets outside the European Union. Van Dillen explains: “That will intensify further in the next few years. Asia, Africa and Latin America are currently growing very strongly, while the shifts taking place in Europe and specifically in Germany are mainly structural. The new markets require us to provide technologies adapted to the respective markets and a machine construction that takes account of the infrastructure in the countries. If a production line in an emerging or developing country misbehaves, we cannot deploy a service engineer as we can in this country, instead we must be in a position to rectify the problem by using the factory’s own personnel via digital communication. On the other hand the requirements arising from these countries are much wider and deeper. Customers there expect not only faultless technology, they also want help with product development, staff training, and in some cases even long-term support for their production processes including quality assurance.” +++



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