



What is the secret?

Sveba-Dahlen's wide product range comprises ovens and retarder-provers for both large and small bakeries. Our reliable and user-friendly products give you the best conditions for an efficient, faster and more even bake.



We mix the latest technology with baking traditions in a unique combination. Programmable panels and patented rotation systems are only a few of the technical innovations that make Sveba-Dahlen to a world leading company in baking technology.

Quality is no secret



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Production factor knowledge

f2m, our publishing house, together with the German Association of Industrial Bakeries and the Association of German Bakery Technology, a specialist organization for production experts from the baking industry, recently organized a career meeting for the new generation of academics in the bakery industry which took place in Bremen, Germany. 135 food technology students participated and listened to a number of lectures, which raised lively discussions. They were also able to meet with the representatives of many companies and visited, together with us a number of bakeries and bakery suppliers.

The young people were highly motivated, attentive, interested and well prepared. This might be partly due to the fact that the occupational outlook for prospective food technologists and technicians is not very good in the German-speaking countries. Personally, I am positive that this is because the bakery trade is slowly but surely losing the image of being the "last chance" for anybody who can not find a job anywhere else.

Production knowledge is available and whoever is prepared to look around the entire food industry will find out how important this factor will be in the future. Competition driven by price is a one-way street which comes to a stop when the monies have been exchanged. Competition driven by differentiation can happen via products and market appearance but also via intelligent utilization of existing or the identification of new resources. The resulting competitive edge will last longer than the one gained by marketing efforts. Today it is easy to copy a product and here the only question raised is who has the better laboratory. Cost benefits achieved by more intelligent organization of production processes, by replacement of raw materials etc. are much harder to identify and to copy.

A decisive prerequisite is needed for this realization. Senior managers must not be afraid of smart employees. However, there are still supporters of a patriarchal management system according to the motto: "I am the boss and I know it all. I just need cheap labor that does what I say." In general, these are the same people that complain vociferously if someone starts to compete with them for business. They themselves jeopardize the future of their own businesses with their management style.

We have left the machine age behind and have embarked on the information age. Knowledge will become the decisive factor for success. Highly qualified employees with sufficient know-how to see and make use of what is happening and opening their minds to it, will be more important than ever. No doubt it will take a few years before a student has developed into such a valuable employee with specific knowledge of the industry and business. But it will happen; it is only a matter of time.

Sincerely yours,



++ Hildegard Keil, editor-in-chief
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are always appreciated:

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