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B GLOBAL

- › MEXICO: NEW MANAGING DIRECTOR
- › SWITZERLAND: DISTRICT HEATING FOR ZURICH
- › SPAIN: VITORIA-GASTEIZ IN THE BASQUE COUNTRY



TEAMWORK:
INTERVIEW WITH THE GERMAN WOMEN'S SOCCER
TEAM'S COACH MARTINA VOSS-TECKLEBURG

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BUHLMANN Rohr-Fittings-
Stahlhandel GmbH + Co. KG,
Arberger Hafendamm 1,
28309 Bremen, Germany

Editorial Team

Malte Addiks (responsible),
Gabriele Wiesenhavern
corporate_communications@
buhlmann-group.com

Images and Graphics

BUHLMANN GROUP,
DFB (P. 4),
Manfred Heyne (foto2press) (P. 5),
Carlotta Erler (P. 6 + 7),
iStock (P. 1 + 14 + 15)
Vaios Anastassiou (P. 16)

Design and Layout

Vaios Anastassiou

Printing

müllerditzten, Bremerhaven, Germany

EDITORIAL

75 YEARS OF TEAMWORK



LADIES AND GENTLEMEN,

This year is special for the BUHLMANN GROUP: We're celebrating our 75th company anniversary. What started as a two-person firm, founded in 1945 by Karl August and Mathilde Buhlmann in Bremen, has developed with the second and third generation into a globally active company with more than 700 employees in 18 countries. We are proud of this – and grateful to our customers and business partners for putting their trust in us. We grow through and with you!

Of course our gratitude also goes out to our employees and their commitment to the BUHLMANN GROUP. A continuously growing company which employs more and more people also faces an increasing number of challenges. That's why in this issue we have put an emphasis on the subject of teamwork. It is important to us that we see ourselves as a team. But how does one convey the feeling of a common bond to employees who are spread around the world? How do you construct a joint framework, where every team member feels valued and can bring out their strengths with the best possible results? We asked a woman who should really know the answers: Martina Voss-Tecklenburg, coach of the German Women's National Soccer Team. In this issue of **B GLOBAL**, she explains the teambuilding process and how she turns brilliant individuals into a very successfully functioning team.

Encouraging team spirit is important to develop cross-company dynamics and to establish a sense of unity among the individual company sites and divisions. With reports about the different countries and people we aim for transparency and a common spirit among ourselves and towards our customers and partners. Therefore, in this issue we visit BUHLMANN Spain, we talk to the new managing director in Mexico, Jaime Zubillaga, and we talk to our colleagues at DYLAN about a special challenge they had to face with a project in Finland. All this serves to uphold our vivid global network, which is important not merely internally but also externally: It creates trust, cooperation, and synergies which benefit our customers and partners all over the world. Hopefully for another 75 years – at least!

Yours sincerely,

Jan-Oliver Buhlmann

NATIONAL COACH MARTINA VOSS-TECKLENBURG ON THE SUBJECT OF TEAMWORK:

“YOU MUST DEFINE COMMON GOALS”

ABOUT THE PERSON

MARTINA VOSS- TECKLENBURG

Martina Voss-Tecklenburg (53) played in the German National Team from 1984 to 2000. In 2018 she succeeded Horst Hrubesch as coach of the German Women's National Soccer Team. From 2007 until 2012 she was also chief editor of the women's soccer magazine FF-Magazin, and since February 2018 she has been a member of the board of the German soccer club Fortuna Düsseldorf.



It's not sufficient to simply assemble the best people to be internationally successful. Collective success is only possible if every single person knows and fulfills their tasks. This is as true for companies as it is for sports. That's why we asked the woman who really knows what's important in regard to teambuilding: **B GLOBAL** interviewed the German women's national soccer coach to find out how she shapes an excellent team from Germany's top women players.

B GLOBAL // More than 20 female athletes from various premiere league clubs, everyone of them a specialist for their position – similar to **BUHLMANN GROUP** with 20 sites in 18 different countries. How do you get everyone to pull in the same direction?

Martina Voss-Tecklenburg // *Maybe the difficulty is comparable to what you experience in the company: You don't have everyone together in one spot continuously and you don't see each other very often – in the case of the national team we sometimes don't see each other for two or three months. When we get together again, for a training session or for game preparation, we have to redefine ourselves as a team.*

And how do you do that?

First of all, by getting to know the people well. It's one thing to know how every woman has to function technically and tactically. It's another to be familiar with their personality – you have to know the person and her character traits. Every player has individual goals. But you have to define a common goal, over and over again.

But the common goal – success – is clear, isn't it?

Every woman has the individual goal to be on the field for a game. But there is a team goal to which the players must subordinate. There's the question of roles, for example: Some players have a different role in the national team than in their clubs. Maybe they are leading players in their home teams but have to sit on the bench in the national team. The vital issue here is to communicate. It's the only way to form a team which does not merely get along well when there are eleven players on the field. The other 13 or 14 women have



The German team won on October 5 2019 with 8-0 against Ukraine

to be aware of their importance as well, even if they aren't playing. That is one of the biggest challenges – formulating goals and keeping in close contact.

The women are very different in age and their life experience varies greatly. Turid Knaak, for example, teaches at the university in Cologne, Lena Oberdorf just turned 18. How does that fit together?

We have school and college students, we have women in the midst of a working life. Every one of them has an image of herself. And basically, soccer is simple: Everybody wants to get on the field and win. The point is, how to tell them to accept a role that may not correspond with the image they have of themselves. Maybe the younger women are happy with being in the team at all. But the experienced players could be dissatisfied with not being on the field. This is where you have to motivate them to work for the team and support it anyway. The objective is to provide good training conditions. That means cooperating, even when you're not in the starting line-up.

Continued on page 6 ...

The reserve goalkeepers, for example, do not play very often ...

True, but they nevertheless have to support the number 1 by being a good goalkeeper team. Even if they compete with each other they have to give support when needed. That's a learning process which they have been part of since childhood because they grew up with a team sport.

Do younger players benefit from older ones? Do they accept advice?

Yes, absolutely. We have great personalities with a lot of experience in the team. Just take Dzszenifer Marozsán, one of the world's best female soccer players: Less experienced players who play the same position admire her. By the way, we demand that those women who have been on the team for a longer period keep up an active verbal exchange with the younger ones. And the older women, on the other hand, benefit from the carefreeness of youth. We try to consider the varying degrees of experience and various strengths in the teambuilding process. In a match we also strive to combine experience and youth instead of nominating two very young central defenders, for example.

When you say you demand an exchange, what do you mean? Are there workshops, or is this part of the theoretical training?

We work with sports psychologist Birgit Prinz who won the Women's World Player of the Year award several times and is the record goal-scorer of the DFB (German Football Association). Which is an advantage, because she has experienced just about everything there is to experience as a soccer player. Birgit works with the women individually and as a team. During the national team training sessions there are time slots in which different topics are discussed: How do I react to pressure, how can a team demonstrate power, what happens, if things are not running smoothly, which possibilities for action do I have. And also, how does the team see itself and how it wants to be received in public. These issues are discussed in individually as well as in team sessions. Another thing is that on some occasions we purposely let a leading player share a room with a younger team member to induce an active exchange outside of the training field.

If things run smoothly, everyone is praised. But how are the women prepared to deal with criticism, especially regarding the media?

On the one hand, there are media training courses which have the purpose of supporting and strengthening the players. On the other hand, they have to try to free themselves and value only those opinions which assess their performance realistically. It's the same for me as coach: If a championship isn't going as millions of people had hoped and there is a lot of criticism, I have to tell myself that these



people haven't seen training performances; they don't know what makes the players tick; they don't know how to gauge the opposing team and why we made which decision. But they'll criticize anyway. You need a lot of confidence and inner strength and you mustn't busy yourself with these things too long.

That's not easy, especially when it comes to social media.

The problem is, you love to read it when things go well and hate to see it when they go badly. Negative criticism is a burden. And of course the numbers of viewers and the media build up enormous pressure. Ultimately, everyone has to find a personal balance and an individual way of dealing with it. But the decisive thing is that the training team's feedback has priority for the players. As well as the feedback from people who are close to them and are a much better judge of performance because of this.

Are there disputes sometimes, regardless of the good will to keep up team coherence? Or are conflicts swept under the carpet?

During the World Cup we were a party of 60 people, including the 23 players, and that is a huge challenge for a head coach. Everyone



WOMEN'S FOOTBALL TEAMS AT THE EUROPEAN CHAMPIONSHIPS

- The first European Championship for Women was held in 1984. The Swedish team became European Champion.
- Thirteen teams have participated in the eleven European Championship final stages to date.
- The Dutch Women's National Team is the current European Champion
- The German team is record holder with 13 titles followed by Norway with two and Sweden with one title
- Birgit Prinz who now works as the Germans team psychologist is the record player with a total of 20 appearances in the final stages

wants to feel they're in good hands which means you have to provide a positive ambience. However, I am convinced that you can only be successful when you're also able to address unpleasant topics. Nothing should be swept under the carpet. If a coaching team or the players are unable to talk about unpleasant issues, we won't get far. This is also a learning process and doesn't happen from one day to the next because it needs trust. You have to get to know each other well to be able to judge how to address whom – whether TLC is needed or a verbal kick in the bum.

Is this also true among the players?

Sure, we want the team to learn how to handle their problems by themselves. The goal is to give responsibility over to the players. We don't want to be like the police and supervise everything. The team has to solve their problems on their own. That's what they have to do on the field, after all: When the game is on, the influence of the coaches is very limited.

Your aim is to strengthen individual responsibility.

That's correct, maybe sometimes two people have to lock themselves into a room, look each other in the eye and openly tell each other how they feel. And then they have to get on with pursuing the common goal. We can't have it that someone is ignored on the field because of personal sensitivities.

It's easy to define the objective if the team's performance doesn't meet expectations. But how do you uphold the tension when you're successful?

Oh, that's easy: The players want to be invited to the national team. For this to happen they must perform well in their home clubs, and they are all highly motivated. Sometimes you even have to slow them down a little. In a game like the one against England at Wembley Stadium with 90,000 spectators, everyone wants to be on the field. That's motivating enough. Every single one of them is proud to be wearing a national team jersey.

Questions by Gabriele Wiesenhavern

THE NEW MANAGING DIRECTOR AT BUHLMANN MEXICO:

JAIME ZUBILLAGA'S FIRST SIX MONTHS



That the 56-year-old mechanical engineer with more than 30 years of working experience wouldn't take long to make his mark on the BUHLMANN GROUP wasn't hard to predict. Jaime Zubillaga's former positions, among them seven years as Managing Director at MAN Energy Solutions for Mexico, Central America, Venezuela, and the Caribbean as well as his 13 years as Manager of the Energy Division of the Swiss Sulzer AG in Venezuela, provided the necessary know how. The married family-father talks about his start at BUHLMANN Mexico S.A. de C.V. and his plans for 2020.

GLOBAL // How was your start at BUHLMANN?

Jaime Zubillaga // *It was very positive, and I had very good support from everybody, particularly in Mexico and Spain. From the end of September to the beginning of October 2019, I had the opportunity to make a short trip through key BUHLMANN sites: I visited Duisburg, Bremen, two DYLAN sites in Oud-Beijerland and Roosendaal and I went to Spain. My main purpose was to get a better overview of the BUHLMANN GROUP and get to know key persons on each site.*

What are the biggest differences compared to your former place of employment?

The greatest differences – seen by me as a big advantage – are that, despite being a smaller size company, we handle things faster and easier including decision-making, without losing too much time and without bureaucratic issues. And a company like BUHLMANN gives me the opportunity to be treated as a family member, despite of the long distance from Mexico to the headquarters in Germany. Being a smaller company gives us more opportunity to be considered for personnel development and/or career opportunities, based on personal achievements, of course.

Have you adapted to our corporate culture yet?

Yes, our corporate culture's seven guiding principles will help me and my team in Mexico to pave the way on our journey with the BUHLMANN GROUP.

Did your personal living circumstances change, did you and your family have to move?

No at all. We didn't have to change anything or move. Our BUHLMANN Mexico office is not far away from my home and it is lo-

cated in one of the best business and residential areas of the very highly populated Mexico City.

What makes the Mexican BUHLMANN site special, what are the specific competencies?

There are many specialties, as in any other country or site. On one side, there is not much proactive planning in Mexico, as in many other Latin American countries. That forces us to be very efficient and expedite in importing pipes and accessories into Mexico. In some cases, we have lost business against US competitors since we don't yet have a good supplier and manufacturer base. Therefore, we started an initiative to find new suppliers and manufacturers in the US which, hopefully, will be completed by the end of 2020. On the other side, we can offer customers good added value in terms of logistics and expediting, including import procedures in Mexico to deliver goods DDP (Delivered Duty Paid). Only a Mexican entity is able to deliver the goods directly to the customer's premises and it is very well appreciated by most of our customers, considering the fact of the complicated procedures and permits for imports into Mexico.

Have you made any significant changes so far?

No, since I have only been with BUHLMANN for little more than half a year. But they will come in the short- to medium-term future. In 2020 we intend to increase the results achieved in 2019, despite the negative economic forecasts. We urgently need to acquire new customers, especially in the fields of EPC (engineering procurement and construction) for oil refineries and combined cycle power plants.

What are your personal goals?

My goal is to remain in my present position and expand horizontally and ensure we achieve the greatest possible success for the BUHLMANN GROUP.

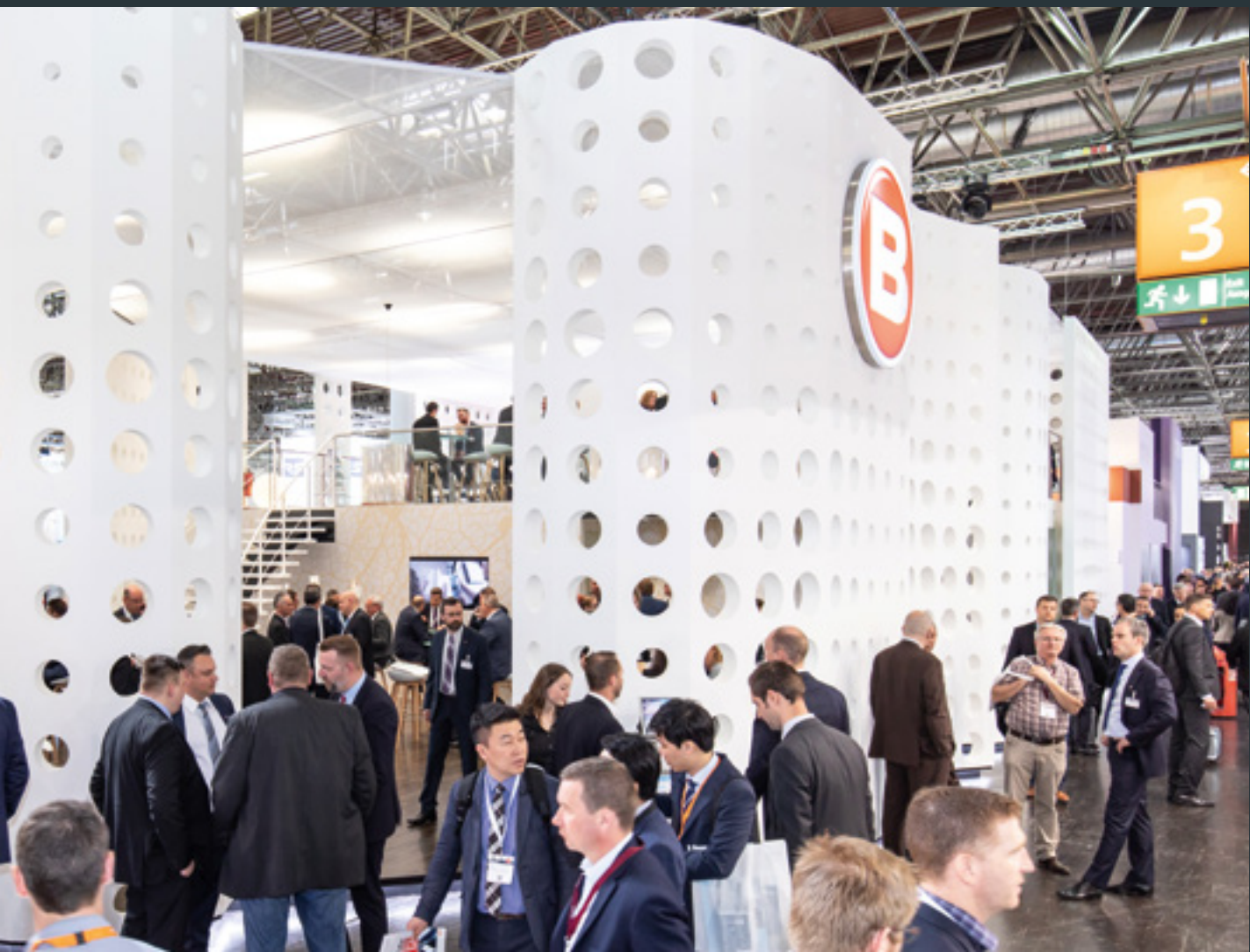
Questions by Gabriele Wiesenhavern



BUHLMANN AT THE TUBE 2020

The largest event in the industry is taking place from March 30th to April 3rd in Düsseldorf. This time, it is a special occasion for the BUHLMANN GROUP: The 75th company anniversary is a big issue at the largest international trade fair of the tube-processing industry and will be celebrated with customers and partners. **B** GLOBAL wanted to know why the company's attendance is so important.

The long-term success of classic trade fairs has often been questioned in recent times. Declining figures for the IAA in Frankfurt and the discontinuation of the CEBIT in Hanover are undeniable facts. Particularly because of the growing importance of the Internet and social media, many companies see the future of trade fairs in the virtual world. In addition, the presence at a fair is a great effort for a company: huge booth hiring fees, high costs for lodging and transport, a great time effort regarding planning and organizing as well as personnel requirements before and during the fair. Is this still appropriate in this day and age; is it worth the effort? These questions cannot simply be answered with a clear yes or no because it is not possible to measure establishment and fostering of good contacts in figures.



One of the arguments in favor of being present at a fair are customer relations. Especially with a company anniversary, the fair serves not merely as a platform for customer contacts but also as an instrument to express appreciation towards customers and business partners. During these five days almost all well-known representatives of the trade will meet in one location – in person. Even if an online presence offers various digital possibilities, the value of personal interaction with customers should not be underestimated. Almost no other place offers such an uncomplicated way of communication. Particularly in an anniversary year, questions such as “What does the future of the company look like?”, or “What makes the company stand out from the competition?” can be answered directly. Presence at a trade fair is a valuable opportunity to intensify customer relations and establish new contacts. BUHLMANN’s COO Jörg Klüver also appreciates the pioneering spirit of a trade fair visit: “I often find that a personal exchange inspires confidence and that the companies give each other some momentum.”

BUHLMANN’s International Sales Director Christian Dörner is expecting a lot of customers from other European countries and beyond: “The fair is an ideal opportunity for a cumulative and con-

centrated week of live meetings with customers at our wonderful booth. In addition, we encounter new customers who don’t know our company yet. Primarily we invite customers to our booth for an exchange about the current business situation and further projects. That has always worked well in the Export Division for the last years. We’re looking forward to the coming TUBE, even if the industry is currently not exactly flourishing.”

Finally, when you regard the presence at a trade fair as a reflection of the company itself, there is also the representative aspect. The 75th company anniversary will of course be visually reflected by the appearance of the booth. The BUHLMANN GROUP is present in a prominent position and will welcome visitors in Hall 3, location B 20.

Text: Gabriele Wiesenhavern

DYLAN: EXCESS LENGTH WITHOUT ANY WELDS

Last summer, DYLAN from Oud-Beijerland, the Netherlands, faced a truly major task. For a so-called hydrocracker plant in a refinery in the Finnish town of Porvoo, our customer needed stainless steel pipes made of a heat resistant material grade, that had to be manufactured completely without welding seams.

In a hydrocracker plant, petrol, kerosene or diesel fuel is produced using a hydrogen-rich gas at high pressures and temperatures of up to 480 degrees Celsius. "Since our pipes were to be used in an area of the refinery that is particularly critical, the customer insisted that the pipes have no welds," explains Rob Gabreëls,

Senior Account Manager who supervised the project. "And since the pipes were 17.1 meters long, it was difficult to find a mill that could manufacture such pipes," he adds. The length of the products was also a challenge for the team from the Netherlands concerning the transport: "Because the manufacturer is based in China and regular containers were too small, we had to access a cargo ship that was ready for us at the right time," reports Rob Gabreëls. This was found and transported the required products to their destination on time.



> The start of the journey: The pipes are loaded for transportation to Finland

BUHLMANN'S CHALLENGE FOR ZURICH'S DISTRICT HEATING

LITTLE SPACE LITTLE TIME



Long-distance or district heating is ecologically friendly, comfortable, low-priced and therefore an interesting heat supply option. In the west region of Zurich, Switzerland, the Caliqua company was commissioned to provide the waste incineration plant at Josefstrasse with a new boiler facility for top heat loads and support. The BUHLMANN GROUP was involved in this project and in the provision of a new pipeline connection.

"The district heating pipeline is laid out underground in the city center. We had the job of delivering almost 40 truckloads of coated, welded pipes", says Sales Manager Nicole Herbot, who was involved in the project. The customer had determined exactly what and when material had to be delivered. It was thanks to the close cooperation of all the departments involved, from Sales, Warehousing and Logistics through to Central Back-Office that we were able to handle this task successfully.

"Next to the time schedule, the storage capacities at the company who coated the pipes and at the customer site were also very challenging", Nicole Herbot explains. Therefore, a precise delivery schedule of two shipments per week to and from the coating company with a subsequent direct transport to Switzerland was worked out. In Zurich, the interim storage was located underground. "Here, the customer was very well prepared in advance to make the space-saving storage of a lot of material possible." Among other things, every pipe was fitted with two lifting straps to make storage and retrieval easier. Thanks to the good internal cooperation, this applied to the entire project.

Texts: Malte Addiks

A VISIT TO VITORIA-GASTEIZ

“It reminds me a little of Bavaria, my former home”, System Engineer Stephanie Kirchner from Bremen said when she returned from the Basque Country last October. She was there to support the IT set-up after the relocation to Calle Zorrolleta in Vitoria-Gasteiz. We wanted to find out whether she was referring to the landscape or the special customs of the population and talked to Mitxel Perez, Head of D2D and Frame Contracts, about the country and people.

A proud heritage and proud people make Vitoria-Gasteiz in the North of Spain a very special place and in no way comparable to the usual Spanish cliché of “vamos a la playa” and sangria by the bucket. The mountainous landscape bordering the Bay of Biscay shows a rather rugged beauty. That is also true for the climate, says Mitxel Perez, a true Basque himself. “The winters are very cold, which inspired

the nickname ‘Siberia-Gasteiz’. The rest of the year we have ‘English’ weather. One thing is clear: Don’t come to the Basque country without a raincoat, even during the summer. You’ll need it.”

The capital of the Spanish autonomous Basque country region presents the duality of cultures even in the name: Vitoria is the Spanish name, Gasteiz is Basque for this city with its approximately 250,000 inhabitants. Among the 20 BUHLMANN employees both languages are spoken, however, Spanish officially sets the tone. “This region is slightly different from the rest of Spain because our country has a deep industrial tradition influenced by France and England in the past.” He explains that one of the reasons Vitoria Gasteiz is an ideal business location is the proximity to many tube producers: “Tubos Reunidos, Productos Tubulares, Tubacex and others – there is no other region with such a concen-

tration of tube industry in Spain.” Which explains the relocation of the warehouse from Castellon on the Mediterranean coast to Vitoria-Gasteiz. “We are more focused on day-to-day business, or D2D for short, so a change to a more industrial area was required. So, where better than close to the producers and the customers from the chemical, petro-chemical, and power industry?” Another advantage is the new common location of office and warehouse, which to Mitxel Perez means a quicker, more direct and reliable service that is also more cost-efficient for the clients. His summary: “Everything is now more customer-friendly.”

Vitoria-Gasteiz’ architecture mirrors the centuries of its existence from Gothic to Late-Gothic up to the ultra-modern Museum ‘Artium’, which has its showrooms largely underground. To visitors who have a little more time, Perez also recommends





a visit to the Basque coast, for example to San Sebastian, located about 100 kilometers away. Or to Bilbao with the famous Guggenheim Museum which is about 60 kilometers from Vitoria-Gasteiz. Last but not least, Mitxel Perez points out the magic of San Juan de Gaztelugatxe: "What can I say – it's where I'm from!"

Whether customer visits or private sight-seeing tours to the Basque country, one thing Perez' feels shouldn't be left out is the tasting of local specialties. Among those he names are Bacalao – dried fish – and Txuleton, The latter is a steak from a very old, lardy cow and it at least sounds like it needs some getting used to.

By the way, the writer Ken Follett is said to have been inspired by Vitoria Gasteiz:

The author of the bestseller "Pillars of the Earth" made the Cathedral Santa Maria, also called Catedral Vieja, the subject of his follow-up novel "World Without End". In this spirit, why don't we consider BUHLMANN Spain as a location of endless possibilities?

Texts: Gabriele Wiesenhavern



i **IT-SUPPORT AROUND THE WORLD**

System Engineer Stephanie Kirchner uses the relocation of BUHLMANN Spain as an example to explain what it means for the technicians when the IT set-up of a site has to be integrated into the BUHLMANN network:

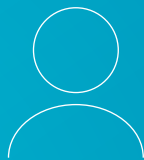
"We examine the building prior to moving to determine where the server room should be and which electrical installations are necessary for sockets, LAN connections, et cetera. Then we commission our provider with checking the availability of data lines and installing one to establish a connection with Bremen. We also take care of telephone lines. When the building is ready to move in, we dismantle and pack up computers, printers, video equipment, and phones in the old location and re-install everything in the new offices. Sometimes, in smaller locations for example, the employees on location organize hardware or the providers themselves. Then we can integrate them into the company network from Bremen. That's how we did it in the US and in Mexico."

BETTER TOGETHER

FACTS AND FIGURES ABOUT WORKING IN A TEAM:

How do employees work together and what makes teamwork successful? A study initiated by the online job platform StepStone asked these questions and interviewed about 14,000 specialists and executives in Germany. Here are some examples of how important teamwork is for them and which social characteristics they consider important.

HOW IMPORTANT IS TEAMWORK?



95%

of specialists and managers in Germany enjoy working in a team



84%

of teams work and communicate highly digitally



36%

work with team members from different countries

WHICH SOCIAL CHARACTERISTICS ARE IMPORTANT FOR TEAMWORK?

- 1** communication skills **85%**
- 2** reliability **85%**
- 3** critical faculties **79%**
- 4** willingness to cooperate **78%**
- 5** sense of responsibility **76%**