

# NEWSLETTER

Information for partners and customers

Issue 1-2023

## STABILS

PERFORMANCE FOR CONCRETE

BILSTEIN | HUGO VOGELSANG | BILSTEIN CEE | BILSTEIN COLD ROLLED STEEL | SHEARLINE STEEL STRIP | INAC | BILSTEIN TRADING (SHANGHAI)

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*Das Kaltband.*

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## Launch of a highly innovative product STABILS – the next generation of steel fiber

Our new steel fiber, STABILS, meets all the requirements for revolutionizing the production of precast concrete parts. The BILSTEIN GROUP has now begun to produce and market this via the newly established BILSTEIN STEEL FIBER GmbH.

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### The transition to green steel: What's the role of our suppliers

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The right decision-making tools: the BILSTEIN GROUP is expanding its digital services and using automated standards to generate added value, both internally and externally.

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Marc T. Oehler  
CEO  
BILSTEIN GROUP

## Dear customers, dear partners,

The current economic climate is anything but positive, especially in the economic regions that are important to us. The prospects for the coming months are rather bleak, particularly in Europe where Germany is the major economy. Nevertheless, a great deal is happening within the BILSTEIN GROUP. We have always looked ahead and our strategy has never been based on short-term trends. And this will continue to be the case.

From promoting innovative steel fibre for the construction industry (STABILS), through accelerating the procurement of 'green' hot-rolled strip and selling 'green' cold-rolled strip produced by the BILSTEIN GROUP, to investing in equipment and processes and making IT and organizational adjustments and improvements – life is never boring.

We hope this newsletter will provide an interesting insight into the range of tasks undertaken by the BILSTEIN GROUP.

I hope you enjoy reading this magazine, and I wish you all a fantastic summer.

Kind regards, Marc T. Oehler



**READ MORE ...**  
 ... about BILCO, the "green" future product of the BILSTEIN GROUP, in the next customer newsletter!  
 Or contact your Account Manager directly if you have any questions.

Vision & strategy

*Das Kaltband.*

Even complex strategies are usually easy to sum up. For the BILSTEIN GROUP, two words are ultimately important: cold-rolled strip. The company is now using catchy slogans and names such as these to make its visions and goals more universally tangible.

**W**orking on our strategy, vision and values rarely involves reinventing our goals, but often entails accurately breaking them down into specific sub-goals and clearly communicating them. Of course, it is also important to regularly adapt our strategy and its implementation to current market developments. For example, the automotive industry in Europe is currently much weaker than originally assumed, while e-mobility is also more dependent on subsidies than anticipated and is making slower overall progress than expected.

"Given the extremely volatile market development and challenges of recent years, in particular, we're currently tasked with making our existing strategy more tangible for our entire team," says Marc T. Oehler, Group Chief Executive Officer (CEO/CFO) BILSTEIN GROUP. "The challenge is for us to sustainably refine our values and improve our communication. Because maintaining our strengths is the only way to successfully tackle the challenges we face."

**A clear message:** *Das Kaltband.*

The BILSTEIN GROUP has been pursuing a clear strategy for years, namely: growing our cold-rolled strip business and focusing on adding value, thanks to innovative projects such as BILCUT

and STABLS. Our new slogan succinctly articulates this: cold-rolled strip. It is underpinned by our vision of being a preferred partner for our global customers, thanks to our individual cold-rolled strip solutions, service and sustainability. Social, ethical and ecological values therefore determine our strategic direction.

Important milestones in this strategy have included constructing our factory in the US and our wide strip mill in Germany, as well as continuously investing in state-of-the-art facilities and in our equally future-focused factory in the Czech Republic.

**The product of the future: BILCO<sub>2</sub>**

Our product of the future – steel with a reduced CO<sub>2</sub> footprint or green steel – also now has a catchy brand name: BILCO<sub>2</sub>. "Not only does BILCO sound good, within the company, it has also been synonymous with our early days as BILSTEIN & Co. for decades," explains Marc T. Oehler. This brand will be gradually rolled out over the coming months.

Catchy names and slogans such as these are our new way of making the BILSTEIN GROUP strategy more universally transparent and relevant, including to the outside world. ■

Our strategy: the big picture

# Welcome to the house of BILSTEIN

Foundations, supporting pillars and a roof that covers everything: in many respects, a company's strategy is comparable to a building. So, which elements make up the house of BILSTEIN?



## The compass

Strong social, ethical and environmental values dictate all decisions and actions in the house of BILSTEIN.

## THE SUPPORTING PILLARS

### Market presence

The BILSTEIN GROUP believes that high sales volumes and a strong market presence are the pillars of its success. By helping accelerate market trends like e-mobility and shifting its focus purely from the automotive sector, the BILSTEIN GROUP is aiming for excellent market coverage and high customer penetration.

### Service

Our service concept has also evolved over time. We provide our customers with outstanding standards of traditional service, and ensure these standards are also applied to digital services. It's how we've remained 100 % focused on the customer in changing times. We must digitalize and standardize processes so that we can continue offering the same high-quality service in this dynamic environment.

### Innovation

With innovative projects like BILCUT and STABLS, the BILSTEIN GROUP is expanding its business model. We aim to increase our focus on non-automotive sectors as well as new growth segments and regions. Through innovation, the BILSTEIN GROUP has successfully ...

### Value creation

... boosted the value added of products related to cold-rolled strip. This has helped stabilize our underlying business model and offset the loss of sales resulting from the structural changes in the automotive industry (especially from reduced power train demand).

MARKET PRESENCE

SERVICE

INNOVATION

VALUE CREATION

## The people

Our employees are our focus: it is our people who bring the BILSTEIN GROUP to life, thanks to their commitment to the company day after day.



## The roof

Two complementary elements span all the BILSTEIN GROUP's activities.

First, our **international positioning** shapes the entire company. Thanks to the opportunities under this shared roof, the BILSTEIN GROUP is one of the strongest international partners for cold-rolled strip applications.

The BILSTEIN GROUP is a **full-service provider** offering an extensive range of grades and dimensions. Everything falls under this umbrella.

## The vision

As an innovative partner, customers around the world are impressed with our tailored cold-rolled strip solutions, service and sustainability.

## Clear focus on the market

A strong, clear focus on the market is essential to any company's strategy. The BILSTEIN GROUP's regional structure and set-up is pioneering. Meanwhile, BILSTEIN COLD ROLLED STEEL in the USA plays a key role in reducing our dependence on the European market. The ongoing cooperation with a Chinese cold-rolling company is also significant. As home to the largest automotive market in the world, and in future the world's biggest population, China offers all kinds of exciting opportunities and potential.

INTERNATIONAL POSITIONING

FULL-SERVICE PROVIDER

STATE-OF-THE-ART PLANT TECHNOLOGY

SUSTAINABILITY

DIGITALIZATION



### Digitalization

Important digitalization projects, such as MES, SAP S/4HANA and the launch of our UDINA customer service platform ensure high standards and make our processes more efficient and flexible, both internally and externally.

### Sustainability

Whether it's focusing on topics like replacing natural gas with hydrogen and using green steel, investing in the innovative Swedish steelmaker H2 Green Steel or establishing our own carbon accounting model so that we can pass on CO<sub>2</sub> savings to customers along the supply chain of a cold-rolled strip coil – for the BILSTEIN GROUP, investments in sustainable projects are investments in the future viability and success of our company.

### State-of-the-art machines and technology

In order to sustain its technological progress and focus on modern systems engineering, the BILSTEIN GROUP invests equal amounts at all its sites, both its German plants and those in other countries. In addition to state-of-the-art rolling technology in Germany, good examples of this also include its ultra-modern plant in the US and the construction of new rolling mill at BILSTEIN CEE. These crucial pillars also involve enhancing the existing (traditional) infrastructure where needed, for example, through investments to replace and add to plant and equipment to bring it up to the latest technological standards and boost process reliability and productivity.

## The foundation

Bespoke cold-rolled strip solutions and high-quality service throughout the product life cycle – this is the underlying foundation of the BILSTEIN GROUP. And our new brand slogan captures this perfectly: "The cold-rolled strip".

Das Kaltband.

READ MORE ...

... about our corporate carbon footprint and carbon accounting model in our new Sustainability Report 2022



## The transition to green steel

# What's the role of our suppliers?

Purchasing CO<sub>2</sub>-reduced hot-rolled strip is the most effective way for the BILSTEIN GROUP to sustainably reduce the carbon footprint of its products. And suppliers are now beginning to offer relevant solutions and products.

"We want to be industry leaders in anticipating the needs and expectations of customers and other stakeholders," says Marc T. Oehler, Group Chief Executive Officer (CEO/CFO) BILSTEIN GROUP, highlighting the BILSTEIN GROUP's ambitious CO<sub>2</sub> reduction goals. "To do this, we'll continue to implement our short-, medium- and long-term climate protection measures with as much focus as before, and even accelerate them." This will involve the BILSTEIN GROUP looking at its entire supply chain, including upstream processes. A key part of this strategy is negotiating with all key steelmakers to secure the procurement of significant volumes of CO<sub>2</sub>-reduced steel, in both the near and long term:

### Securing fixed volumes – from conventional suppliers ...

Resolutions were signed with both thyssenkrupp Steel Europe and thyssenkrupp Hohenlimburg for the procurement of steel products with reduced CO<sub>2</sub> intensity (bluemint®) back in autumn 2022. This was followed by an agreement with Arcelor-Mittal on the supply of XCarb®, which brings together reduced, low and zero-CO<sub>2</sub> hot-rolled strip and steelmaking activities, in December last year. And as part of the "SALCOS" project with Salzgitter, an agreement on the sourcing of fixed volumes of CO<sub>2</sub>-reduced steel signed on 10 January 2023 has wrapped up procurement of green hot-rolled strip for now. Discussions on similar agreements with TATA and voestalpine are ongoing.

### ... and innovative start-ups

As an early investor in H2 Green Steel, the BILSTEIN GROUP was among its first customers to sign a purchase agreement for green steel. On 17 April 2023, we signed a binding, seven-year contract to the tune of 250 million euros. The first deliveries of green steel are expected in 2026.

### More than 30,000 tonnes in 2023 – and we're just getting started

The BILSTEIN GROUP has successfully secured the supply of more than 30,000 tonnes of CO<sub>2</sub>-reduced steel for this year alone. "Our aim is for CO<sub>2</sub>-neutral or reduced steel to make up more than 50 per cent of the raw materials we use by 2028–29," explains Marc T. Oehler. "This will solidify our position as an innovative and sustainable partner in the industry." ■

## Green steel brands

These are the names under which various steel producers market their 'green' products.

H2green steel

SALCOS  
Salzgitter Low Carbon Steelmaking

bluemint® Steel

XCarb®  
Towards carbon neutral steel

ArcelorMittal

## How much CO<sub>2</sub> does the BILSTEIN GROUP cold-rolled strip emit?

READ MORE ...

...about our Corporate Carbon Footprint and the carbon accounting model in our latest Sustainability Report 2022



"More and more customers are asking this question – and we want to answer it as transparently as possible," says Christian Hagenkord, Head of Sustainability Projects and Energy Management. The BILSTEIN GROUP has therefore calculated its so-called Corporate Carbon Footprint (CCF) – i.e. all the relevant greenhouse gas emissions that occur along the value chain and within the company – in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, as well as with ISO 14064.

In total, this is an average of 2,626.5 kg CO<sub>2</sub> equivalent per ton of material produced. The majority of this occurs during steel production at our raw material suppliers (see info box). "We'll regularly update our CCF in future," says Christian Hagenkord. Evaluating this indicator over time enables us to show different years, trends and progress towards the agreed CO<sub>2</sub> reduction targets. ■

The BILSTEIN GROUP Corporate Carbon Footprint is calculated as follows:

64.9 kg*	Greenhouse gas (GHG) emissions (emissions from sources owned or controlled by the BILSTEIN GROUP):
50.0 kg*	Indirect GHG emissions from purchased energy
2,511.6 kg*	Indirect GHG emissions from hot-rolled strip and upstream energy production stages
2,626.5 kg*	BILSTEIN GROUP CCF

\* CO<sub>2</sub> equivalent/ton of quantity produced

## Carbon accounting model: reducing CO<sub>2</sub> emissions in line with customer needs

The carbon accounting model is a way of determining the CO<sub>2</sub> footprint of steel products and is becoming increasingly popular throughout the value chain. The BILSTEIN GROUP has also implemented this model and can therefore supply cold-rolled strip customers with reduced CO<sub>2</sub> values.

The basic principle behind the carbon accounting model is simple: it collects all the production-related CO<sub>2</sub> savings made along the process chain using various measures. The calculation should not include any improvements that would have been implemented anyway for economic reasons – the additional measures must be specifically implemented to reduce greenhouse gas emissions. These savings are reviewed and virtually collected by an independent third party. The actual savings can then be mathematically extracted from this 'pot' and credited to products in line with customers' needs. The carbon accounting model is always based on the respective Product Carbon Footprint (PCF), i.e. the product-specific CO<sub>2</sub> footprint.

### PCF as the basis for the carbon accounting model

To calculate the PCF, the BILSTEIN GROUP has developed a validated tool to ascertain this for each of its over

7,000 individual cold-rolled strip products. This validation took place for the first time this year and will be updated annually. The product-specific PCFs are calculated in accordance with the GHG Product Standard and ISO 14067.

### Hot-rolled strip procurement is most effective

Well over 95 per cent of the CO<sub>2</sub> footprint for a cold-rolled strip coil occurs in the upstream process chain. Consequently, the BILSTEIN GROUP is in close contact with all its suppliers and has already purchased well over 30, 000 t of production materials with reduced CO<sub>2</sub> values for 2023.

And it doesn't end there, of course, because the BILSTEIN GROUP also constantly pursues a decarbonization strategy for its own processes, e.g. by potentially switching from natural gas to green hydrogen. ■



**STABILS**  
PERFORMANCE FOR CONCRETE

Launch of a highly innovative product

# STABILS – the next generation of steel fiber

Our new steel fiber, STABILS, meets all the requirements for revolutionizing the production of precast concrete parts. The BILSTEIN GROUP has now begun to produce and market this via the newly established BILSTEIN STEEL FIBER GmbH.

The development of a new type of steel fiber for reinforced concrete, an important composite material, gives the BILSTEIN GROUP a core product in the construction industry. STABILS has the potential to herald a new era in the production of precast concrete parts.

In April and June this year, the BILSTEIN GROUP – under its production and sales company, BILSTEIN STEEL FIBER GmbH, that was established in December 2022 – presented its STABILS steel fiber at two major construction industry events: the leading trade fair BAU in Munich and the BetonTage specialist congress in Neu-Ulm (also see the following pages).

## Ramping up production...

This high-strength steel fiber is made from tempered strip material and has a unique geometry that is manufactured and shaped during the rolling process. It therefore requires all the BILSTEIN GROUP systems and expertise to achieve this unique fiber structure. In order to industrialize this innovative process on a large scale, the BILSTEIN GROUP is investing in converting its existing systems and constructing a new cross/longitudinal cutting system that includes fiber packaging.

## ...in two phases

To enable a rapid start-up, HUGO VOGELSANG converted a furnace and BILSTEIN a temper roller by February 2023. While armature stamping and pre-rolling takes place in the BILSTEIN plant, coils are tempered at HUGO VOGELSANG – and the new cross and longitudinal cutting system, which includes a packaging line, went into operation at the Berchum site in late May.

"Potentially, production of the new steel fibre will be combined with the three production stages of temper rolling, continuous tempering and cross and longitudinal cutting at a yet to be determined location," says Jörg von Prondzinski, Head of Application Technology/Application Development at the BILSTEIN GROUP. "There, newly designed production facilities with vastly increased capacity will then be established. Our aim is for the new systems to become operational during the first half of 2025."

## Successful studies...

In order to scientifically prove and document the steel fiber's structural performance data in both fresh and solid concrete, the BILSTEIN GROUP asked Graz University of Technology to conduct intensive tests. Ruhr University Bochum has also been involved. Both are leading European universities for





steel fiber concrete – and their initial analyses of STABILS are extremely positive. The performance of our STABILS fiber matches that of the best steel fiber available on the market and it has significantly better processing properties.

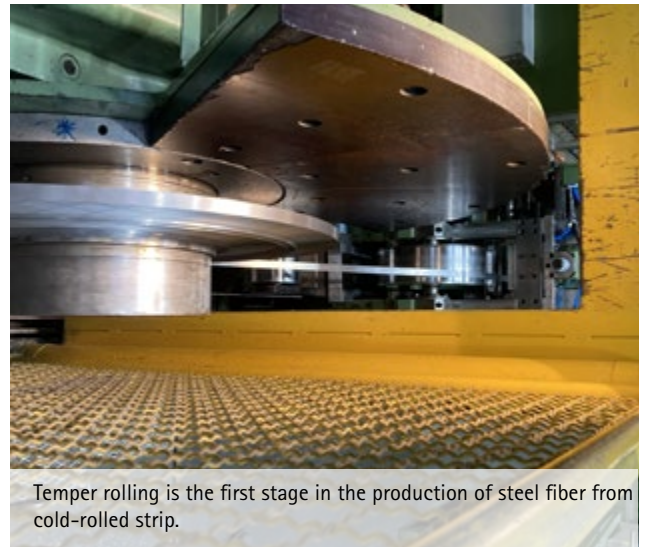
### ...and our first customers

Vetra Betonfertigteile GmbH, a 100 percent subsidiary of Holcim Deutschland GmbH, is already using the first avail-

able STABILS steel fiber to develop prototypes for sustainable precast concrete parts. As well as the product quality itself, they are also impressed with the much lower CO<sub>2</sub> footprint. "The introduction of STABILS steel fiber will enable concrete to be used in a more sustainable and environmentally friendly manner in future. We're at the start of a major development in the entire concrete-processing industry," says Jörg von Prondzinski. ■

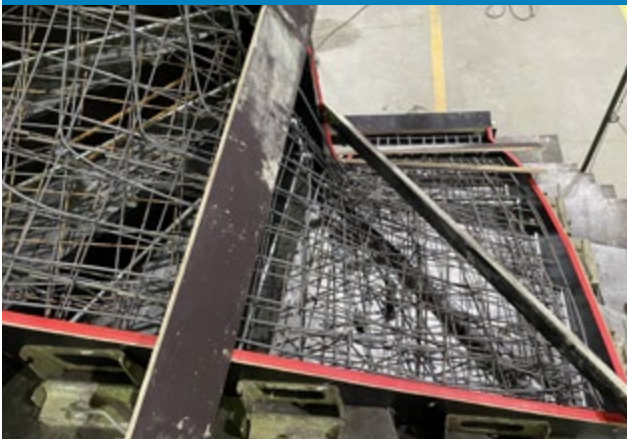


Daniel Hildebrand, Roller Operative, using the temper roller.



Temper rolling is the first stage in the production of steel fiber from cold-rolled strip.

## STABILS versus conventional solutions



Conventional reinforcement when producing half-turn stairs (top)



Reduced reinforcement when producing half-turn stairs using STABILS steel fiber (right)



Narrow half-turn stairs using STABILS steel fiber

### STABILS has clear benefits

In a benchmark analysis for a precast concrete part – half-turn stairs – STABILS performed significantly better in a direct comparison of the construction methods:

- Web thickness of 12 cm instead of 18 cm
- 1.1 m<sup>3</sup> of concrete instead of 1.5 m<sup>3</sup>, representing a weight saving of approx. 0.9 tons!
- 2 hours instead of 12 hours' work to insert the reinforcement into the formwork



At this year's BAU show in Munich – the world's leading trade fair for architecture, materials and systems – the joint booth of the Informations-Zentrum Beton (German Information Centre for Concrete, IZB) saw different companies from across the concrete industry showcase their products, including BILSTEIN STEEL FIBER GmbH.

New product makes it debut at BAU

## Launch of the new steel fibre STABILS

The latest product from BILSTEIN STEEL FIBER GmbH was unveiled for the first time at the BAU trade fair in Munich in April this year – and for many it was the star of the show.

"The huge amount of interest really surprised us," admits Paul Holz, who already had extensive experience in the concrete admixtures industry before he joined BILSTEIN STEEL FIBER as a consultant for concrete technology on 1 March 2023. He too was impressed with the new fibre geometry that has never been available in this form before. So it was hardly surprising that many industry experts took a close look at this new product at the BAU trade fair. Academics and researchers from colleges and universities plus competitors also visited the booth to learn about the properties and processing possibilities of the straight steel fibre with internal anchors.

### Take a look – and have a go

"We saw so much traffic at the booth and had lots of great discussions around precast stairs and prefabricated applications in general," says Paul Holz. Specific follow-up meetings were then held with representatives from the concrete processing industry – and especially structural engineers who are an important target group – and requests for test materials and samples were fulfilled. The BILSTEIN GROUP is currently producing fibres for precisely these testing purposes. So there will be enough material to cover potential customer requests for preliminary trials.

### Establishing STABILS on the market

While the BAU trade fair in Munich is a world-leading show for all construction materials and systems, the BetonTage exhibition in Ulm in June 2023 is focused completely on concrete solutions. The feedback from both trade fairs was extremely positive.

### Stay up to date!

To keep experts up to date, Paul Holz regularly publishes posts featuring STABILS news items on BILSTEIN STEEL FIBER's new LinkedIn profile. "We're working to establish the product on the market. To do that, first and foremost we need to provide information and advice," explains Paul Holz. ■



This transparent acrylic cube, which BILSTEIN STEEL FIBER had made especially for BAU, shows how evenly STABILS steel fibres are distributed.





The BILSTEIN GROUP was also represented at the IZB booth, by BILSTEIN STEEL FIBER.



Michael Ullrich, Global Technology Services (CTO) BILSTEIN GROUP, talks with Ulrich Nolting, Managing Director of the Informations-Zentrum Beton GmbH.



Jörg von Prondzinski, Head of Application Technology and Development BILSTEIN GROUP, Paul Holz, consultant for concrete technology BILSTEIN GROUP, and Georg Kühling in discussion with Thorsten Hahn, CEO of Holcim Deutschland GmbH. Cement manufacturer Holcim is the parent company of Vetra Betonfertigteilwerke GmbH, which worked with BILSTEIN STEEL FIBER to make a prototype of a curved switchback staircase using STABLS in advance of BAU. Other models are set to follow.



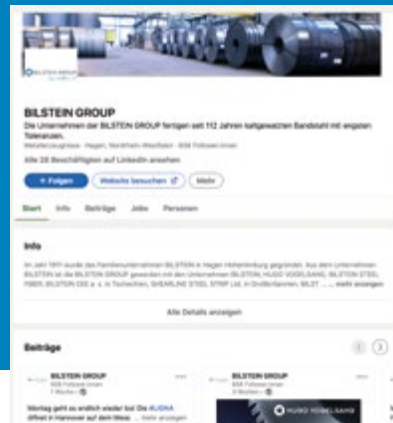
The team that unveiled STABLS steel fibre to the public for the first time at BAU: (left to right) Jörg von Prondzinski, Head of Application Technology and Development BILSTEIN GROUP, Paul Holz, consultant for concrete technology BILSTEIN GROUP, and consultant Georg Kühling, who supports BILSTEIN STEEL FIBER with his large network of contacts.

## BILSTEIN STEEL FIBER is now online

At the same time as STABLS was launched to the world at BAU, BILSTEIN STEEL FIBER's new website went live at [bilstein-steelfiber.de](http://bilstein-steelfiber.de) ...



... as did the BILSTEIN STEEL FIBER LinkedIn profile.



The impressive BILSTEIN STEEL FIBER business cards have a unique design, with the focus firmly on the product: steel fibre. They're proving popular with prospective customers and partners.



## Scheduling at the BILSTEIN GROUP 100% focused on the customer

Dynamic markets, increasing customer requirements, fast-moving times – the demands on production planning and forecasts are constantly growing. Luckily, systems and digital interfaces are evolving too. The BILSTEIN GROUP is expanding in digital services and implementing automated standards to create additional value both within the company and for customers.

**A**t the beginning of 2020, the BILSTEIN GROUP aligned its scheduling philosophy more closely with its customers' needs. The '100 per cent customer focus' motto sums up this approach: every single process step in the BILSTEIN GROUP plants is more coordinated with confirmed customer deadlines. This takes account of the entire process chain – from procuring the hot-rolled strip, through the time taken to produce each individual cost centre, to the logistics processes.

"To enable us to make reliable production forecasts, every day we sit down and plan all the production steps for our open production orders using the latest available data," explains Thomas Schulz, Order Centre Manager BILSTEIN GROUP. Since the BILSTEIN GROUP manufactures a broad portfolio of products with extreme variations in the levels of manufacturing work required, each coil of cold-rolled strip represents a huge logistical challenge.

### Coordinating more than 10,000 customer requirements every day

A quick look in the current system reveals there are more than 3,000 hot-rolled strip orders and in excess of 10,000 customer requirements – that's 10,000 orders that need to be completed and delivered by a specific deadline. The big challenge is bringing these two worlds together; not least because the long lead times on the side of hot-rolled strip suppliers are often at odds with the relatively urgent needs of customers. All of which makes articulate planning crucial.

Plus, the BILSTEIN GROUP has an average of well over 3,000 manufacturing orders in German production alone. Depending on the product and vertical integration, between six and ten principal cost centres are involved. That's between six and ten

places where employees may call in sick, repairs are needed or shifts get cancelled – all of which can lead to delays. What's more, order volumes are also constantly changing: one customer might reduce their volumes, while another increases theirs, and a third suddenly wants their delivery sooner. These fluctuations affect around one-third of all orders. "If we add up all these variables, then we'll know how many variations there are every day," says Daniel Picard, Head of Order Management in the order centre BILSTEIN GROUP. "But of course we can't do these calculations manually anymore."

Which is why the relevant IT systems and data situations have been updated on the end of suppliers and at the BILSTEIN GROUP. This, in turn, has opened the door to process automation. "The quality of the data we receive is getting better and better. And we're now able to fully exploit the potential of our Advanced Planning and Scheduling (APS) system. We're using it to manage our entire order backlog in production," explains Thomas Schulz. "This has resulted in more accurate forecasts and a highly transparent visualization of our plant usage and capacity."

### Decision-making tools for challenging times

Market developments are becoming more difficult to predict. The gap between hot-rolled strip lead times and customer requirements and expectations, in particular, is much greater than before. We need to be flexible. In this challenging environment, the latest data and a high degree of process transparency can help us make more effective decisions – for and together with customers. The BILSTEIN GROUP is using a range of planning tools to create added value, both internally within the company and externally for customers.



These tools support the analysis and calculation of different types of data, including hot-rolled strip deliveries, plant and machinery usage, assembly plans and batch size calculations, as well as downtime, mechanical faults and repairs. All these variables impact production and delivery capabilities and need to be constantly monitored and accounted for. Data from the plants is transferred automatically to the system, with the plant foremen keeping track of daily shift attendance and capacity. The end result is a highly reliable forecast.

### Broadening our service portfolio

Our service concept is also changing with the times: while some customers still really value dialogue and personal support, others want the flexibility of digital processes and synchronization between systems. Besides the product, quality and price, logistical concerns and requirements are becoming increasingly important to customers. "It's now much more important to coordinate logistics partnerships than it was a few years ago. Providing a logistics service means that our processes are very closely synchronized with the customer," says Thomas Schulz. "That's why experts from the BILSTEIN GROUP's Sales Department and Order Centre now often undertake joint customer visits. And we're designing our systems in such a way that our processes can be integrated seamlessly with those of our customers."

### The Supply Monitor: giving customers complete transparency

Since its implementation around a year ago, the Supply Monitor has been providing customers with up-to-date, transparent data on delivery options so that they can be matched to the customer's individual needs. Any changes that occur today will be updated in the system by tomorrow, giving the customer plenty of notice. Which makes it easier to find solutions together.

Ideally, our ability to deliver corresponds with the customer's requirements. If things do not go to plan due to unforeseen events – because hot-rolled strip coils have not been delivered as per our order, for example – the Supply Monitor immediately provides information about the next possible delivery date. "Understandably, some customers sometimes got a bit irritated at first, for example when they were given week 6 as the delivery date one day and week 7 a day later," says Daniel Picard, speaking from experience. "They were unfamiliar with this openness and transparency initially and it took a while for them to get used to it. But ultimately, it all boils down to honest communication and realistic forecasts."

Many discussions were held in order to convince all our customers and to illustrate the complexity of the entire system. "In my experience, when people see how many variables affect the delivery date and how many dynamics we have to map, they clearly recognize the added value of the Supply Monitor," says Thomas Schulz. "It's now very well received in our day-to-day operations and many of our customers regard it extremely positively."

Some customers want to take it one step further and have requested a digital interface. Our Order Centre and IT Department are currently working on a suitable solution for this.

### Scheduling tool

The BILSTEIN GROUP's scheduling tool for sales and order management, which has been optimized even further, is closely connected to the Supply Monitor for customers. The system mathematically maps the interdependencies between all the production processes at the time of the enquiry. Based on the total production order bank at the time of the enquiry, it calculates the realistic delivery date for the respective order. It therefore helps us identify bottlenecks in plenty of time – almost before an order is accepted – and works with our Sales Department and the customer to find a solution that is acceptable to everyone.

### Hot-rolled strip scheduling and production management

There are also interfaces to the scheduling and production management teams. As of around two years ago, workers in those areas have had access to tools that are constantly being optimized. Because raw material availability has been integrated into the system, hot-rolled strip dispatchers can provide daily reports on which hot-rolled strip orders are delayed versus production requirements. This then gives Production Control a centralized view of the schedule at all stages. All of this provides greater transparency, timeliness and flexibility. "These tools help everyone, as does the centrally available data. They allow us to make good decisions for and in the interests of the customer during our dynamic day-to-day operations," says Daniel Picard. ■



Thomas Schulz,  
Order Centre Manager

"I'm still excited to think that an idea that came up in early 2020 in a conversation in Daniel Picard's office came to fruition so quickly – and ultimately has led to the successful optimization of our system and tangible improvements. It wasn't an easy task. But the team enjoyed the challenge and found excellent solutions to needs and requirements that, for years now, have more or less been seen as impossible to solve. I've been working with this motivated team for three years now, and it's growing with every project we do. They're my personal highlight."



## New Rolling Technology Department

# Developing our internal systems engineering

In-house expertise: our new Rolling Technology Department was established on May 1, 2022 and brings together the knowledge required to further advance the BILSTEIN GROUP rolling mills from a technological and production viewpoint, regardless of plant manufacturer.

"The BILSTEIN GROUP rolling mills are the heart of our added value and represent our basic core competence," says Michael Ullrich, Global Technology Services (CTO). Continuing to automate, optimize and advance our cold rolling technology is the all-important variable for achieving greater productivity, quality and quantity – and therefore securing our future.

### Developing a central knowledge base

Bringing together, expanding and specifically developing the associated expertise in a single department is a logical consequence of this. "This restructure enables us to support the further development of our cold rolling mills across the group. It enables closer cooperation, including with our overseas companies. Local teams can get competent support from the Rolling Technology Department, especially when it comes to more complicated challenges," explains Michael Ullrich. So all the BILSTEIN GROUP factories benefit from its extensive expertise and advanced internal knowledge.

This is a particular benefit for newly established sites such as BILSTEIN COLD ROLLED STEEL in the US. Because, in the US labor market, it is even more difficult to find specifically trained specialists for the metalworking industry than it is in Germany – there's simply a lack of appropriate training programmes.

### The Rolling Technology team

"I'm pleased that we've set up this department and thereby gained such experienced experts," says Michael Ullrich. Colleagues Torsten Gödde and Alfred Runkel joined the new department in May 2022. In order to supplement our internal specialist knowledge with valuable external expertise, the BILSTEIN GROUP also hired a number of reinforcements for the challenging tasks: Andreas Ritter joined the department on July 1, 2022, with Florian Bette completing the team on October 1.

Both joined the BILSTEIN GROUP from a plant manufacturer and have a wealth of experience in constructing and optimizing cold rolling mills.

"Even in challenging times such as these, it's important to continue to aim for a successful future and make the appropriate strategic investments – and that also applies to staff," says Michael Ullrich. The company has brought together and engaged important expertise in its Rolling Technology Department. The successful cooperation with our BILSTEIN COLD ROLLED STEEL colleagues shows that this decision is already proving successful: they are working together in Bowling Green to continually optimize the local cold rolling mill. ■



The Rolling Technology team (from left): Florian Bette, Andreas Ritter, Torsten Gödde and Alfred Runkel

## An interview with Georgio Alexopoulos

# Setting the course for the future

The markets of the future have their own, unique requirements – both in Germany and in China. To remain successful in these changing, extremely dynamic times, the new Sales Director at BILSTEIN and HUGO VOGELSANG since 1 January 2023, Georgio Alexopoulos, is pressing ahead with the new sales strategy and the China strategy.



### Georgio Alexopoulos

**Born on:** 11 February 1976 in Düsseldorf, Germany  
**Married to:** Irina  
**Children:** Leonidas (12), Eneas (10)

**Education:** Business degree  
**Career to date:** C.D. Waelzholz, Klöckner & Co., Benteler

**Hobbies:** Sport/exercise, travel

Since 1 January, the new sales strategy project has been under your responsibility, with the support of Bernd Grumme, Chief Sales Officer, and the steering committee. Why is sales reinventing itself?

**Georgio Alexopoulos:** We're facing massive changes on the market, including megatrends like digitalization and electric vehicles. But we're also affected by external factors like economic upheaval and pandemics, which we can't always anticipate. The world is moving faster and faster. This is also reflected in our customers' performance requirements. For example, some challenges are migrating to upstream parts of the value chain in order to streamline our own processes. Greater flexibility is now the new normal! We've got to the point where we can no longer plan years into the future; instead, we can only think in terms of weeks, or months at best.

What's the main goal of the new strategy?

**Georgio Alexopoulos:** Our goal is to strategically and operationally position sales at BILSTEIN and HUGO VOGELSANG so that the BILSTEIN GROUP can enjoy the same success it's had in the past in this new, changed environment. It's about taking ac-

count of the recent changes and preparing ourselves for future ones. So I consciously look ahead.

But isn't sales already in good shape?

**Georgio Alexopoulos:** Of course. Our employees have a great depth of knowledge and expertise. But we have to ask ourselves: if the market and market requirements are changing so much, how can we provide even better support to our employees? What do we need to do now to ensure we continue to be successful? What should my organization look like in the future? We're tackling all these questions as part of the project. And I've got a feeling that we'll take full advantage of this opportunity; my colleagues in sales have responded very positively.

What do the schedule and timings look like?

**Georgio Alexopoulos:** The project is divided up into several work packages. To start with, we reviewed our internal structure, as well as relevant external factors: who are our competitors? What does the market look like? Where are there opportunities? Based on this analysis, in a joint workshop, we developed a new sales strategy that aligned more closely with the changes in the market. Now we're tackling the next few work packages – establishing an organizational structure and sales management that best supports the execution of the new strategy. Because our Sales Department also needs tools to achieve its objectives and targets and measure the results of its work.

What are the biggest challenges in this project?

**Georgio Alexopoulos:** The most important thing is to take everyone with us on this journey. It is an enormous challenge to reach everyone in our day-to-day operations, to provide support and help them bring about change. The consideration of interfaces is another key aspect. Although it's primarily a sales project and our department is responsible for managing it, we need to look at the big picture and consider what is best for the whole company. Our aim is for all areas to continue to grow together. We can only achieve our targets if we work as a team.



## The first phase of the project was wrapped up in early May 2023. Is sales now ready to go?

**Georgio Alexopoulos:** The actual project work has been completed as planned. In early May, we developed a new strategy, a concept for aligning the organization, etc. We're currently in the process of designing and establishing our sales organization and bringing the new structures to life. It's important that we actively manage this change process. This includes a great deal of communication and support.

## Your remit also includes the realignment of our China strategy. What approach is the BILSTEIN GROUP adopting in China and why are we adapting our strategy there?

**Georgio Alexopoulos:** The Chinese cold-rolled strip market is constantly progressing and continues to evolve. We have to measure our business models against this – and adapt them accordingly. Both expertise and the availability of high-quality cold-rolled materials are increasing on the Chinese market. Our strategy project looked for solutions as to how we can reposition ourselves under these conditions. This meant we had to conduct an in-depth market analysis to obtain a detailed overview of market stakeholders, competitors and potential partners. Around eighteen months' work went into this project to realign our China strategy. In October 2021, I also assumed the role of General Manager of BILSTEIN TRADING (SHANGHAI).

## Thanks to BILSTEIN TRADING (SHANGHAI), the BILSTEIN GROUP already has a local presence – why seek an additional partner in China?

**Georgio Alexopoulos:** BILSTEIN TRADING (SHANGHAI) primarily supplies German products to German customers operating in the Greater Shanghai area. However, the business model of

producing and exporting cold-rolled products from Germany for the Chinese market is not competitive in the long term. But there was no question of establishing our own production in China, as the local market is already far too developed for that. And the political risks are simply too great. A local partner would give us the opportunity to be locally involved in the Chinese market. Ultimately, we need to find a solution that combines both business models and integrates BILSTEIN TRADING (SHANGHAI) into an overall concept. The market would never understand it if we were represented via two sales structures.

## Where does the project stand now?

**Georgio Alexopoulos:** The pandemic really caught us off guard: in March 2022, I flew in person to China to start some initial discussions with potential partners – and I ended up stuck there for two months in lockdown. I used that time to carry out further research and explore possible synergy with potential partners, speaking to companies of interest from my hotel via MS Teams. But that was all we could do; China had come to a complete standstill. In September and October 2022, we made a second attempt to get in touch with firms. And it was successful: positive discussions are underway with a potential partner.

## How did you become an Asia expert?

**Georgio Alexopoulos:** I've worked abroad in China on and off for 20 years, and even lived in Shanghai for six of those. Both my sons, who are now 10 and 12 years old, more or less grew up there. Thanks to my many years of work for a competitor over there, I still have great networks and connections in the region – and that is the most important prerequisite for doing successful business in China. Personal relationships matter far more there than anything else. ■

## Responsibilities at a glance



**Bernd Grumme,**  
Chief Sales Officer, responsible for global sales and purchasing at the BILSTEIN GROUP



**Georgio Alexopoulos,**  
Sales Director at BILSTEIN and HUGO VOGELSANG, responsible for both the new sales strategy in Germany and the China strategy





## International cooperation

# Learning with and from each other

On site in Bowling Green: at the beginning of the year, BILSTEIN SERVICE employees took the opportunity to intensely liaise with colleagues from BILSTEIN COLD ROLLED STEEL. A win for both sides.

**K**nowledge is the only asset that increases when shared. Two prime examples of international cooperation reveal the extent to which we all benefit from transferring knowledge and sharing experience.

### Developing our rolling technology

From January 13 to February 17, 2023, Andreas Ritter, Alfred Runkel – both from our new Rolling Technology Department – and Ulli Fischer, AT-PS, worked alongside our BILSTEIN COLD ROLLED STEEL colleagues. The aim of this joint status analysis of the rolling mill was to identify potential improvements. This was a great success: quick wins were implemented straight away and the BILSTEIN SERVICE employees will continue to liaise closely with their American colleagues for the next steps. “Everything takes place in a highly cooperative, productive atmosphere. This collaboration is a real win for both sides and we all regard this face-to-face contact as extremely positive,” say our colleagues from the Rolling Technology team.

### Consolidating our Finance Divisions

To further encourage the consolidation of our Financial Divisions in Germany and the US, Sara Eisenhuth, Team Leader in Controlling, also visited Bowling Green from January 1 to February 17, 2023. The focus was on sharing information about financial, planning and forecast/projection issues, as well as on harmonizing benchmarks and standards. Controlling already works very closely with BILSTEIN COLD ROLLED STEEL in other areas. The aim of this latest visit was to identify further synergies. “I now feel just as much a part of the BILSTEIN COLD ROLLED STEEL team as the Controlling team in Germany. We developed a very pleasant, trusting and constructive partnership – and a real sense of togetherness,” says Sara Eisenhuth. ■



In-person meet-up: (from left) top: Andreas Ritter, Alfred Runkel (both BILSTEIN SERVICE), Robert Jager (BILSTEIN COLD ROLLED STEEL); bottom: Yamir Martinez, William Hinton (both BILSTEIN COLD ROLLED STEELS), Ulli Fischer (BILSTEIN SERVICE), Martin Born (BILSTEIN COLD ROLLED STEEL)

“I’m pleased that we’re heading in the right direction and consolidating our partnership – and that I’m able to contribute to this. I’m confident that this is the right approach for the BILSTEIN GROUP and that everyone will benefit.”

Sara Eisenhuth, Controlling





Transforming old into new: at BILSTEIN CEE, the hall that housed the old grinding shop is being prepared for the arrival of the new grinding plant.



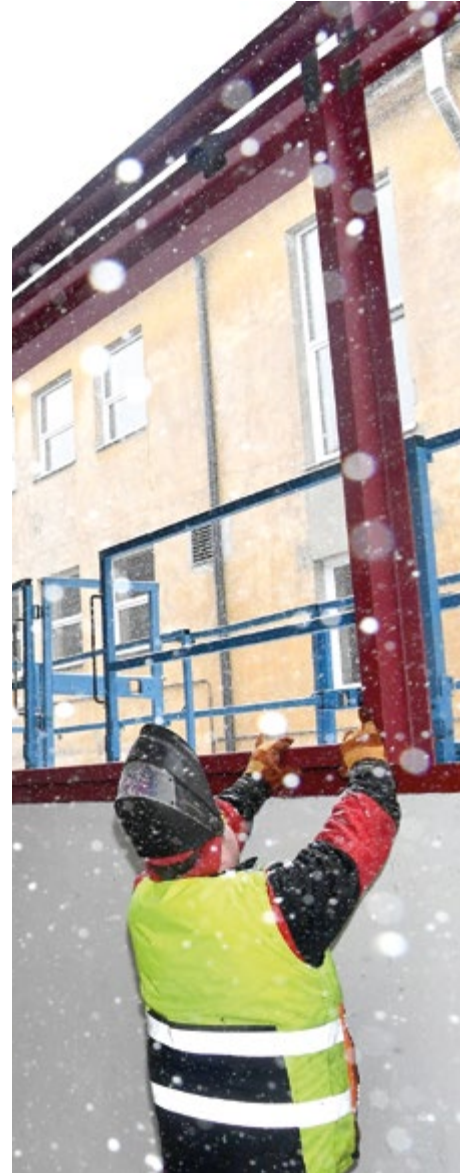
Finished: The supplier worked flat out to build the new grinding machine.

## BILSTEIN CEE

# Roll grinding shop nears completion

The new rolling mill at BILSTEIN CEE will be officially commissioned in autumn 2023 – bringing the grinding facilities up to the latest technological standards.

At our Czech plant, both the hall that houses the grinding shop and the grinding machine itself were becoming old and outdated – which in turn led to increased costs and labour for maintenance and servicing. To bring the grinding shop up to the very latest technological standards, in 2021 BILSTEIN CEE began investing in a completely new plant as well as renovating the hall. And that proved to be one of the key challenges: since this wasn't a new construction, but an upgrade to an existing build, there were a few surprises to solve during the reconstruction works. The building is now complete, the new access road and all the compressed air and water piping has been laid and the new mill will finally become operational over the coming months. Construction and start of operation were delayed by around five months compared to the original plan because the manufacturer was missing major components due to the global supply chain issues. ■





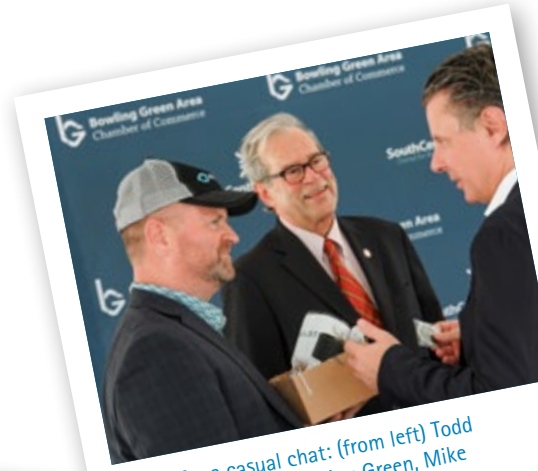
## BILSTEIN COLD ROLLED STEEL

# Official inauguration

In summer 2022, the expansion from the previous eight to the current 14 annealing furnaces was completed. BILSTEIN COLD ROLLED STEEL in the US is therefore in an excellent position to handle increasing volumes. We celebrated this achievement at the official inauguration on July 20, 2022. Following the thank-yous and speeches, BILSTEIN GROUP managers enthusiastically cut the tape, together with representatives from Bowling Green. ■



Ron Bunch, President and CEO of Bowling Green Chamber of Commerce (1st from left), Brent Wilson, CEO BILSTEIN COLD ROLLED STEEL, (3rd from left), Marc T. Oehler, CEO BILSTEIN GROUP (4th from left), Mike Buchanon, Executive Judge (4th from right), Thomas Ettl, CFO BILSTEIN COLD ROLLED STEEL (3rd from right) and Todd Alcott, Mayor of Bowling Green.



Time for a casual chat: (from left) Todd Alcott, Mayor of Bowling Green, Mike Buchanon, Executive Judge from Warren County, and Marc T. Oehler.



Mike Buchanon, Executive Judge from Warren County (left) is delighted with the BILSTEIN GROUP's commitment to the region and investment in the site.



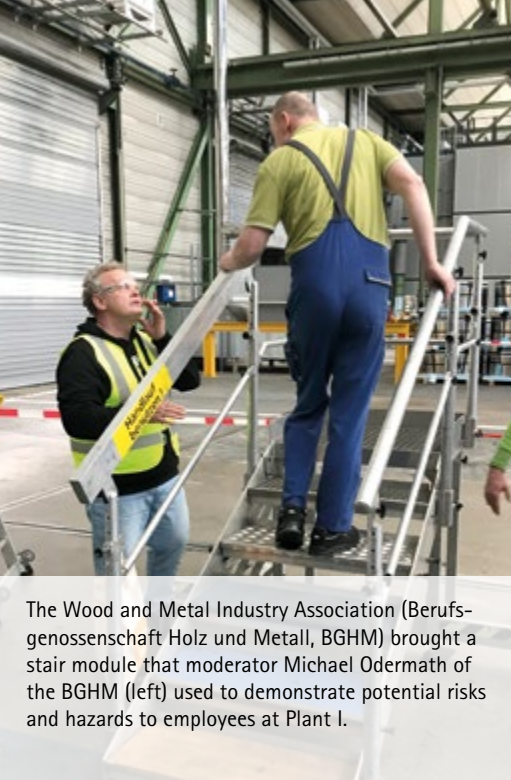
Mike Buchanon, Executive Judge from Warren County (left) congratulates Marc T. Oehler and Brent Wilson, CEO BILSTEIN COLD ROLLED STEEL (right)



To commemorate the inauguration, Mike Buchanon, Executive Judge from Warren County (left), presents a picture featuring an abstract collage of Bowling Green.



"This expansion not only enables BILSTEIN COLD ROLLED STEEL to continue to provide our customers with high-quality cold rolled steel, but also enables us to do so with greater capacity and therefore more quickly," said Brent Wilson, CEO BILSTEIN COLD ROLLED STEEL, during the ceremony.



The Wood and Metal Industry Association (Berufsgenossenschaft Holz und Metall, BGHM) brought a stair module that moderator Michael Odermath of the BGHM (left) used to demonstrate potential risks and hazards to employees at Plant I.



Employees learned about personal protective equipment at the Schneider Et Rüseler GmbH (PSA-Händler) booth as well as from BILSTEIN's health and safety staff.



Michael Ullrich, Global Technology Services (CTO) BILSTEIN GROUP, wears special goggles and plays dominoes to simulate the effects of alcohol consumption, highlighting the dangers of driving after drinking.

## Health and Safety Days

# Inspiring through information

Dedicated safety officers and fully booked health checks: the Health and Safety Days held at BILSTEIN and HUGO VOGELSANG in April 2023 were a roaring success and covered a broad range of topics.

**A**lmost 300 employees took the opportunity to gain inspiration for their day-to-day work during the Health and Safety Days at the BILSTEIN and HUGO VOGELSANG plants on 19 and 25 April. "These events were very well received by participants," says Dominik Eickhoff, Head of HSEQ BILSTEIN GROUP, who was happy with the outcome. "My verdict is that we definitely need to do it again!"

### Dedicated safety officers

"The themes of coils and forklifts are a daily concern for us all. The demonstrations were a real wake-up call," observes Dominik Eickhoff. "I thought the conversations and exchange between administrative and production colleagues were particularly good."

Meanwhile, the themes of coil safety and personal protective equipment were taken especially seriously by the health and safety representatives from the various plants, and saw them create realistic stations where employees could get involved. "This is way more persuasive than simple presentations," says Dominik Eickhoff. "I'd like to thank all the health and safety officers who designed and supervised the booths."

### Second chance at health screenings

The health stations were extremely popular. The Hohenlimburg-Letmathe Occupational Health Centre conducted vascular check-ups at both plants, examining over 100 people at BILSTEIN alone. Meanwhile, representatives from the health insurer DAK were on hand with a computer-aided system for

measuring upper body lean mass – a station that was fully booked within hours.

BILSTEIN GROUP employees could also attend the Hohenlimburg-Letmathe Occupational Health Centre for a vascular check-up after the event, quoting the Health and Safety Days.

### A win for everyone – and prizes worth 2,000 euros

While the event was a win for everyone who attended, there was also a small quiz to provide a little extra motivation to visit the booths. And the competition questions couldn't have been easier to answer – because the booths offered both the answers as well as help finding them. At the end, all the participants who got the correct answers were entered into a draw. On 11 May, Michael Ullrich presented prizes worth a combined 2,000 euros to the ten lucky winners. ■

A starring role: „Christian“, the dummy used to simulate an accident involving an overturned coil, played an important part at the coil safety booth at HUGO VOGELSANG.





Important forklift safety campaign: various participants from the Administration and Production Departments at BILSTEIN took the opportunity to experience a change of perspective at the stand provided by Dominik Jung from Junge-Kran Ausbildung (pictured in the middle, wearing a hi-vis jacket).



The safety officers (from left to right) Kevin Wisniowski, Holger Schierbaum and Thomas Noetzel at the coil safety booth at HUGO VOGELSANG.



"The day was good because there was an interesting selection of stations and people on hand."

Andreas Marty, Deputy Production Manager, BILSTEIN



What are the risks posed by improperly stored coils? Attendees could find the answer to this question at the station run by safety officers at HUGO VOGELSANG.

"The Health and Safety Days – a successful event: it definitely raised awareness in the sense of work-place health and safety you can really get involved in."

Andreas Heßler, Production Manager, HUGO VOGELSANG



On 11 May, Michael Ullrich presented prizes worth a combined 2,000 euros to the ten lucky winners of the Health and Safety Days quiz.



Jörg Wiesmann, foreman in the Cutting and Finishing department at BILSTEIN (right), and Dr Titus Haenschke, Team Lead of Plant Technology at BILSTEIN (left), find out about stumbles, slips and falls at the BGHM booth.

Family Day 2023

# We've earned it!

After a pandemic-induced break, on 13 May this year our traditional Family Day was once again held for the German employees and their families at the BILSTEIN GROUP's main site in Weinhof.

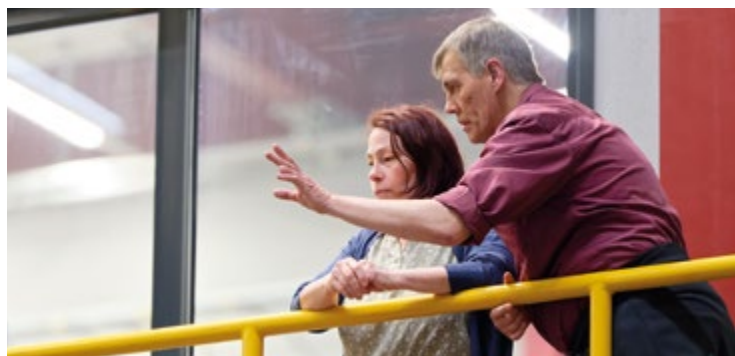


More than 2,000 of you enjoyed the event. Besides employees from our German locations, their families and retired staff, local residents were also invited to attend, to help build understanding and goodwill for the various construction projects underway recently.





A successful event: there was great weather, a wide selection of food and drink, foot-tapping rockabilly tunes from the LenneRockets and a varied kids' entertainment programme. But the highlight was definitely a look behind the scenes at the state-of-the-art wide-strip rolling mill.



## Graduation ceremony

# Congratulations!



Nine BILSTEIN SERVICE GmbH apprentices successfully completed their final exams in January 2023, eight of whom have now started working for the company. On March 2, 2023, Marc T. Oehler presented our young specialists with their certificates in the presence of their trainers and welcomed them into the company (from left): Adriana Ibrahimovic (Training Manager), Sascha Brock (Specialized Electrical Instructor), Dominik Fyrguth (Industrial Engineer), Ruslan Sulejmenow (Process Engineer), Stefan Schwan (Industrial Assistant), Yunus Bilgic (Process Engineer), Katharina Maas (Industrial Assistant), Pascal Eichstedt (Process Engineer), Luca Pechmann (Process Engineer), Tim Sapieja (Electronics Engineer), Elion Kadrijaj (Process Engineer) and Marc T. Oehler.

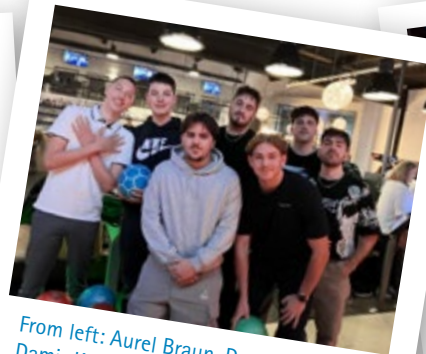
## Apprentice Christmas Party

# It was great!

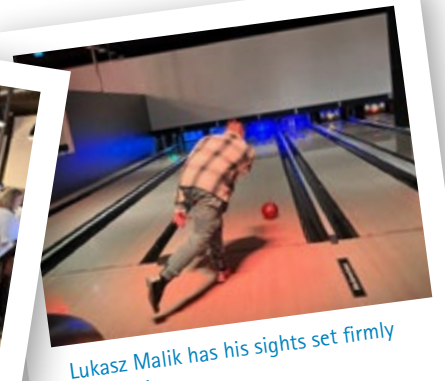
On December 10, 2022, 26 BILSTEIN GROUP apprentices demonstrated their sporting prowess at the bowling alley in Hagen – it was a fantastic evening!



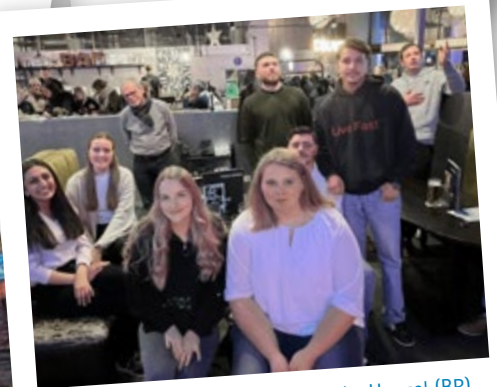
Pleased with their successful event: (from left) Sascha Brock (Trainer) Yunus Sisek, Luca Pechmann, Elion Kadrijaj, Pascal Eichstedt, Harry Kanzler (BR), Tolga Dilbirligi, Chantal Rehbein, Muhammed Söyler, Samantha Bali, Taha Ömer Cam, Miriam Bläsing, Veronika Henzel (BR), Dennis Hirsch, Mathias Urbanski, Aurel Braun, Damir Kahrmanovic, Tim Lachting, Dominik Fyrguth, Ioannis Panidis, Stefan Schwan, Kevin De Sanctis and Ruslan Sulejmenow



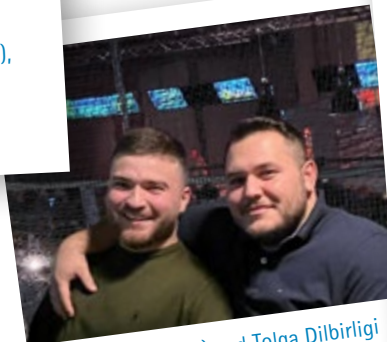
From left: Aurel Braun, Dennis Hirsch, Damir Kahrmanovic, Mathias Urbanski, Luca Pechmann, Jamie Brian Küllmei and Ioannis Panidis



Lukasz Malik has his sights set firmly on the pins.



From left: Samantha Bali, Veronika Henzel (BR), Torsten Gödde (Trainer), Miriam Bläsing, Chantal Rehbein, Elion Kadrijaj, Muhammed Söyler, Taha Ömer Cam and Luca Pechmann



Elion Kadrijaj (left) and Tolga Dilbirligi



New campaign to strengthen our employer brand

# BILSTEIN GROUP? Yes, I've heard of them!

There's no denying the BILSTEIN GROUP is a strong brand: our name is known across the steel industry. Now, to highlight what an attractive employer we are to potential employees, the HR department is focusing on the strategic development of an employer brand.

The aim of a campaign to enhance an employer's image is for people to associate the company with certain positive features and for its brand to be highly recognizable. "Our primary aim is to address potential new employees and make the BILSTEIN GROUP – so all the people who work here and who make up the company – visible in both our internal and external communications," explains Kathrin Pieper, HR Officer BILSTEIN GROUP, who is overseeing all aspects of the campaign. To achieve this visibility, the HR team is going on an all-out communications offensive across multiple channels. This includes creating a new careers site, setting up and running social media profiles, defining new standards for job adverts and building a new booth for use at trade shows.

## Communication that evolves over time

Of course, the BILSTEIN GROUP was already using many of these communication channels to reach potential new team members.



Kathrin Pieper's team distributed posters, flyers and postcards asking employees to play a role in shaping the new employer image.

But time changes everything, including communications and design. Giving our external image this new momentum corresponds perfectly with the values of the BILSTEIN GROUP. The campaign includes making the way we talk to potential new employees more familiar and approachable, a more modern design and ensuring we stand out even more starkly versus our competitors. In addition, it will allow the HR Department to make better use of the potential

of social media, creating and regularly updating profiles on Instagram, Facebook, LinkedIn, Xing and Kununu.

## A high profile: making the BILSTEIN GROUP stand out

So, what does make the BILSTEIN GROUP special? What makes us such a unique employer? To elevate the profile of our employer brand, the HR department reached out to all staff: "At the start of 2023, we handed out flyers and postcards in production and administration. We asked employees to take part in relaxed, anonymous workshops and share what they think of the



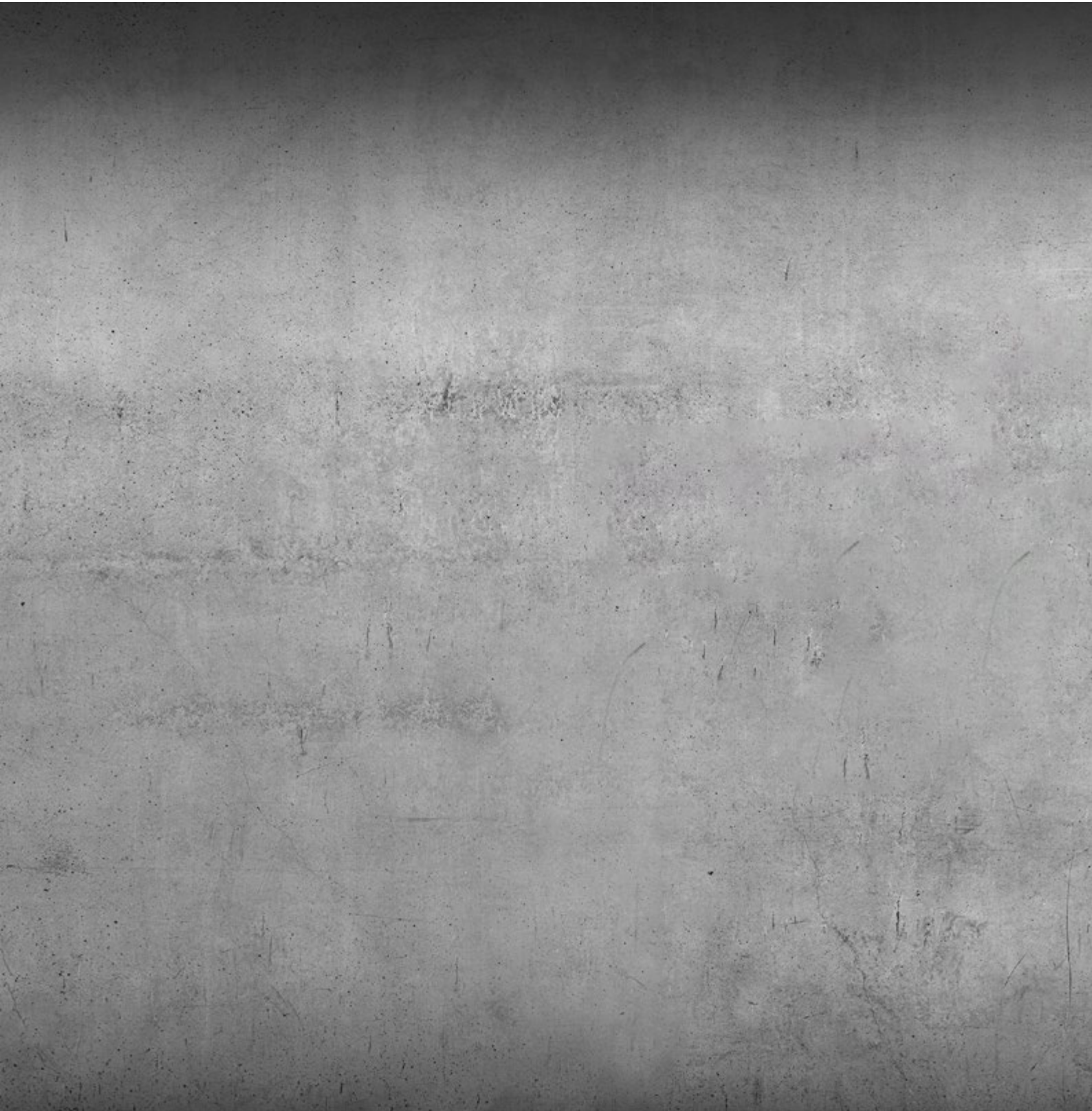
BILSTEIN GROUP as an employer – and what they make of their career prospects here," explains Kathrin Pieper. "The response was amazing! Within a short space of time, we received 54 registrations, including from staff across all levels in production and administration, apprentices and student workers."

The participants in the workshops, which ran from early February to early March, provided crucial input for the design of the campaign. "I'd like to take this opportunity to thank everyone for their active participation and support," says Kathrin Pieper. Those employees who especially enjoyed the experience even became part of the Ambassador Team and regularly monitored social media channels, working closely with HR, over the course of the campaign. The ambassadors provide real-life insights into their own work environment.

## What lies ahead?

The feedback and learnings from the workshops are now being used in the creation of the copy for the careers site and all other elements of the campaign. The plan is to finish the complete overhaul of all media and channels during the summer.

The flagship will be the new careers site, which will feature photos, videos and stories that focus much more on people, employees and key contacts. The goal is to make our content more personal and emotive than before. Watch this space! ■



## MASTHEAD

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