Speedy Service
NEW SERVICE STATIONS FOR GRAIN AND FEED MILLERS IN NORTHERN SPAIN

New Structure – New Mindset
MOVING CLOSER TO THE CUSTOMER

Matters of Taste
INNOVATIVE SOLUTIONS FOR COFFEE, FLOUR AND PACKAGING
#168 / SPECIAL

## Content

**Editorial**

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Roundtable</td>
</tr>
</tbody>
</table>

**Facts & Figures**

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td></td>
</tr>
</tbody>
</table>

## 10 Solutions

- InfinityRoast™: Piping Hot Innovation
- PESA Mill™: Innovating a Centuries-Old Tradition
- LEYBOLD OPTICS PAK 2100T: Transparency for a New Market

## 14 Organization

- Interview: The new Head of Grain Milling, Johannes Wick, talks about the challenge of remaining top-of-the-class and what automation and optimization can do to help.
- News: Bühler’s President China & Asia Pacific is New Board Member
- News: New Head of Manufacturing & Logistics

## 16 Customer Service

Bühler’s customer service is present worldwide, at more than 80 locations – and counting. A new service station in Lérida now supports customers in Spain’s granary.

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## Imprint

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Dear reader

The last ten years at Bühler have been exciting – we can look back on a highly successful decade in which the company has grown consistently: We doubled our employee base and increased our presence to more than 140 countries worldwide. New application and development centers in the United States, India and China testify to our commitment to develop market-relevant solutions close to our customers. And yet, we have decided to change our organizational structure. Why?

Over the past months, I have visited many customers and realized that not all of them were entirely satisfied with our responsiveness. They told me they had to deal with too much internal administration and too many procedures.

GLOBAL MARKET CHALLENGES

While customer feedback is already a strong incentive, there is a further reason for optimizing our organizational setup: The time has come to take the next step in our business development and prepare Bühler for the changes and challenges of the next decades. In the future, our customers will have to provide safe, tasty and nutritious food (or mobility solutions or communication devices) to over nine billion people, in dynamic market conditions that are marked by a scarcity of resources and rising energy costs. These are challenges to which Bühler can contribute solutions as a leading partner for our customers in grains, food and advanced materials processing. But these challenges also require us to leverage all our strength – to realize the possible synergies in technology, production and customer interaction.

MOVING AHEAD WITH A NEW SETUP

How do we aim to achieve this? We will reassemble our business into eight important «business areas». In this new structure, we will transfer the full operational responsibilities to these business areas, each of which will follow the market trends closely, will drive the development of technology and products, and guarantee full customer satisfaction for their offerings. We will also increase our ability to offer integrated food solutions along the whole value chain and across all business areas by removing the previous divisional separation in grains and food solutions. In addition, we will strengthen Corporate Technology by bundling innovation activities and moving R&D closer to the business areas. Against the backdrop of this organizational change there are also a few staff changes: Bruno Mendler has accepted a new challenge as our Chief Strategy Officer having previously headed the Grain Processing division for over ten years. Martin Schlauri – Head of Grain Milling for more than 15 years – will in the future direct the new Milling School in Kenya. And last, but not least, I wish Martin Menrath, who has retired after serving as Head of Manufacturing & Logistics for six years, good health and all the best. I would like to express my sincere gratitude to these three colleagues for their exceptional commitment and excellent service to Bühler.
Ever Closer to the Customer

AFTER DOUBLING IN SIZE OVER THE PAST TEN YEARS, BÜHLER HAS ADAPTED ITS INTERNAL STRUCTURE.

by Marc Engelhardt (interview) and Justin Hession (photos)

Stefan Scheiber, new CEO of Grains & Food, Samuel Schär, CEO of Advanced Materials, and CTO Ian Roberts came together for a roundtable discussion at the company headquarters in Uzwil to explain how Bühler customers will benefit from the recent changes – and why being close to them is at the heart of the new structure.

Stefan Scheiber: For the Grains & Food business the key question is how to provide food to nine billion people by 2050. That’s a huge number of people with different requirements and consumer patterns. But there are solutions – to which we are contributing. For instance: Today, an estimated one-third of all cereals, the basic staple food, is being wasted – while a seventh of the world population goes to bed hungry. Up to 30 percent of ready-to-consume food ends in bins, too. This waste also means economic losses through the whole value chain. We have technologies to address these problems, for example, with our grain logistics portfolio in post-harvest processing or with new applications for consumer foods.
Ian Roberts: We also help our customers by using our global presence in more than 140 countries to adapt our global technology competence to local situations, to local knowledge and local understanding – from raw material through to finished consumer goods. Everybody needs food, but taste, culture, crops and raw material are all local. We play a decisive role in industrializing regional products, supporting the transformation from artisanal production to food-safe, efficient, sustainable, industrial-scale production. From the technology side, we have a unique coverage of the food value chain and a range of exciting technologies in our advanced technologies portfolio.

Samuel Schär: When it comes to Advanced Materials, innovation is key. Take, for instance, the carmakers’ challenge of reducing their fleets’ CO₂ emissions. One of their solutions is to make cars lighter by using lightweight materials, such as aluminum. Thanks to our activity in Die Casting, we play a globally leading role in that industry. We helped several carmakers and automotive suppliers to cast engine blocks from aluminum rather than from traditional iron, which meant a significant loss in weight. And now we’re assisting them to cast so-called structural parts that go in the body of the car, too. Estimates predict the fraction of aluminum in cars to double by 2030, so here’s an interesting development we can support our customers with.

Stefan Scheiber: Looking at the processing of staple foods, we know that productivity is a key factor. It matters economically whether your mill yields are higher or lower – and we know that our plants provide better yields. We have strategically evolved into a global solutions provider. New applications, intelligent processes and a global service network are the consequence of this development.

«We have strategically evolved into a global solutions provider. New applications, intelligent processes and a global service network are the consequence of this development.»

Stefan Scheiber
intermediary or consumer products, and with this know-how we are in a position to help our customers produce new, safer, tastier and healthier food that creates more value for them. Also, the whole area of service in a broader sense has become more important: Look at all the regulations customers are facing today! For these challenges, too, we offer solutions.

**Ian Roberts:** The diversity of our technology portfolio and the different markets we serve help us to innovate much faster. To resolve a customer problem, we can draw on our broad technology expertise, for example, from advanced materials to chocolate, when it comes to compound milling. We did not have to invent a completely new machine – we have the capability in the Advanced Materials group, which we can then apply to food. The critical point is to have an excellent internal knowledge transfer across your whole team. If you have that, it gives you and your customers a huge advantage in terms of speeding up innovation.

**Samuel Schär:** And it works both ways. Let me explain using a somewhat oversimplified example. We took a two-roll mill from flour processing and added one more roll, and now the mill can be used to grind pigments going into inks or high-tech applications like silver paste for printing the front contacts of solar cells. Add another two rolls, and you have the finer for chocolate production. Take a twin-screw extruder used for breakfast cereals production, and develop it for use in production as part of the lithium ion batteries value chain. You see, this is our spirit: We ask ourselves, how can we address our customers’ needs with our technology capability, and how can we link the market pull with the tech push and create new applications that benefit our customers?

**Stefan Scheiber:** Through a very close relationship with our customers. We know their requirements – which vary substantially from country to country – but where our expertise comes in is on the process side. Here’s an example of that close relationship: There was...
adapted our structure along the way. From now on, our setup is structured along regions and business areas only, and no overarching administration on the divisional levels. This will enable our business areas to really drive their business.

Stefan Scheiber: An example: Many grain millers today look for an extension of their value chain. Transforming wheat into flour is one thing, but potentially they’d like to add another step, for instance, to make pasta, based on the semolina flour they’re already producing. At the same time, when I talk to producers of consumer products, one of their key issues is always how to ensure the high quality of the raw materials they procure, which is what we do on the upper part of the supply chain. A good example for this is the new «Ceres» dryer, which meets the new industry requirements for food safety. We are about to launch it now, and I’m quite positive that it is going to be very successful.

Ian Roberts: We also wanted to strengthen the entrepreneurial culture within Bühler, through empowerment. Let’s make sure that people with the right skills and the right capabilities are in the position to make the necessary decisions and to move quickly. The dynamics, especially in the rapidly growing emerging markets, are not the same as in Europe. China, for example, is moving at a much higher speed.

The key question is how to provide food to nine billion people by 2050. There are solutions – to which we are contributing.»

Samuel Schär: Yes, absolutely. We want to make it even easier for our customers to do business with us. Some had mentioned that they had to talk to various units or get multiple contracts if they wanted one integrated plant solution. That is in part because we have doubled in size over the last decade, and we never really

by joining forces in the new Grains & Foods business.

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Ian Roberts: The business areas will focus very strongly on bringing innovations to the market that are relevant to customers today and in the next two to three years. That way, specific market needs will be met more efficiently and more quickly. At the same time, our customers will face an extraordinary change in innovation capability. We have breakthroughs in nutrition and personalized nutrition, we have step changes in capabilities to impact food safety, energy use, Internet-driven connectivity and

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thin-film properties for use with smart buildings, just to name a few. These are issues that all our customers are concerned with. And that’s the role of Corporate Technology: to ensure the business areas have these technologies proven and ready to deliver to the customer as fast as possible.

**diagram:** «Going local» is an important trend. Is that going to continue?

**Stefan Scheiber:** Absolutely. The local entities in the markets are very much the drivers of our growth. That aligns with the diversity of requirements we have, where we have seen that one-size-fits-all solutions are no longer working. So driving business in the markets for the markets is key for success. This is true because there is nothing more local than food. And it is important, as we will serve our customers with the new decentralized 80 service stations much faster from now on.

**Samuel Schär:** This is also reflected in the new structure: The regional head of Asia is now part of the Executive Board, and that makes fast internal communication much easier. This is important, especially since the next wave coming from Asia will be innovation rather than only production. Building these capabilities – from simple to complex machines all the way to integrated solutions – is what we’re currently pursuing. We have developed a mill that caters specially for the African market, designed and built entirely in South Africa. In India, we have created an industrial version of the mills used to produce atta flour, traditionally done with artisanal stone mills.

**Stefan Scheiber:** And another example of continued localization is the new chocolate trend in China. Chocolate used to be consumed mainly in the industrialized world. However, consumers in China developed a taste for confectionary products, and today, our local chocolate team in China of more than 30 experts has developed new machines for the local market. The same development took place in India, where we have created an application center for local foods – fully managed by local engineers and technologists. This is a huge step forward for our company.

**diagram:** Lastly, a look into the future: Where do you see Bühler in 2050?

**Ian Roberts:** We will be a company that has grown by doing the right thing. For example, by having a very strong impact – together with our customers – on the capability of making sure that nine billion people can live well, and within the limits of the planet.

**MARC ENGELHARDT** reports from Geneva on the UN and international organizations for various media, including the Berliner Zeitung and German radio stations.
Currently, there are more than 30 new plant, machine or process solutions ready for Bühler’s customers - many of which have been presented at this year’s Interpack trade-show in Düsseldorf, Germany, or at the Technical Sales Conference at Bühler in Uzwil. All of these innovations benefit from extensive market knowledge. Because in food as in consumer goods, regional tastes vary significantly, thus creating unique challenges. Three new solutions are highlighted in the following pages, each meeting the challenge of specific consumer tastes in a different way. The InfinityRoast™ features smart technology for reproducible, specialized coffee roasting recipes to cater for the coffee capsule generation, while the PESA Mill™ offers an industrial solution for a well-loved Indian staple food. The LEYBOLD OPTICS PAK 2100T vacuum coater, in turn, lowers the production costs of consumer-preferred transparent packaging.

It’s all a matter of taste – and tastes are as versatile and regionally diverse as the markets Bühler’s customers serve.
The InfinityRoast™ allows for precision roasting, tailored to produce the best aroma out of each coffee bean.

WHAT is the key to coffee roasting? In terms of a given blend of coffee beans, aroma formation is determined by energy input into the roasting chamber, the air-to-bean ratio and the duration of the process. For large-scale production, other requirements come into play: the need to produce consistent and homogeneous high-quality batches, as well as flexibility in the production process. Bühler is now introducing the InfinityRoast™ series in response to these market needs. Profile roasting allows the operator to set up complex programs that define the precise time-temperature curve over the entire roasting cycle, so that the beans are exposed to varying heat levels. «The operator defines the desired temperature value for every second of the roasting process,» says Marco Keller, Head of R&D Coffee Processing at Bühler. That master profile can be tailored to get the best aroma out of the bean – for instance, a slow heating rate at the beginning combined with a fast final heating rate results in distinct flavor characteristics that differ from the standard. Thus, the product can be set to meet certain specific criteria. «Once the optimal roasting profile has been found, the next challenge is to repeat it consistently – batch-by-batch. The producer needs to be able to guarantee homogeneous output – that’s what the customer expects,» adds Keller. That requirement has become more pronounced with the growing popularity of single-serve coffee capsule machines. Each capsule of a certain variety must have the same aroma as the other capsules of that flavor. Numerous external factors can affect the precise reproduction of the desired master profile curve, e.g. fluctuations in green bean moisture, weather conditions, cold start of the roaster etc. Traditional roasting systems have trouble handling this challenge. By contrast, the InfinityRoast™ was designed to automatically modulate the energy intake into the roasting chamber in order to precisely reproduce the master curve. The InfinityRoast™ is easy to operate, and programming new profiles is straightforward. Keller says: «The intelligence required is all inside the system. The only thing the machine can’t do is to tell us what the final product will taste like.»
BREAD is a staple food around the world, and indeed is often seen as the embodiment of food – for instance, in phrases such as «putting bread on the table.» Local bread varieties are therefore not just important for nourishment; often, they are key elements of local and personal identity for those raised on a certain type of bread. This is true, for instance, for Indian flatbreads such as chapati, naan and roti. They made from atta flour, which is based on hard wheat traditionally milled with stone chakki mills. However, these chakki mills are heavy on maintenance, as they require redressing approximately every two to three weeks. They are less suited for larger-scale production, and make compliance with food safety standards difficult.

Bühler has now developed an innovative process for making high-grade atta flour, with traditional taste and consistency, but at industrial capacity and using a hygienic grinding technology based on rollers rather than stone plates. The PESA Mill™ is even able to accommodate local preferences by accounting for granulation, water absorption and starch damage in order to turn out produce targeted at specific markets.

The innovative PESA Mill™ has already entered usage with Parakh Agro Industries, a long-standing Bühler customer. The company’s proprietor, Prakash Parakh, says he is happy with the results – but more importantly, so are his customers: «Chakki atta has been eaten in India for ages. But before this new approach was introduced, there had been no real innovations for centuries. The response has been good for this new product.» He believes that traditional chakki stone mills will be phased out from the business within the next 15 years. But consumers probably won’t mind – as long as the bread still tastes the same.

FACTS & FIGURES
PESA MILL™

One PESA Mill™ can do the work of up to 20 traditional chakki mills
Capacity: 130 tons per day
High-compression grinding perfectly adapted to atta flour output
Less cleaning and maintenance than traditional stone mills
~10% energy saving
~1% higher yield than traditional stone mills

The PESA Mill™ at Parakh Agro Industries (below) produces high-grade atta flour with traditional taste – needed to bake India’s staple flatbreads – chapati, naan and roti.
CONSUMER markets for food have been expanding in recent years, particularly in new emerging economies. That growth has been accompanied by increasing demand for transparency – in some cases, quite literally, as many consumers want to see the products inside the wrapping and thus favor clear barrier films as packaging for fresh and dry edible goods. Traditional packaging is impermeable to air and light in order to preserve its contents, but such an opaque diffusion barrier prevents buyers from checking the visual appearance of the product before purchase. Transparent barrier packaging, on the other hand, has so far been too costly to be used in all but high-end goods.

Bühler’s new vacuum coating machine LEYBOLD OPTICS PAK 2100T introduces a novel approach for the deposition process of transparent AlOx-coated barrier films that lowers production costs. It allows manufacturers to package foodstuffs with lower profit margins with transparent wrapping. The machine applies AlOx layers uniformly onto flexible plastic substrates such as BOPP and PET that are only as thick as necessary, and without the yellowing effect often seen in other films.

The result: high-performance functional barrier packing that ensures freshness and is pleasing to the discerning consumer. «The machine is an example of innovation developed with acute awareness of market requirements, at a cost that permits the development of a new market segment,» says Heiko Hagemann, Product Manager Bühler Alzenau.

After two years of development, the LEYBOLD OPTICS PAK 2100T was launched at an open house event in Alzenau with customers in spring 2014; the first machines are currently being delivered.
The Next Step in Grain Milling

ON 1 SEPTEMBER 2014, JOHANNES WICK STARTED HIS NEW JOB AS HEAD OF BÜHLER’S GRAIN MILLING BUSINESS AREA. EDUCATED AS A MECHANICAL ENGINEER AND AN MBA, HE SPENT TWO DECADES IN THE ENERGY AND INFRASTRUCTURE INDUSTRY AT ABB AND ALSTOM. DIAGRAM TALKED TO HIM ABOUT HOW HE PLANS TO TAKE BÜHLER’S MILLING BUSINESS TO THE NEXT LEVEL.

by Eric Johnson (interview) and Cindy Gamper (photo)

diagram: How would you describe the recent reorganization at Bühler?
Johannes Wick: We want to make it easier for customers to do business with us – by being more responsive and faster, but also by being more integrated and uniform. Having all grain and food activities within one business means we will act and be perceived as one integrated business partner by our customers.

diagram: What’s your main challenge in your new job as Head of Grain Milling?
Johannes Wick: Our business is already very successful; we’re number one in the industrial milling market. The first challenge is to keep it at that level. However, I don’t want to rest or be complacent: We want to grow, which means selling and taking new orders. Of course, we will continue to focus on industrial milling, but we will also focus on the smaller business units, such as...
On 15 June 2014, Holger Feldhege joined Bühler as Member of the Executive Board and new Head of Manufacturing & Logistics. He graduated in business studies and holds a PhD in production management. Feldhege has extensive experience in production, engineering and logistics from previous positions in companies such as Mannesmann AG and ThyssenKrupp Elevator AG. For the past 13 years, he worked at ThyssenKrupp Elevator AG, spending more than seven years in various executive positions at the company’s subsidiaries in China, Hong Kong and Korea, three years of which as COO (Manufacturing) Asia Pacific. Returning to Germany in 2010 Feldhege took on the position of CEO Manufacturing Central, Eastern, Northern Europe and later Senior Vice President Manufacturing Elevator for the Group worldwide.

“Our factories are at the core of our supply chain to our customers,” says Feldhege. “We deliver the best quality, on time and at the right costs and react flexibly to changing market requirements.” Based on that understanding, Bühler continuously reviews and adapts its supply chain. «Total Synchro» is our philosophy and our key denominator in these change processes, shaping all our workflow designs, in manufacturing and the whole fulfillment process – which includes, of course, also our quality procedures,” adds Feldhege.

BÜHLER’S ASIA PACIFIC PRESIDENT JOINS EXECUTIVE BOARD

Dieter Voegtli is President of Bühler Group China & Asia Pacific since 2009, having already served as President of Bühler China since 2004. Previously, Voegtli – who is a mechanical engineer (Swiss Federal Institute of Technology Zurich (ETH Zurich)) by training and holds an MBA from INSEAD – worked for eight years as Technical Director of Roche China Ltd. He started his career in global power plant commissioning and as a software development manager for ABB.

Over the last years Voegtli witnessed the rise of a new middle class in Asia and the emergence of a large, discerning customer base from his office in Wuxi, China. «Moving part of the supply chain from Uzwil to China was in recognition of this unprecedented and growing mass of consumers our customers are now producing for,» he says. «We had to react faster to a remarkably dynamic market while of course remaining true to the high quality standards our customers are used to.»

In April 2014, Dieter Voegtli joined the Executive Board of Bühler. «The decision to integrate the Asia Pacific perspective at the highest management level is a commitment to further dynamic and customer-oriented product development,» says Voegtli. In addition, this will also reinforce the global outlook of the company’s strategy.

NEW HEAD OF MANUFACTURING & LOGISTICS

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ERIC JOHNSON writes about business, energy, environment and technology from Zurich.
THE CLOSER
THE BETTER

ACROSS THE GLOBE, BÜHLER IS PRESENT ON LOCATION WITH MORE THAN 80 SERVICE STATIONS. SINCE AUGUST 2013 ALSO IN LÉRIDA, SPAIN – A WELCOME ADDITION FOR THE REGION’S CEREAL AND ANIMAL FEED INDUSTRY. THE EPONYMOUS PROVINCE IS ONE OF SPAIN’S MAJOR GRAIN PRODUCERS.

by Manuel Meyer (text)
and Bob Masters (photos)

Spain has been one of Europe’s largest grain and animal feed producers for several decades. The majority of the country’s grain and feed-processing industry is based in the economically strong northeastern part of the country – especially Catalonia. For this reason, Bühler has long been very active in this region of Spain. Of its approximately 2,000 customers in the country, almost 700 come from the northeastern regions of Catalonia, Aragon, Navarra and Valencia. Bühler rapidly established itself as the area’s market leader in the sale of grain and feed mills. However, client feedback showed the need to set up a quick-response, locally based customer service.

This is why, in August of last year, Bühler opened a new service station in the Catalonian city of Lérida, where several grain and feed businesses are based.
«It was absolutely paramount that we should have a service station directly on-site, because in customer service, you can only build lasting customer confidence by being present locally,» explains Manuel Arredondo, Bühler’s Customer Service and Business Development Manager in Spain and Portugal.

**IT’S ALL ABOUT PERSONAL CONTACT**

During the last decades Bühler has been providing customer services to all Iberian customers from the facilities located in Madrid. Since November 2012 he has been reinforcing his range of services available at the service station. However, as Arredondo points out, «it would be illusory to assume that we could take care of a customer adequately from 500 kilometers away.»

His customers agree. «I always found it difficult to have to pick up the phone and explain our problem to a service technician I barely knew in Madrid, or Switzerland. For our company, the service station in Lérida was an important prerequisite for us to be able to collaborate with Bühler more closely,» affirms Alberto Jofre, Maintenance Manager at the Spanish animal feed producer Esporc SA. Specializing in pig feed, the company and its 45 employees processes approximately 1.2 million kilograms of feed per day – using its Kubex and newly acquired Kubex T12 pellet presses – at factories in Tona and Riudarenes, Catalonia.

«For us, extended production downtimes are the worst. That’s why it’s important for us to have a service station nearby.»

Alberto Jofre, Esporc SA

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**RAPID RESPONSE**

These two reasons were also instrumental in in the decision of small-scale feed producer Agrovilanova SL to collaborate with Bühler when its service station went into operation in Lérida – even though Agrovilanova owns no Bühler equipment. «In my opinion, having confidence in a service operator isn’t just about maintaining continuous, personal contact, but also about reacting promptly when pressing rollers and moulds urgently need to be replaced,» says Luis Sala, Production and Product Quality Manager with the Vilanova de la Barca-based company. «So far, I’ve been impressed by Bühler’s service in terms of quality, price and response time,» says Sala. Besides its own pig-farming operation, which handles 50,000 animals a year, the company near Lérida also produces animal feed for pigs, calves, poultry, rabbits and sheep every month. As Bühler did not maintain its own service station in the region until a year ago, the large-scale Grup Alimentari Guissona used to collaborate with local suppliers if one of its three Bühler mills had to be repaired, or its dies and equipment and the problems we face,» Jofre explains.

**In Lérida, service and repair work is now performed by experienced Bühler technicians.**
press rollers needed to be refurbished or replaced. The company maintains 28 production lines with 4,000 employees. Besides its animal husbandry activities, the group is also involved in the feed and foodstuffs sector.

«We’ve worked with Bühler equipment for many years, and appreciate their high-quality technical standards. That’s why we’ve decided to extend our collaboration with the service station, as Bühler also offers top quality at good prices in this area,» says Maintenance Manager Jaume Serra.

He admits that many local companies are capable of repairing the mills and dies. «But the expertise of a Bühler technician when repairing the company’s own equipment is beyond question,» Serra says. He is pleased that Bühler has now closed this gap in the region.

**ON-SITE SERVICE VAN**

Bühler Business Development Manager Manuel Arredondo is convinced that thanks to its high quality standards – befitting a leader in the technology market – and its rapid response times, Bühler will soon also be the region’s number one customer service provider. In order to achieve this, the staff at the Lérida service station, which covers a floor space of just under 600 square meters, will soon be increased to four employees.

What’s more, Bühler is also demonstrating its market presence in terms of mobile customer contact: A sales and service van visits up to five customers a day in the extensive region, not only to carry out repairs or deliver materials, but also to help customers to successfully develop their businesses.

Clients have reacted very positively to the new on-site customer service, and the first milestone has already been reached: «Our plan was to impress our customers with our new service. In the initial phase we appear to have succeeded in doing so, and we shall continue to work hard at guaranteeing this in the future,» promises Arredondo.

**MANUEL MEYER**

is Austria Presse Agentur (APA)’s Spain correspondent, based in Madrid.
Bühler at a Glance

THE NEW ORGANIZATION

2
clearly shaped business portfolios

Grains & Food

- Grain Logistics
- Grain Milling
- Sortex & Rice
- Value Nutrition
- Consumer Foods

Advanced Materials

- Die Casting
- Grinding & Dispersion
- Leybold Optics

8
focused business areas with cross-functional synergies to better serve our customers' individual requirements

Facts & Figures

BÜHLER AROUND THE WORLD

NORTH AMERICA

3 Manufacturing sites
10 Sales and service sites

SOUTH AMERICA

2 Manufacturing sites
11 Sales and service sites

EUROPE

11 Manufacturing sites
43 Sales and service sites

MIDDLE EAST & AFRICA

2 Manufacturing sites
17 Sales and service sites

ASIA

9 Manufacturing sites
38 Sales and service sites