

Chemgineering Group 2008



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## Dear friends of Chemengineering

When the term *real economy* became the talk of the town in 2008, it had already taken on «the clumsy form» of a taboo word. It was not intended to demonstrate reality. No, it was envisaged that the word limits the emerging economic crisis, helpless as everybody was in the face of it, to the financial sector – as if the financial sector was not the daily reality of so many working people. The economic crisis is now global. In view of this I hereby present you with a series of current thoughts aimed at providing you with a deliberately unusual insight into our company. The additional contributions and 2008 Facts and Figures establish a relationship between our activities over the past year and the economic environment, the international alignment and our demanding quality requirements.

Your and my realities differ. This year's Chemengineering Group annual report contains a particular selection of realities in the form of words and pictures: people who create new things with their hands and a few tools, impart knowledge, assess quality and endeavor to find new solutions by way of focused ideas. Here they all stand for services that the employees of Chemengineering render daily.

The pictures in this report chosen with great care show people from the most varied of cultures. At first glance, many appear to have little to do with life sciences – but it is worthwhile having a closer look. Mussle growers in Europe, a guru in India, persons carrying clay tiles in Gizeh or igloo master builders in the North of Canada – they are all working for a future worth living. If that is not a perfect example of life sciences, then I don't know what they should stand for.

Chemistry and life sciences are right at the bottom of the Maslow requirement pyramid among physical needs, food production, the protection against external influences and maintaining good health. As such Chemengineering was able to support numerous clients in achieving their goals and a large number of people in securing basic requirements. The diverse tasks in the past year included consulting – increasingly outside Europe, too – and planning, and managing and monitoring our principals' key building projects. We take pride in the fact that we have won key and new clients and at the same time have kept existing clients thanks to our constant high quality.

# «Visualization helps to concretize project ideas.»

Dr. Thomas Karlewski, Managing Consultant, Stuttgart



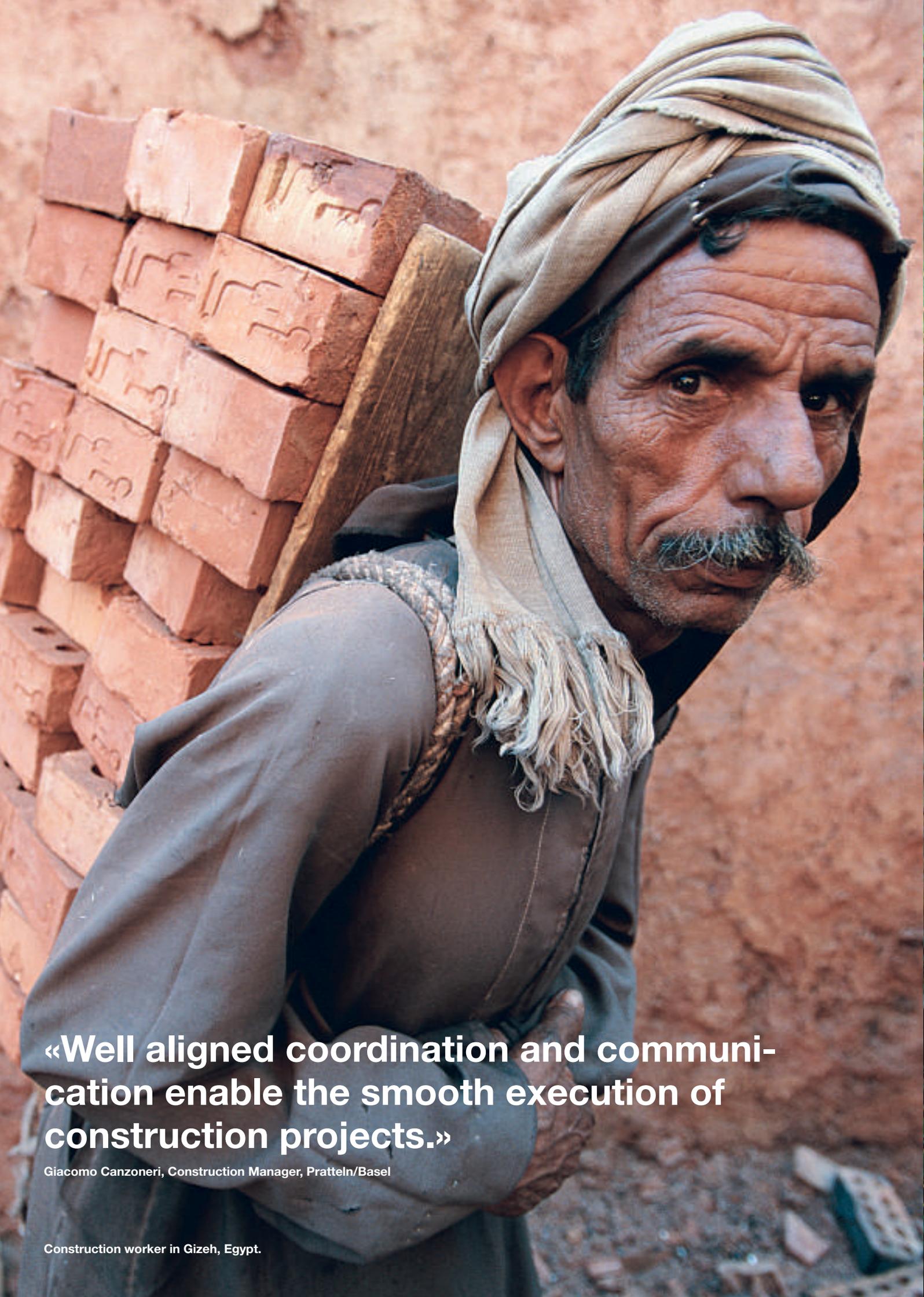
Aborigine painting on tree bark in Arnhem Land, Australia.

Documents take up a lot of space in life sciences. As a result of the planning, qualification and validation activities they furnish proof of the proper implementation of vital activities. Therefore rendering them an art form would be presumptuous. However, finding the right balance between documentation and documented reality – at all times choosing the right granularity and abstraction level – is very much an art. Building on the regulations and tradition of the life sciences sector, our employees implement the growing requirements in an economically responsible manner.

Lived reality also applies to our own company culture, which is the very thing that characterizes us amid ever fiercer competition. We have documented it together with an ethics code for the first time in a concise corporate manual. This and an expanded process and risk management enable us to honor the increasing demands placed on corporate governance, and set ourselves apart from the competition in terms of quality. We can therefore confidently perform our expansion activities.

The company development neither took us to Iceland nor the North Pole. By contrast, we established our first office outside Europe's German-speaking region in Serbia. The local industry showed huge interest at the opening ceremony in Belgrade. Countries in Southern Europe are increasingly demanding improvements in their production standards. We provide support in the form of training, GMP up-grade projects and consulting. The latter repeatedly takes us to India and China where large amounts of the raw materials, substances and excipients are produced. Our shared audits at joint suppliers for several clients separate the wheat from the chaff.

The pharmaceutical industry started with natural substances and still uses them, for example rose leaves for fragrances. However, imitating nature is still subject to artificial conditions, even in respect of manufacturing antibodies with genetically modified animal cells in state-of-the-art biopharmaceutical production plants. By contrast, the demands placed on the life conditions have remained unchanged. Pure water is just as much a prerequisite in the mussel farm as it is in biotechnology, in the end production of infusion solutions or the manufacture of implants for surgeons. By way of Chemengineering's ideal support for all these processes, we assume our responsibility for a future worth living.



**«Well aligned coordination and communication enable the smooth execution of construction projects.»**

Giacomo Canzoneri, Construction Manager, Pratteln/Basel

Construction worker in Gizeh, Egypt.



Rose grower from Rozova dolina, Bulgaria.

A photograph of a man in traditional Amazonian attire, shirtless and wearing a beaded necklace and armbands, focused on weaving a large basket from yellow strips of material. He has a small stick in his mouth. The background shows a natural outdoor setting with trees and a thatched structure.

**«Fitted solutions provide the optimal result.»**

Siegbert Weber, Engineering Manager, Vienna

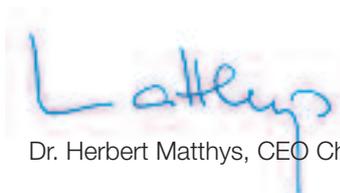
In the past year our Business Designers focused a great deal on medical technology because stricter guidelines, with a view to creating benefits for patients, are currently being implemented. Assessing technology and documentation risks as part of technical due diligence procedures secured the lasting value of planned company acquisitions. Process optimization in complex organizations was a central plank of our challenging activity in 2008, too.

The following are examples of the Technology Designers' projects: qualifying packaging systems for cosmetic products; planning and setting up a system for the synthetic production of pharmaceutical substances; a project involving a biopharmaceutical production system for a diabetes medication and the general planning of a new factory for infusion solutions. We are also currently providing a further element for the future of the life sciences industry in the form of the construction management for a new research and development facility.

In this report, as in the case of life sciences, the interest is geared towards people – intellectually and emotionally. Time and again people must reconcile constancy and innovation. People are faced with the challenge of understanding their own culture as an intellectual homeland, and simultaneously accepting the variety of other cultures as an opportunity. By leaving the comfort zone – based on tried and tested values – people gain experience to be incorporated in daily life and to create added value.

This annual report therefore places people from different cultures at the fore. As in the case of our company, these people stand for a future worth living amidst and between technical solutions, occupational activity, cultural experience and individual reality. Immerse yourself in this special reading, enjoy the contributions and let the powerful pictures inspire you. We are convinced it will be a personal gain. ■

Kind regards,



Dr. Herbert Matthys, CEO Chemengineering Group



Teacher in front of the Bamako Primary School in Mali, Africa.



**«Experience and the trained eye of the proficient consultant ensure optimal product quality.»**

Dr. Rolf Lietzke, Senior Consultant, Pratteln/Basel

Trader at the Old City Market in Kashmir, India.

## «You get the right feeling on the smaller projects»

**Dr. Armin Mayer on his many trips, almost being kidnapped, work in Southern Europe, a career that began in a laundry and the future.**

Dr. Armin Mayer, you constantly travel abroad and manage the branches in Vienna and Serbia. Your main workplace is located in Pratteln and you live in Graz. Isn't it all a bit tiring?

No, I decided to take up the job myself. And it is highly interesting and fascinating. Besides, travel broadens the horizon.

In how many countries have you worked to date?

Definitely 20 or 25 countries. Let me think: USA, Canada, England, the Netherlands, Germany, Austria, Switzerland, Syria, Indonesia, China, India, Pakistan, Egypt, Tunisia, Algeria, France, Slovenia, Macedonia, Bulgaria, Romania, Poland, Russia and Nigeria. Put a different way, apart from Australia and South America I've worked on every continent.

You list some countries that do not have altogether positive associations. Aren't you worried?

No, anxiety is definitely not a good companion. On the other hand, one should always have respect. But I can say that 90 percent of the time I deal with pleasant people.

Has your work ever been dangerous?

Well, in Nigeria I was almost kidnapped. I got into a car, and suddenly two guys were sitting next to me. I packed my things and jumped out of the

moving vehicle. Thankfully, we weren't travelling at speed. And in Syria I woke up in the middle of the night. I heard shots the whole time and from a distance saw flashes from the gun muzzles.

I found out later that the people were so happy that the president had been released from the hospital, they randomly fired shots into the air – and a few people died as a result. After that I didn't sleep in my bed, but preferred a mattress on the floor.

What business trip has influenced you the most?

That was also in Syria. First of all I was there for four months during a single trip, then over a year every month up to three weeks a time. It took a long time before I understood what really concerned the people there, where the problems in the project were. There were times during the negotiation phases when I wanted to throw in the towel. In Syria I tried all the negotiation tricks in the book. First of all be friendly, then confrontational, and in the end applying pressure. The few months in Syria formed the basis for all the years that followed. I had to get through it all. I am living off it to this day. If I encounter problems, I know how to solve them.

Today you travel above all in Southern Europe. You also manage the branch in Serbia ...

... yes, that was a good and important step for our Group. In the Balkan states you can achieve things, there is great potential. I'll give you a typical example: a woman in Macedonia started manufacturing special crèmes and cosmetics a

few years ago in her small laundry. Now she is building a three-storey factory building. Careers like that are still possible there.

#### Does the difficult economic situation worldwide concern you?

No. Well, of course fighting is the order of the day as well as working hard and rendering high-quality services. But I have also experienced many highs and lows. Crises and changes are great challenges, which also present huge opportunities. You not only need to recognize this but seek it, and when you've found it react instantaneously – I love challenges. I am more worried when things go well too long, at some stage something always comes along. Amazingly, in the last few months we have had more inquiries than ever before. Of course we have small projects, too, but you get the right feeling for good project management on the small projects – that's the key to success. Luckily we have a large number of very good employees. Incidentally, finding good project managers is the crux in the entire industry. Today, almost all graduates who have worked on a single project regard themselves as good project managers.

#### What has changed in project management over time?

Well, the entire life sciences industry has, of course, become much more complex. However,

a major difference is the fact that today to consider the production process alone is not enough. It is the combination of all the special circumstances such as infrastructure, buildings with the entire building equipment and much more.

#### What do you mean by that?

Let's take Southern Europe. Now and again machines are ordered there, but there is no building. Or the building has been built before one has ever addressed the production requirements.

#### How do you wind down from business life?

On weekends I rarely answer my business phone, read a lot and enjoy immersing myself in history. I also play a little golf. This automatically brings me back to reality. ■

«I love challenges. I am more worried when things go well too long.»



«Clarity is the prerequisite for success.»

Dr. Gerhard Bauer-Lewerenz, Head of Consulting



## Concentration and respect lead to success

**First-class consulting services, cost reduction strategies, good communication:  
Dr. Gerhard Bauer-Lewerenz on the Business Designers' success factors.**

His eyes are awake and reveal curiosity and knowledge. His face expresses satisfaction. The man from Jaipur (page 14) appears to have escaped the hectic pace thanks to his mental strength and inner calm, and is concentrating on the important things, on his own special world. He is surrounded by the hustle and bustle of life. The capital city of the Indian federal state of Rajasthan, where the picture was taken, is a fast-growing tourism and industrial city – the chemical industry is an important part of life there. But the person meditating doesn't allow himself to be swept up by the busy goings-on. His thoughts are his strength.

This picture has been deliberately chosen as an introduction – on the one hand because the Business Designers are frequently in India and, among other things, carry out audits in all parts of the country. On the other, because one can learn calmness from the man, says Dr. Gerhard Bauer-Lewerenz, Head of Consulting at the Chemengineering Group since July 2008. The Business Designers are under obligation to immerse themselves in their clients' problems, challenges and wishes, draw up a clear and honest analysis in peace and quiet and with

the greatest of care, with a view to subsequently creating added value with the ideal solution.

### **Practice an open company culture**

Dr. Gerhard Bauer-Lewerenz' comments are convincing and focused. The Business Designers have supported many interesting projects in the life sciences industry in the past business year, whether it be in management consulting, compliance consulting or IS/CSV consulting. Of course he takes pride in the fact that new clients have been won and existing customer relations further intensified. Following a sluggish start one had obtained a good result. However, under no circumstances should one rest on one's laurels. Constantly adopting a critical approach to work and improving results, and looking to the future, was the daily incentive. Chemengineering had and has many experienced employees with the right feeling for business processes that created added value. Furthermore, the team of consultants was to be further expanded.

In the future the open company culture at Chemengineering will also ensure that all employees could incorporate their own ideas. And internal processes would be further optimized to gain even greater proximity to clients. Further elements on the road to success include dealing with each other, principals and other cultures in a manner characterized by respect as well as recognizing achievements.

The Business Designers are on assignments in many countries in this world. It is fascinating to see that people can live satisfying lives in very different ways, says Dr. Gerhard Bauer-Lewerenz. This means nothing else than accepting that one should not only hold one's own values as the truth. Respect for foreign lifestyles must always be an aspect of the work.

### **Honesty as a duty**

Good communication and proximity to clients helps to build bridges and to find the best possible solution. However, prime importance must be attached to honesty at all times. If one analyses business processes and information technologies, performs business & technical due diligence, draws up risk and gap analyses or seeks process optimization or leads cost-conscious implementation of regulatory requirements, the uncomfortable aspects need to be clearly addressed too. Ultimately, the task consists of finding solutions, and working out and implementing realistic plans, stresses Dr. Gerhard Bauer-Lewerenz.

Strategies aimed at reducing costs and securing investments have become more important in the current difficult economic times. First-class and tried and tested consulting services help big and

small companies overcome the turmoil. It's a moot point whether the man in the picture has ever concerned himself with cost reductions or the preparation of and support for FDA inspections as business designers do. Probably not. But one thing is for sure – he tackles issues calmly and with clarity. Just like the Business Designers in the client's interest. ■

«Take an honest stance and clearly address uncomfortable matters.»

«The triangle comprising ideas, management and action exemplifies project management in a complex and unique endeavor.»

Rolf Mönig, Head of Engineering



Seaman in his fishing boat near Snæfellsnes, Iceland.



## Combining skills and life-blood

### **Acting instead of reacting, perfect project planning, further increasing know-how. Rolf Mönig on the Technology Designers' strengths and challenges.**

Rolf Mönig doesn't need much time to think about his answer to the question of his interpretation of good planning. Listening to the client – very, very carefully. This was crucial in every project, above all at the start. Or put another way: if you can't address wishes and other opinions, and you don't try to understand and accept other cultures and religions, you will never be able to render successful services.

Incidentally, that also applies to internal communication. If a company maintains branches in Switzerland, Germany, Austria and Serbia, and employs specialists from Turkey, Mali, Morocco, the USA, France, India and Tunisia, one must adopt an open and respectful approach to different mentalities.

With effect from February 2008, Rolf Mönig has been responsible at Chemengineering for the business unit Engineering. He got to know, and immediately respected the company as part of a major and challenging pharmaceutical project in southern Germany. In addition to the professional skills, he was instantly impressed by the employees' level of motivation and the fair way in which business was conducted. Sharing respon-

sibility for and further developing these strengths was a rewarding task. «The triangle comprising ideas, management and action exemplifies project management in a complex and unique endeavor.»

If you do not plan things properly, the negative effects reach right into the execution. And that costs time and money. At Chemengineering we therefore do everything in our power never to lose sight of the overall project goal. This simultaneous planning is only possible thanks to the specialists in all areas. Whether process architects, procedural technicians, biotechnologists or qualifiers – they are all incorporated in the entire processes in respect of both planning and implementation.

### **Good client reactions**

About 200 employees are subordinate to Rolf Mönig. He doesn't like the sound of «subordinate» though, for him it was always a case of with each other and side by side. At Chemengineering prime importance is attached to an open company culture, and in that respect one needs to lead by example. He knows that people react directly in response to one's own behaviour.

It is clear that Rolf Mönig is, in a modest way, proud of the services rendered by the technology designers in the past business year. He was particularly pleased for the many employees in view of the excellent client reactions in the annual

«Client Review». On occasion he expresses his inner pleasure, lets his emotions run free and screams «Yes». It was always something special if one had invested a great deal of life-blood in a project, and is subsequently awarded the contract.

Concepts; planning processing; construction management; the construction of production, pilot systems and research centers, in particular in the capacity of general planner; qualifying complex major projects, etc. – huge demands are placed on Chemengineering's Technology Designers. And they are ever increasing. This gives rise to the positive consequence that know-how in one's own company increases on an ongoing basis. No surprise then that Rolf Mönig repeatedly highlights the distinct professional skills of his employees.

### **Acting instead of reacting**

When asked about the coming business year, Rolf Mönig becomes thoughtful. It definitely will not be easy replicating the figures of 2008 and achieving the budget goals for 2009. As a father who enjoys watching his favorite football team with his son from a seat in the stadium, he has learned that acting is better than reacting. By acting on developments one can emerge

stronger from a crisis. In respect of project development there is room for improvement and as a result further training measures have been introduced in that area. That creates clear added value – for the numerous customers, but also for Chemengineering.

And why was the sailor on page 18 chosen as the picture to mark the start of the section on Technology Designers? The sailor can tackle things, he is frequently at sea, always faces new challenges, and is required to make decisions in good or bad weather. If he does everything right, he returns home with a big catch and a feeling of happiness. If not, he needs to think about how to improve his game. ■

«Good planning involves listening to the client – very, very carefully.»

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## Pictures telling stories



**Inuit finishing an igloo in Admiralty Inlet, Canada.** The place is located in the territory of Nunavut in the North of Canada, 1000 km close to the North Pole. It is the third northernmost settlement on earth. Today, igloos are built merely as protection against a sudden change of weather. The thermal difference between outer and inner temperature of these snow houses can reach up to 50 degrees Celsius. In massive architecture, snow blocks of up to 50 cm in size are used. In spiral architecture, used for temporary protective constructions – as in the igloo pictured –, snow blocks reach up to 20 cm in size. Besides knowledge and experience, for the building merely a snow knife is needed. Such a construction can outlast several months. [Page 01](#)



**Aborigine painting on tree bark in Arnhem Land, Australia.** Arnhem Land lies at the northern coast of the fifth continent, approx. 200 km to the east of the city of Darwin. The area is sparsely populated: At a territory of the size of Portugal there live just under 20 000 aborigines. Visitors need a special allowance of the Yolngu tribe, which has to be applied for a year in advance. Except for the township of Gunbalanya and the Garig Gunak Barlu National Park, the area is practically closed for tourists. Visual arts for the aborigines are one of the most important means of expression that allow to record traditions and history. The forms of expression reach from pictures scribed in rocks, body painting and wooden sculptures up to paintings on the ground. Rock painting for instance served for teaching anatomy, such as the X-ray view of a tortoise. Archeological findings show an artistic activity lasting already for millions of years. [Page 04](#)



**Construction worker in Gizeh, Egypt.** After Cairo and Alexandria, Gizeh ranks third among the largest cities in Egypt. It directly adjoins Cairo and is the capital of the administration unit Al-Dschiza. The pyramids of Gizeh lie in about 8 km distance from the city, directly at the route of pyramids at the western fringe of the Nile valley. The pyramids belong to the most famous and oldest buildings of mankind and are the only preserved of the seven wonders of the ancient world. During the construction no wheeled vehicles whatsoever were used as the Egyptians did not know the wheel yet. [Page 06](#)



**Rose grower from Rozova dolina, Bulgaria.** The «valley of roses» is an area in central Bulgaria and is located 200 km to the east of the city of Sofia. Rozova dolina is known for the open-air growing of roses that are planted here for industrial purposes on milelong fields. In the wind-protected area, between two high mountain ranges running from east to west, the summer-blooming Damascene roses are planted since ages. They had been mentioned as «Bulgarian Oil roses» already in 1689. From the rose petals the valuable essence of rose is extracted, one of the most expensive essential oils worldwide. With 70% of the world production Bulgaria is the largest manufacturer of rose essence. The precious liquid is largely used in perfumery, the food and pharmaceutical industries. [Page 07](#)



**Indigene resident making a basket, Amazon.** The Amazon Basin comprises areas in Brazil, French Guiana, Suriname, Guiana, Venezuela, Colombia, Ecuador, Peru and Bolivia. With about 7 mio km<sup>2</sup> – that is 5% of the world's whole land area – it is the largest connected rural territory and the broadest wood on our planet. The residents often live directly at the rivers in simple huts on stilts, and are called Caboclos. They make a living from handicraft, fishing, the manufacturing of caoutchouc, some cattle breeding as well as the sale of Para nuts and fruits at markets nearby. [Page 08](#)



**Teacher in front of the Bamako Primary School in Mali, Africa.** Bamako lies at the river Niger and is the capital of the West African country Mali. 81% of the Mali population older than 15 years are illiterates, only half of the people have access to fresh drinking water. The average life expectancy lies under 48.1 years. In 1988, Bamako was the meeting place for the WHO conference which under the name Bamako initiative has changed the health care policies sustainably. In 2008, the «elephant declaration» was signed in Bamako, too. Therein 17 African countries obligate themselves to stop the illegal trade with ivory. [Page 10](#)



**Trader at the Old City Market in Kashmir, India.** As former Princely State in the Himalaya, Kashmir is claimed to be a part of India, Pakistan and China at the same time. Named after the region is the valuable cashmere wool which is won by combing the underfur of the cashmere goat. Per animal just 150 g are collected and manually cleaned from the single guard hairs. Cashmere is one of the most valuable and most expensive natural textiles in the world. [Page 11](#)



**Guru in Jaipur, capital of the federal state of Rajasthan, India.** The growing industrial city is located 300 km to the southwest of Delhi and possesses a strongly developed metal, textile, as well as chemical industry. Jaipur is also called the Pink City. This description goes back to the color of the buildings in the old town. Those were painted at the end of the 19th century when preparing the visit of Prince Albert of England. Pink is Rajasthan's traditional color of hospitality. «Guru» is a title for a spiritual teacher in Hinduism. In Sanskrit the word means «heavy, grave». In Hindoo scripts, however, the Guru is seen as a eliminator of the spiritual darkness, in a further sense, an expert with more than average knowledge and long lasting experience is named guru, too. [Page 14](#)



**Seaman in his fishing boat near Snæfellsnes, Iceland.** The peninsula Snæfellsnes is located to the west of the Borgarfjörður in western Iceland. There located, about 412 m high mobile transmission tower Gufuskálar is the largest building in Western Europe. A special sight of the sparsely populated area is the 1446 m high volcano Snæfellsjökull whose cap forms a glacier. He lies at the westernmost top of the peninsula and can be seen at clear days from Reykjavík which is in 120 km linear distance. The Snæfellsjökull is considered to be one of the most famous mountains of the island – thanks to the French author Jules Verne. In his novel «The journey to the center of the earth» the entrance in the underworld starts exactly at the crater of this volcano. [Page 18](#)



**Fisher harvesting blue mussels in mussel farm in Galicia, Spain.** Typical for the coast of Galicia are the so-called Rias, tubular and funnel-shaped, fjord-like river mouths. In contrast to fjords, Rias are of minor deepness. The largest river mouth is the Ria de Arousa with a length of 37 km and a depth of max. 69 m. Striking are the various bateas, rafts made of gum wood with a side length of 25 m, which can carry up to 500 ropes. At these 15 m long ropes common mussels grow in the brackwater (river or ocean water with 0.1 to 1% salinity). Each rope carries at the end of the growing phase an amount of 200 to 220 kg of the popular seafood. [Page 26](#)

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**Back page: Fisher harvesting blue mussels in mussel farm in Galicia, Spain.**

*viable solutions  
for life sciences*

