

Chemgineering Group 2009

LIVE,  
WORK,  
CREATE.

chemgineering

- 03 Editorial  
**Dr. Herbert Matthys on the past year**
  
- 08 Business Development  
**The next success lies ahead**
  
- 12 The Business Designers  
**Achieving solutions with creativity and energy**
  
- 16 The Technology Designers  
**Nothing is more constant than change**
  
- 18 Contact

## Dear friends of Chemgineering

«Live. Work. Create.» – What other message could better describe the world of an engineer or consultant? In last year's report we depicted people at work. This year we focus on their work and the message involved. It is the work of our professionals that leaves a «tag» on important production sites but also in the mind of our clients.

Although for many people graffiti tags may simply stand for a disfigurement of public or private space, sprayers all over the world have emancipated their work into a new art. As a matter of fact the Banksy graffiti overleaf was bought for a few pounds from a wooden stall in Tottenham and was afterwards displayed in a gallery in Notting Hill to be sold for no less than 233,000 pounds sterling. Yes, graffiti artists question established and traditional values, but new art forms always have. «Impressionist» was originally a derogative term for Claude Monet and his lot because Monet had called a picture of Le Havre «Impression soleil levant» (impression of a sunrise). Impressionism became soon a highly esteemed art style.

The work of Chemgineering may not be an art form but it often involves challenging or even destroying old structures either to make room for new and up-to-date manufacturing facilities or, in a figurative sense, to dispose of old habits to implement lean and well elaborated new business processes. With whatever we create we leave a visible mark, or – in the visual concept of this year's report – a tag.

Geographically, the tags of Chemgineering can evidently be spotted anywhere in German speaking Europe but more and more also in such places as Malmö, Skopje, Barcelona or Shanghai. We are proud of these traces in the industrial world and appreciate our clients' trust to lend us their «walls» for our performances. Many not only reward us with money but also declare their deepest satisfaction or even relief after i.e. passing another delicate FDA audit. We are sure that the value of our tags will increase over time because we always strive for sustainable concepts and practical alternatives to easy and run-of-the-mill solutions. So, if the boy on the next page sceptically tags «What?», we will not only have an answer but a valid and viable one.

WHAT?

MA  
on  
2002

KIDULHOOD  
OUT ON 20 MAY 22

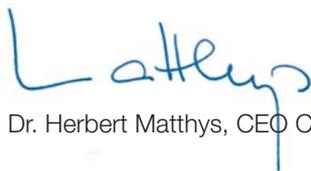


By changing the ways of thinking, by restructuring obsolete business processes, or by minimizing the risks of off-spec batches, we give our clients' businesses the optimal design. That is why we call our consulting professionals the Business Designers. What we take pride in, is that more and more clients recommend our services to their vendors and toll manufacturers. What better could we ask for?

By keeping our minds on the task of i.e. a time-critical investment project, we do exactly what is required to reach all the ambitious project goals in quality, time and cost in an optimized way. This is how we persistently create the added value for our engineering clients. This dedication clearly and consistently distinguishes the Technology Designers from their competitors ever and again.

Last – but by no means least – I would like to point out the dedication of our experts who are permanently at our clients' service. It is their excellent work and their creativity – while living a good share of their time out of their travel bags – that carry the Chemengineering Group. If for many of them the priorities in «Live. Work. Create.» appear to be almost reversed, it is for the benefit of our clients. So let me close and thank you, our employees, for your commitment to consistently exceed our clients' expectations and you, our clients, for lending us your «walls» for new and unique «tags».

Kind regards



Dr. Herbert Matthys, CEO Chemengineering Group

«We will not only have an answer but a valid and viable one.»



The caption to the picture you will find on page 11 of «2009 Facts and Figures».



## The next success lies ahead

**To show fresh courage, learn from defeat, gather acknowledgement together with the team. Dr. Armin Mayer explains which components ever drive business development.**

*What does constancy mean for you?*

To face up to the challenges of life every day anew. Sure, we will not succeed in each case. However, we get over setbacks in order to get back on the track of success.

*How is this reflected in your area of business?*

Especially in sales and marketing, persistence is one of the most important factors. The client expects to be «courted». We are not alone in the field, and our competitors do the same. Unfortunately, only one of us wins the award, and the others go away empty-handed. In the latter case, you need to get back on your feet again and to continue serving clients with fresh courage. The next success lies ahead.

*What is your personal contribution?*

In exemplifying how to come out of difficult situations, like e.g. a project loss, without prejudice and how to learn from mistakes. By no means, we react resentful if we have not been successful in our acquisition efforts. To every one involved in the acquisition process it is clear that the client does not need to justify his or her decision – at

the end of the day he is responsible for it. On the other hand, I do rejoice in gathering success and acknowledgement with our team.

*Where do you see the synergies of Consulting and Engineering best leveraged in the market?*

Clearly in the cGMP expertise. The Business Designers support clients with consulting services for production processes, quality assurance, authorities' requirements or inspection preparation. The Technology Designers enable them to manufacture in a cGMP compliant way by planning, realizing and qualifying production plants. The continuous exchange of know-how and experiences between both business units leads to a strong position in the market.

*Last year at the same time you said that you have had more inquiries than ever before. How does the situation look like today?*

Regrettably, it is different. Though we have numerous potential projects, which may partially lead to offers, the contract awards, however, are delayed unpredictably. We counteract with intensifying our acquisition activities in order to effectively use emerging chances.

*Please describe one day in 2009 on which you felt especially content when you returned home.*

Here, I recall two days: One, when – after enormous efforts – we had won a fairly large

engineering package in the Austrian market. The other, when I came home with a signed contract for a project in Macedonia in my pocket. In both cases, I could score with the quality of our employees and partners, both of whom I would like to thank at this point.

#### What goes on in Southeast Europe?

We are in the process of expanding our team in Serbia, strengthening the achieved customer relations in order to generate repeat business. We are making new contacts as well as enlarging our partner network. Of decisive importance will be to quickly and sustainably integrate our Serbian employees in the Chemengineering Group in order to offer our clients high-quality services at an appropriate market price – that's the key to success.

#### Nothing is more constant than change – how is this reflected in your work?

In many respects: On the one hand, we need to adjust to the constantly changing market requirements, either geographically or technically. On the other hand, organizational changes on our clients' part can cause us to change. What we did right yesterday, may be considered out-of-date tomorrow. Therefore it is utterly important to

be open-minded about new client needs, to assimilate and take care of a quick and flexible response providing appropriate solutions.

#### In your mind – is there a connection between graffiti and your work?

As opposed to most graffiti producers, I do not have to create my «artwork» in secrecy and can fully adhere to it.

#### What is your message to the readers of the Chemengineering Annual Report 2009?

I would like to thank our clients, especially for acknowledging our consulting and engineering services in a fair way in this tough year and for not having raised pressure in the difficult situation. This allows us to carry on offering high-quality services at appropriate prices. ■

«To face up to the challenges of life every day anew.»

CHANGE  
YOUR  
MIND.





## Achieving solutions with creativity and energy

**Commitment, dedication, uncompromisingly high quality and an ounce of luck. Business Designer recipes for success and value structures, as viewed by Dr. Gerhard Bauer-Lewerenz.**

**What does constancy mean for you?**

Being predictable. In other words: sticking by your own statements and keeping on a steady course, even if conditions are not optimal. Basically, this means being a reliable contact for both employees and clients and adhering to one's commitments. At the same time, this means one should not follow every trend or become insecure and lose one's courage. Success always requires enough stamina.

**How is this reflected in your area of business?**

Through continuity in our quality requirements. Since the foundation of Chemengineering – the company will be 15 years old in 2011 – we have always had high-quality requirements with regard to our work. This never changed, no matter what the economic situation or employee experience. Ultimately, our project managers have to guarantee that we provide best quality services. In this point we do not compromise. What counts is that we deliver a very, very good product.

**What is your personal contribution?**

Remaining loyal to the company and clients and not changing my attitude. In other words: not to run away, even if there are difficult situations. Solving problems together with everyone avail-

able. Further, communicating goals clearly, pursuing or controlling them and helping to clear obstacles in our path.

**What, in your opinion, was the greatest success for you in 2009?**

The continuing support of my colleagues during the tough economic situation. Sales in the first four months plummeted by 50 percent. In spite of the difficult situation, our employees stayed and started doing something that is rather difficult for a consultant: acquisition. If there is no project work, one simply has to accept less enjoyable work and place calls, qualify clients, schedule meetings, send out mailings – everyone participated in this. And whenever there were inquiries by our clients, our team put in additional effort – while the workload from projects we had generated increased constantly. Our team worked long hours and shouldered extensive traveling efforts: leaving on Mondays and getting back on Fridays for months, proves our consultants' commitment to the company. It helped our situation enormously, and we were able to compensate for the immense slump that occurred in the first few months of the year.

**How did you meet the 2009 challenges?**

By focusing on the two most important groups in our business: our clients and our employees. Continuous client support led to new contracts; a clear communication of our current situation resulted in complete and full support from our employees. I would like to take this chance to

thank both groups. We were also aided by the fact that Chemengineering's owners held up in their support. And finally, an ounce of luck is never amiss.

**Where did you benefit from the synergies with the business unit Engineering?**

The strongest synergy is apparent in project activities requiring well-founded technical knowledge, e.g. technical company assessments in due diligences.

**Please describe one day in 2009 on which you felt especially content when you returned home.**

I remember two special occasions: One, when I specified the basic characteristics of a new service scope for strategy projects using charts. The other occasion was one day when my current to-do list did not contain any item marked as «urgent» – a state I am miles away from now.

**Nothing is more constant than change – how is this reflected in your work?**

We never know where a new inquiry will come from or what it will consist of. We only know that we will find a solution based on our knowledge and experience.

**Where can the Business Designers support their clients in a changing market?**

In all operations-related questions, e.g. orientation on new regulatory requirements or reduction of operative costs. Also, site-related questions, e.g. founding, transfer, shutdown, modification and organization. Much in demand is our support in business process optimization and product portfolio assessments.

**In your mind – is there a connection between graffiti and your work?**

On close examination, there are many internal connections: in both cases, creativity and energy are key factors for success. Externally, there are nearly no connections: graffiti appears garish and chaotic. Our documents are no page-turner murder mysteries, they are rather nondescript on the outside, but their structure has to be absolutely stringent and orderly. ■

«Do not lose your courage – success always requires enough stamina!»

KEEP  
YOUR MIND  
ON THE  
TASK





## Nothing is more constant than change

**Meeting changing requirements with consistent quality. Listening and being responsive to client wishes – even if times are tough. Rolf Mönig talks about lasting values in Technology Design.**

**What does constancy mean for you?**

Solidity, continuity, trust, sustainability, safety. Consistently providing the same high-quality performance. At the same time, one must always keep a down-to-earth attitude and – a hint to my background in electrical engineering – remain grounded.

**How is this reflected in your area of business?**

Constancy is a key value in our business as a service provider. With regard to our clients, it is very important for us to provide long-term identical contacts both on project and management levels – even after a project is finished. Constancy also means keeping clients informed about new developments at Chemengineering. Consistent designs, e.g. on business cards or in publications, do make a difference in that everyone recognizes at first glance: this is Chemengineering.

**What is your personal contribution?**

Periodic visits and telephone calls to my client contacts, whom I can easily approach due to a good working relationship. Most importantly: modeling my behavior according to these standards, both with regard to clients and employees, in-house and outside of the company.

**What, in your opinion, was the greatest success for you in 2009?**

Weathering the year together with my colleagues – with a little «damage on deck», but without getting «shipwrecked». The last quarter was especially difficult. Frequently, the biggest help were my discussions with both management and employees – often heated, but always open and honest. And if people approach me to provide feedback, I know that I'm part of the team.

**How did you meet the 2009 challenges?**

Managing to continue or complete our active, ongoing projects – and doing it well – in spite of the crisis and the collective doomsday mentality, was simply brilliant. As was persistently continuing our acquisition activities despite the appalling overall order intake. All employees have shown remarkable commitment – their 2009 maxim being «now more than ever». Further, the management kept a level head at all time, even if things got precarious. We were extremely candid when we provided information to our employees, always conveying the message that we were going to master this crisis.

**Where did you benefit from the synergies with the business unit Consulting?**

For example in due diligences, where our engineers provide specialized technical knowledge. In engineering studies, on the other hand, we like to utilize the knowledge and know-how the Compliance Consultants can contribute. Of

course, open information exchange, as practiced e.g. in our Hamburg office, is one of the prerequisites for optimal synergy utilization. Cooperation is very smooth there: one united team, short lines of communication, open information exchange concerning projects – perfect!

**Please describe one day in 2009 on which you felt especially content when you returned home.**

I can't really pinpoint one individual special day. Offhand, I remember one key project: extremely contrary positions fueled a wide range of emotions. However, we reacted quickly and jointly brought the project back on track with appropriate measures. This made me feel really content. As I travel a lot between our offices and client sites on weekdays, I look forward to each weekend at home with my family and friends. Soccer games, singing in a church choir, sport-shooting in a gun club and skiing help me «refuel». At times, you might be able to add a few more gallons, but it always is enough to last for the next week.

**Nothing is more constant than change – how is this reflected in your work?**

A friend of mine always says: «When the winds of change blow, some people build walls and others build windmills.»\* Change is good and necessary. There is always something going on – both for us

and our clients. At the moment, we are refocusing on our strengths and continuously strive to improve our processes.

**Where can the Technology Designers support their clients in a changing market?**

Clearly, that would be in technology transfer from Europe to countries outside Europe and vice versa. Or turnkey general contracting projects and general planning services which we modify according to client requirements – both conventionally and unorthodoxly. We keep our specialist knowledge up-to-date, maintain supplier contacts and visit trade fairs to stay sharp. Leading-edge technical know-how is the added value we provide for our clients.

**In your mind – is there a connection between graffiti and your work?**

When I was a youngster, I considered graffiti vandalism. These days, they have become accepted. I especially like graffiti with clear, unambiguous messages. Our work must be as understandable and unambiguous for our clients; this must remain a constant. It does not mean that we should not evolve, but the essence must be consistency. Then, we will reach permanence – like good graffiti. ■

\* Editor's note: also known as old Chinese proverb.

«When the winds of change blow, some people build walls and others build windmills.»

## The Business Designers

### **Chemengineering Business Design AG**

Güterstrasse 107  
4133 Pratteln 1 | Switzerland  
T +41 61 467 89 00

### **Chemengineering Business Design GmbH**

Kreuzberger Ring 13  
65205 Wiesbaden | Germany  
T +49 611 77 88 70

### **Chemengineering Business Design GmbH**

Perfektastrasse 45  
1230 Vienna | Austria  
T +43 1 255 74 13 11

[www.chemengineering.com](http://www.chemengineering.com)

## The Technology Designers

### **Chemengineering Technology AG**

Güterstrasse 107  
4133 Pratteln 1 | Switzerland  
T +41 61 467 54 54

### **Chemengineering Technology GmbH**

Kreuzberger Ring 13  
65205 Wiesbaden | Germany  
T +49 611 77 88 70

### **ASI GmbH**

Friedrich-List-Platz 2  
04103 Leipzig | Germany  
T +49 341 99 42 6

### **Chemengineering Technology GmbH**

Perfektastrasse 45  
1230 Vienna | Austria  
T +43 1 255 74 13 11

### **Chemengineering d.o.o.**

Subotička 23  
11000 Belgrade | Serbia  
T +381 11 241 25 55

**Publishing information**

Editor: Chemengineering Holding AG

Corporate Communications, Uta Ünal

Güterstrasse 107 | 4133 Pratteln | Switzerland

T +41 61 467 54 00 | [www.chemengineering.com](http://www.chemengineering.com)

Design: WOMM Werbeagentur AG | Basel | Switzerland

Photos: Andi Cortellini, Duncan, Judith

Print: Multicolor Print AG | Baar | Switzerland

Printed on FSC-certified paper

*viable solutions  
for life sciences*

SOFT  
ADON