
Stork @Work

No. 9
December 2011



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weaving looms**

**DSM and the art of
letting go**

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It doesn't happen very often that a member of the HRM staff gets the chance to write an editorial in a magazine for external partners. Because there are lots of departments and people between us and you, the reader. We work 'behind the scenes'. So what do we at HRM know about customers' interests?

Well, quite a lot.

BEHIND THE SCENES



In the last few years I've been in charge of the reorganization of our company's HRM activities. And I can assure you that process was all about the interests of our customers, both present and future. Just as Stork Technical Services has been through a transformation over a number of years, that also applied to our human resources and everything related to them. We centralized tasks where necessary, and wherever possible we put the responsibilities close to the regions themselves. We became a business partner for all the professionals who maintain contact with you on an everyday basis, and in that position we support them in further improving competences. We do that from the new Shared Services Centers.

We make it easy for our colleagues with products and services that are standardized around the world, a local support presence for managers in the development of their people, and support for the people themselves. And we do that so our colleagues can do their jobs even better. For you.

And now I'll get back behind the scenes again...

Igor Vermeulen
Executive Vice President Human Resources

From pat to globa



A robust company with a social character. That's Stork. Established by the notable Stork family, the company has continued to develop and reinvent itself time and time again. With a rapid succession of relocations, mergers and changes in activities. Stork: from patchwork to world player.

chwork l player

Stork's roots go back to 1835 when Charles T. Stork, at the age of 13, borrowed the money to buy three weaving looms. That gave him a place as 'youngest entrepreneur' in the Guinness Book of Records.

The other part of the foundation for the later Stork company was the Stork Iron Foundry and the Meyling & Co. machine repair shop in Borne, where Charles' younger brother worked. On his death, Charles took over the foundry and joined forces with his other brother Jurriaan Engelbert, who was skilled in the dyeing of threads and the weaving of colored goods, and brother in law Hendrik Jan Ekker. From then on, Stork was a reality.

In the early years around 80 people worked in the company, carrying out repair work and building new steam-powered spinning and weaving machines for the textile industry. But that industry in the province of Twente wasn't yet ready for so much innovation, and Charles shifted his attention to the production of boilers for ships and pumping stations. Good infrastructure was needed for the company to grow, so Charles lobbied for a new railway line to transport raw materials and finished products from and to the rest of the Netherlands and to the German coal-mining area of Ibbenbüren. And he succeeded: the railway line was festively opened in 1865. Stork moved to a location at the crossing of the Almelo-Salzbergen and Hengelo-Zutphen railway lines. By that time the company already had a reputation for innovations. But it kept looking for new markets, and continued to develop its own products and machines. The company presented itself to the world at the 1878 World's Fair in Paris, which led to an award for the horizontal compound steam engine and a flow of

orders from every part of the world. This marked the start of Stork's international activities.

Paternal figure

For a century and a half the company was clearly shaped by the Stork family. Their Protestant beliefs gave Stork a strong social character. Charles believed that if he treated his employees well, everybody would benefit. He wanted to be a paternal figure for his workers. From 1880 the company's earnings grew, and Charles was able to further develop his social ideals. That resulted in 1881 in a cooperative for the purchase of food, and funds for healthcare, widows and pensions. Each employee was given a specific sum as a pension allowance. And as well as that Stork arranged social facilities such as a budget for false teeth and healthcare insurance, all before the welfare state came into existence. In 1883 Stork became the second

company in the Netherlands to set up a works council, called 'De Kern' (the core).

These good social services meant that people were

very keen to work for Stork. And in many cases that meant a job for life. Stork even provided housing in the garden village Het Lansink. This 'model workers estate' with 800 houses showed a lot of attention to detail, with big gardens, landscaped public areas and social services. It was home to employees at all levels, from apprentices to managers. And even the lowest-priced houses had their own bath and washing facilities. All these social extras meant Stork was able to avoid labor disputes and strikes for many years. The company survived economic downturns and depressions, such as those of the 1930s and the 1960s.

Stork was a paternal figure for his workers

Mixed bag

Stork's identity gradually became fragmented as it developed into a mixed bag of companies, with mergers following each other in rapid succession. For example with Werkspoor in Amsterdam in 1954. The combination was given the name of Verenigde Machinefabrieken (VMF), specializing in heavy capital goods. This was a flourishing sector after the Second World War, but it proved to be vulnerable after the post-war reconstruction. In 1968 Stork took over Bronswerk, which carried out technical maintenance for the oil & gas industry, and continued under the name of Verenigde Machinefabrieken-Stork. In 1996 the Fokker factories for aircraft components, maintenance and repair were taken over, as Stork continued to develop.

Ultimately, Stork was delisted from the stock exchange in 2008, and the company was split into Fokker Technologies, serving the aircraft industry, and Stork Technical Services providing industrial services. The message of the latter unit is: 'Thinking & Doing'. Innovation and execution go hand in hand on a worldwide stage: from Germany to Qatar, and from Colombia to the Antilles.

The announced acquisition of RBG further strengthened Stork Technical Services' position as a worldwide brand

At the same time a lot of work is being done to bring structure to what was formerly a patchwork of different activities. 'ONE Stork' is the motto under which the company has been transformed, both internally and externally, into a strong and coherent organization. An organization that is also growing strongly, especially with the announced acquisition a few months ago of the RBG Group in the UK. That added 4,500 employees at a stroke. It also further extended the range of activities, with RBG's complex supporting services including the dismantling of oil platforms, plant maintenance and inspect, assess and repair services.

That's how Stork Technical Services increasingly developed into a world-class player. With thanks to Charles Stork in 1835 who, at the age of 13, used borrowed money to purchase those three weaving looms.



Royal visit

Queen Wilhelmina of the Netherlands was given a guided tour of the model garden village Het Lansink in Hengelo in 1914. All facilities were provided, the only thing that was missing was a café with a licence to serve alcoholic drinks. In fact Stork considered gin to be 'man's biggest enemy'.



Diary note

At New Year 1877/1878 Charles Stork noted in his diary: "This is one of the happiest years of my life. The 'Machinefabriek' is now established. This goal of part of my life has been achieved."



The 1000th machine

It was time to celebrate when the 1000th machine was sold in 1897. From then on, employees were given three days' holiday a year in recognition of that success. A fund was also started to pay for excursions to Germany and Belgium.



SPORTSBALM

STORK[®]
TECHNICAL SERVICES

No stage win without the right technical support

Since last spring Stork Technical Services has been main sponsor of the mechanics in the Rabo Cycling Teams.

That means the Stork Technical Services logo will be seen during major events like the Tour de France, the Vuelta (Tour of Spain) and Liège-Bastogne- Liège. No stage wins without the right technical support, that's the motto of Rabo and Stork.

The link between Stork Technical Services and successful cyclists is clear: you can't deliver top race performance without good technical staff to make sure the equipment is working perfectly all the time. That means not only keeping the bikes themselves in top condition, but also making sure all the required equipment is always available where and when it's needed. Because a rider who's standing still waiting for a new wheel is losing precious time, and that could cost him the win.

Performance

That's where the agreement with Stork Technical Services comes in. Stork's job is to make sure a company and its production facilities can perform without interruption thanks to good, well planned maintenance. Stork Technical Services doesn't just do

things, but it also thinks along with customers so that productive assets operate optimally. Because just as in cycling, standstill in companies also costs time and money. And here too it can mean that a company just misses out on taking first place.

Ruud van Deursen, chief mechanic of the Rabo Cycling Teams, had 21 years of cycle racing behind him when, plagued by injuries, he had to make the switch to the technical side of cycling. "After working part-time for a few years as a mechanic for my amateur club, I was asked to work for the Australian team", says Ruud. "Fortunately they were based during the season in Austria, and not Australia, which saved a lot of travel time. From Austria I went with the team by train to all the races.



“At Rabo we help to further optimize stock management”

Sixteen years ago the Rabo team knocked on my door, and now I’m in charge of all the mechanics.”

Logistics

Talking about an average day in the Tour, Ruud describes how once all the riders are resting back in their hotel the work of his crew still goes on: “We clean the bikes and prepare them for the next day’s stage. For example if it’s a time trial, then different wheels and gears have to be fitted, the bidon holder removed – to reduce wind resistance – and we get out special aerodynamic helmets. In the morning I first of all look at the weather forecast; for example if rain is expected we use a different type of oil than in dry weather. That may need to be changed at the last minute. Then of course we have to pump up all the tyres and adjust the bikes. Each rider has his own preferences and settings, and they can change from day to day.

All of which means the whole logistics process needs thorough preparation. Stork Technical Services can help us to optimize that process still further.”

Jan Jaap Dieperink, asset management consultant at Stork Technical Services, recently took the first steps to support the Rabo Cycling Teams mechanics. “They don’t just have the ambition of solving challenging technical problems together with the riders, but they’re also working continuously and proactively on improvements to make the maintenance processes more efficient and more effective. When he’s cleaning the bikes at the end of each day, the Rabo mechanic’s expert eye immediately sees what shape the equipment is in, so he can then already allow for the required stocks of new and replacement components. He can also advise the rider, because often thanks to his many years of experience he knows that

it’s probably better to choose a different gear ratio for an upcoming mountain stage than the one the rider had in mind. The same applies to our professionals and their customers: we don’t just carry out the maintenance work as requested by the customer, but we also advise on aspects like making the logistics process as efficient and effective as possible”, says Jan Jaap.

“At Rabo we help to further optimize stock management; a rider can’t wait for that one essential component that just happens to be in the depot in the Netherlands when he’s at the top of Alpe d’Huez. And in just the same way, the plants of Stork Technical Services’ customers can’t stand still because nobody expected that a particular component would ever have to be replaced.”

The major asset management projects are the ultimate example of 'ONE Stork', according to Peter van Eck, Director Asset Management Europe and Otto Witjes, Execution Manager GLT PLUS. "In these projects we're looking for the best players we can find on the market and, believe it or not, we often find these are Stork Technical Services companies. Not because we see that partnership as a goal in itself – that's not how it works with multi-year contracts – but because top-class professionals are hard to find."

"It's a question"

“n of teamwork”



Schoonebeek, Drenthe

After being idle for 14 years, the Schoonebeek oilfield in the province of Drenthe (The Netherlands) is back in production again. That follows a major redevelopment project carried out by Stork Technical Services together with Jacobs Engineering, Visser & Smit Hanab and Yokogawa. Those companies together form the Schoonebeek Redevelopment Team consortium, working for NAM (Nederlandse Aardoliemaatschappij). The project will be completed by the end of 2011. Stork Technical Services is responsible for engineering management and the operational execution.

AJS

AJS is a joint venture of AMEC, Jacobs Engineering and Stork Technical Services. AJS carries out maintenance work on the 52 platforms of NAM and Shell in the southern North Sea. This work includes project management, work preparation, maintenance, planning, engineering and operational support. AJS has been operating since 2003; last year the contract was extended for another three years.

To carry out a number of multi-year projects in the oil & gas industry, Stork Technical Services has set up joint ventures with partners who have proved their capabilities. "For major projects in consortia like AJS, Schoonebeek and GLT-PLUS, Stork provides the people, the knowledge and the know-how", says Van Eck. "The other partners have specific tasks such as engineering, control systems or machine hardware. These are contracts that run for many years, under which we handle numerous projects, both large and small. From maintenance and modifications right through to complete shutdowns and operational support. We do that both onshore and offshore, on the platforms where our people maintain the installations day in and day out, and in every kind of weather."

'ONE Stork'

Witjes is closely involved in the GLT-PLUS-project. "We've worked for many years in Groningen on the renovation of the gas

production locations of NAM. Now we've started on the following stage, under the name of GLT-PLUS. We worked – and are still working – there with reliable partners who, just like ourselves, put the customer's interests first: making sure that gas can be produced safely and at lower costs. For years we've been calling on Stork colleagues such as the Business Lines Asset Management and Consultancy, and the 2Rent, iicor, Stork Technical Services E&I or Stork Technical Services Nederland North East units. So for us, 'ONE Stork' isn't really such a new model any more. In fact it goes without saying for us."

"We're working in a glasshouse – the customer can see exactly what we're doing"

Vital link

That's confirmed by Van Eck. "For projects like that we don't just provide the people in blue overalls who have to carry out the work, but also the 'white collars' who think along with the customer to improve the maintenance processes. At Stork Technical Services we're just as focused on keeping our customers' installations working safely and efficiently." According to Van Eck the strength of Stork lies in partnership at every level. "We think along with the customer about the planning of shutdowns, about a more efficient maintenance organization, about involving the customer's own operational department. That results in a very close partnership, which is also absolutely essential to be able to deliver top-class work in the oil & gas industry. A lot of things have to be taken into account: teams of dozens of people working on a daily basis to maintain the gas installations. During a shutdown, those numbers increase to hundreds of people. At Stork Technical Services we're the vital link

GLT-PLUS

As follow-up to the Stork GLT contract, Stork Technical Services set up the GLT-PLUS joint venture together with four partners in 2010. While in the Slochteren gasfield project Stork GLT carried out the renovation of the gas production locations for NAM (the last renovation was completed at the end of 2009), the GLT-PLUS contract focuses for the coming 15 years on the next step: extending the locations to allow work on the existing installations and to carry out modifications and maintenance activities. GLT-PLUS vof consists of Stork Technical Services, Jacobs, Yokogawa and Siemens (Siemens Netherlands and Siemens Turbomachinery).



between all the parties involved in these projects. We select the subcontractors and suppliers who are prepared to enter into long-term relationships. That means different margins and risk profiles, which is something you have to accept. Stork and the partners with whom we're currently working are aware of that. And we've proved in the past few years that we can do it."

Risks

Witjes emphasizes that the Business Line Asset Management isn't aiming for quick wins. "We take a long-term view, with performance for the customer as the first priority. To enable us to do that, we invest in knowledge, in partnership. Because the customer's aims are also our aims. It's a question of teamwork. In projects like these, customers want above all to keep their plants running – downtime is the last thing they want. A gas-treatment plant that suddenly stops working is a big problem,

and costs a lot of money. That means there are big risks, and we're well aware of that. Which is why in our joint ventures we always choose partners who've proved what they can do. The big advantage of working with Stork Technical Services companies is that we know the management of projects is under control. We've shown that for years in our asset management projects such as AJS and GLT-PLUS."

"We're working in a glasshouse – the customer can see exactly what we're doing", Witjes continues. "That's no problem. It results in the longest-lasting solutions. An additional benefit in these projects is that the Stork people have strong loyalty to the customer. That's a good thing, because it means we perform even better." The 'ONE Stork' model which the Business Line Asset Management has been following for years is attracting a lot of international interest, especially in the Middle East. "At the moment we're only applying this approach

in the Dutch onshore and offshore market", says Van Eck. "Stork Technical Services also has a project of this kind in Colombia: MASA. But there's a lot of interest from other countries. And I think our approach could also be successful in Germany. A lot of chemical industry parks there need a party that can provide all the vital maintenance services on an integrated basis. In other words, a party like Stork Technical Services."





Stop

About Tata Steel

Tata Steel Nederland is part of the Tata Steel Group, one of Europe's biggest steel companies. In the Netherlands Tata Steel produces, processes and distributes steel, as well as carrying out research into metals. Tata Steel Research Development & Technology works together with business units on the development of

new products, applications and production processes.

Tata Steel employs 11,300 people in the Netherlands, most of them working in business units at its IJmuiden location. They produce and supply 7.5 million tons of high-grade and coated steel in the

form of rolls, including design, technology and consultancy services. Steel from IJmuiden is used mainly in the automotive, building and packaging industries, as well as in batteries, pipes, industrial vehicles and white goods such as refrigerators and ovens.

No industrial organization can avoid it. Every now and again plant and machines have to be shut down for major maintenance or repairs. Now and again...?
At Tata Steel in IJmuiden, maintenance stops are more rule than exception.



and go

You couldn't have chosen a worse time for an interview with Susan Wilmink. The project manager really wanted to schedule the next stop at one of the three Tata Steel plants a few weeks later. But after some cracks were noticed in the mantle of the furnace, the original schedule quickly had to be changed. "It may look like panic", she says, "but really it's not such a problem. I can see that the colleagues from Tata and Stork actually quite enjoy the task of suddenly having to change everything. It keeps things exciting, and I can understand that. We all complain terribly, but at the same time we're enjoying it."

'Mrs. Stop'

Wilmink is 'Mrs. Stop' at Tata. The three furnaces, in which iron ore reacts with oxygen and other substances, usually can't operate for more than six months without major maintenance. Because by then it's time to replace the brickwork of the furnace. That time is used for a thorough inspection, a task that usually takes ten days excluding the preparations. And when the furnace is restarted, it's soon time for the stop of the next furnace. Because while for many companies a stop is an exceptional situation, it's nothing unusual for Tata Steel.

Not so long ago the company carried out the maintenance stops itself. "But it was too big a workload for their technical services

department", Wilmink explains. "As well as that, using an external party like Stork forces the company to optimize the process of its stops. The services of their own internal department also cost money, although that's not as visible as when they use another company." In the case of Tata Steel more than one company is involved, because the former Hoogovens works with both Stork and Ovenbouw Holland. "Ovenbouw Holland is responsible for the furnace installation and the associated components of the steel-making process. We handle the boiler, the dust-removal system and the slag processing. And Tata Steel's own technical services department also carries out some parts of the stop itself."

Wear

For Wilmink the stops are a full-time job. "We go from one stop to the next. There's no more than six weeks between maintenance stops, and sometimes – as we see now – it's even less. But temporary production peaks can also mean that a furnace requires maintenance or repair more quickly. That makes Tata Steel a great place for someone who likes this kind of work. There's plenty of scope to get involved here, much more than anywhere else you could think of. Even more so, because here in IJmuiden the plants date back to the 1960s. Which means that wear

and tear can be relatively high. And as we've seen here, you can expect a few cracks in the outer mantle of the furnace from time to time."

Choosing Stork Technical Services gives Tata Steel a number of important benefits. "For us, maintenance stops like these are core business", explains Wilmink. "We've documented all our knowledge and experience in databases and systems. That allows us to give the right advice and to take the right actions. Our good organization means we're flexible, and that's absolutely essential for maintenance stops." Wilmink also mentions another important benefit: within the large Stork group she knows where to find exactly the right people or knowledge. "I followed the trainee program here, and that means you get to know just about every part of the company over a two-year period. I still benefit from that almost every day, because there's someone I know everywhere."

That 'everywhere' now also includes Tata Steel since last January. "Whether it's in the office or on the shopfloor, I'm always bumping into people I know. And of course they all know me, because there aren't so many women in a steel company like this."

Stork Technical Services goes for REACH

Safety comes first. For many years that's been the basic principle for everything Stork Technical Services does. In its constant efforts to raise the bar further, the company has followed the example set by recent acquisition RBG to take a new initiative in HSEQ (Health, Safety, Environment and Quality): REACH.



RBG, recently acquired by Stork Technical Services, launched REACH in December 2009 across its global operations. This radically improved the company's safety performance and HSEQ culture. The first anniversary of the REACH launch was met with a 51.2% reduction in the lost time incident frequency rate in the UK and 38.5% worldwide.

REACH is a uniform program, in which all employees follow the same basic principles regardless of location. Its success is also due to the accessibility of the program to all employees and customers. Important aspects are the clear instruction videos, the promotional campaigns, the sharing of information about successful projects and the measurability of the results.

After the successful roll-out of the program at RBG, it's now time to implement REACH in all the other Stork Technical Services units. Here too both employees and customers are involved in projects to improve the culture, values, targets, standards and working methods relating to safety.

Apache North Sea stays with RBG

RBG's first big success after the acquisition by Stork Technical Services: Apache North Sea Limited (Apache) has extended the contract with RBG to provide fabric maintenance and deck crew services for another two years. That's good news for RBG, the leading provider of inspect, assess and repair services for the energy industry.

Bill Logan, Apache North Sea's production manager, said: "Stork Technical Services' RBG has delivered a high quality service over the past three years and we are happy to continue our working relationship with the company."

According to Dave Workman, CEO of RBG, this contract confirms the company's position as the leading service provider on the UK continental shelf and the benefits of our integrated approach. "This region is still an important growth market, and the contract extension puts us in an excellent position to achieve our plans in the near future. With our 35 years of experience, we can look back on an unmatched track record in providing fabric maintenance services in the North Sea. This extension is recognition of the great work by our project team and the safe, top-quality services they provide, both offshore and onshore."

Koster E&I is now Stork Technical Services



After more than 54 years the name Koster E&I is disappearing as the company switches to Stork Technical Services for the future. A big celebration was held for all customers and business partners on 16 September to mark the installation of the Stork Technical Services logo on Koster's headquarters in Doetinchem.

Koster E&I has been part of Stork Technical Services since 2006, and the change of name is the final step towards full integration. "The integration is a further step in the ONE Stork Technical Services strategy", Doug Meikle, CEO van Stork Technical Services explains. "That stands for an integrated offering of all services and a single point of contact for the customer. The combination of 'Thinking & Doing' means we provide safe, consistent and productive Asset Integrity Management services at world-class level."

Units housed in the Stork Technical Services location in Doetinchem are industrial automation, building related installations, service & maintenance and Manufacturing Execution Systems (data management and process optimization from start through to finished product). The integration gives customers access to a broader range of products and services, and to total project execution by Stork Technical Services.

"Under Stork Technical Services we will be able to grow further by broadening the market and making innovative choices," expects director Henk Bol. "Customers will still have the same familiar contact persons, but we can now deliver our professional services as a team together with the almost 15,000 colleagues who are part of Stork Technical Services worldwide."

Maintenance continues at AkzoNobel

Stork Technical Services signed a Technical Activities Agreement with AkzoNobel Industrial Chemicals on 1 October 2011. This covers a five-year extension of the contract for technical maintenance, project work and maintenance stops at the Delfzijl chemical industry park.

The initial five-year maintenance contract dating back to when Stork Technical Services took over the technical services department of AkzoNobel Delfzijl in October 2006 has now been extended for a further five years. Stork Technical Services has been operating on the Delfzijl chemical industry park for many years, and in the past few years has specialized further in the maintenance and execution of maintenance stops in particular. This has led to a number of multi-year agreements with companies located on this chemical industry park. With its broad range of services and on-site presence in Delfzijl, Stork Technical Services is once again proving its added value for industry in the province of Groningen with its 'Thinking & Doing' approach.

"The integrated range of services based on teamwork between all the Stork Business Lines and our own people gives us the assurance of the best possible end result for both parties", says Fester Oosterhuis, AkzoNobel's Site Manager in Delfzijl. The new Technical Activities Agreement for Delfzijl is a perfect match for Stork's strategy of focusing on long-term relationships with its customers and the resulting close integration and teamwork between both parties.

NEWS @ Stork

Growth in the North Sea market

iicorr Ltd. is changing its name to Stork Technical Services UK Ltd. That completes the specialist's integration in the field of Asset Integrity Management. For Stork Technical Services the integration of iicorr together with the acquisition of RBG is a huge step forward in the planned growth of the activities in and around the North Sea.

Stork Technical Services' companies in the UK now consist of iicorr, RBG, Cooperheat Services and Cooperheat Equipment. These will ultimately operate together as a single company, with its head office in Aberdeen. The synergy is expected to lead to more than 100 new jobs in the coming three years.

"Since the acquisition by Stork in 2006, we have grown strongly and our services in the fields of integrity, corrosion and inspection have been further strengthened", says George Watson, Managing Director of the former iicorr. "The fact that we're now called Stork Technical Services UK is more than just a change of name, it means further expansion in the UK for a world-class organization."

"We're enthusiastic about the opportunities that the integration of iicorr offers Stork in and around the North Sea", adds Doug Meikle, CEO of Stork Technical Services. "From the base in Aberdeen we now intend to further drive our expansion in the UK market."

The art of letting go



For the DSM Biotechnology Center (DBC) in Delft it's no longer the efforts made that count in hiring contractors, but the results. That's easier said than done, as a discussion with DBC's Leen van Meerveld, manager Maintenance & Facilities and Menno van den Berg, consultant of Stork Technical Services, shows. The Asset Integrity Consultancy Business Line of Stork Technical Services helped them, together with management by defining the strategy to be followed and then providing step-by-step support for the whole process.

With a team of 15 people, the M&F department is responsible for maintenance and facility matters at the DSM Biotechnology Center. "We have around 800 people working here on top scientific research, product development and marketing in the field of life sciences", Van Meerveld explains. "Our M&F team ensures optimal functioning and safety of the buildings, machines, labs and pilot plants. Formerly they had their own technical services department and did everything themselves. But now an increasing number of tasks are being outsourced. Two years ago we took a close look at our contracts with the external parties.

"Times change, and so do working methods"

We wanted to no longer define the efforts to be made, but the results. That's a world of difference. One example: you can hire a boiler technician for a repair job when something goes wrong, but you can also enter into a maintenance contract in which you agree that the technician's job is to make sure the boiler always works. And how he does that is up to him."

Partnership

Learning to follow a new procedure is an intensive and time-consuming process, and it places big demands on employees. You have to 'unlearn' old habits, while the new ones have to gradually become part of your everyday work. "Our people had to learn how to let go, and to manage from a distance. That means they no longer have to check what the contractors are doing on a minute by minute basis, but instead they give them the freedom to take their own responsibility. Our people also had to draw up new contracts, with clear targets and results. The rest, including the way those targets and results are achieved, is up to the contractor. So in fact we're no longer just hiring someone to do a job, but instead we're teaming up with fixed contractors."

Kick-start

"Stork Technical Services' approach to the change process was based on three pillars: individual support, collective training at the workplace and tools 'on paper'", says Van den Berg. "This basic approach was then translated into and matched to the specific situation at DSM Delft."

Van Meerveld stated: "After the initial doubts and resistance, the attitude turned round through 180 degrees during the pilot, after which we went through a number of change processes. We couldn't have had a better kick-start."

Menno van den Berg



'Stork@Work' is the customer magazine of Stork Technical Services and is published four times a year.

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www.storktechnicalservices.com

Stork@Work gets a new look

'Stork@Work' magazine gets a new look from the next edition. But just as before, it will keep our business partners updated about what's happening at Stork Technical Services.

Safety

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