

AAAPA AUSTRALIAN ASPHALT PAVING ASSOCIATION

AMMANN

Asphalt Plants Compaction Pavers

Founded in 1869, 100% Family Company in 6th Generation, Global Activities

Change Management
Rolf Jenny, Senior Vice President, Ammann Group

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8 Factories And 20 Sales & Service Organizations

● Factories
○ Subsidiaries
⊖ Regions with sales partner

2005 Nové Město CZ
1984 Alfeld DE
1984 Hennef DE
1869 Langenthal CH
Verona IT
1991
2013 Gravatal BR
2005 Shanghai CN
2013 Ahmedabad IN

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Major Changes To Be Managed By The Ammann Group

Technology Change Management

- Develop new Technologies (e.g. RAP, WMA, Safety)
- Introduce new Technologies into the Market (e.g. China, India, Australia, LATAM)

Entering New Markets

- Entering and Developing new Markets. From European to International To Global (e.g. Australia, Russia, Brazil, Dubai, South Africa)
- Establish new organizations in new Markets, with new staff in new culture (e.g. China, India, Brazil)

Structure changes

- Integration of new subsidiaries into the Group

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Changes To Be Managed

new technology
existing technology
new organization & acquisition
existing markets
new markets

very big challenge
big challenge
manageable

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How Does Ammann Manage These Changes?

Ammann Principles

We don't attack mission impossible:

1. Change assessment shows a positive outcome
2. Necessary Senior Management is available
3. Motivated Team
4. Clear Responsibilities and Competences

The leader for a major change project is a member of group board

1. It gets necessary attention
2. It is a topic on every group board meeting

What can't be measured won't be changed

1. The change project and each task has a KPI and an award
2. Consequent controlling in results, timeline and budget

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How Does Ammann Manage These Changes?

Specific Actions

Market Introduction of New Technologies (e.g. RAP, WMA, Safety)
No matter how good your product is, if you can't sell it, it is no good.

- Training of our own staff
- Convincing authorities
- Technology tours for customers
- Seminars
- Exhibitions (Bauma, etc.)

Integration of new entities into the Ammann Group

- Bringing the people together already on an early stage
- Global Group Management meeting
- Global Sales Meeting
- Global Service Meetings
- Offering temporary jobs in other subsidiaries

All tasks with controlled KPI and awards

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A specific example of Ammann Change Management

Observations:

- Asphalt plant can do much more than currently utilised
- Asphalt Plants could be operated more efficiently
- Many break downs could be avoided, with more preventative maintenance

Solution

- Installation of a dedicated Training and Service Centre in AU
- Group Management has to support the concept with a budget and clear Kpi's
- Head Quarters to prepare necessary training material to AU needs
- AU staff need to broaden their current knowledge to become certified trainers
- Plant Managers and Operators will receive training, so the asphalt plant will become more productive and efficient.

The Success Of Change Management Is Determined By:

- **Communication**
- **Involvement**
- **Team building**
- **Open-minded and ready to learn**



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