Change Management

Asphalt Plants  Compaction  Pavers
Founded in 1869, 100% Family Company in 6th Generation, Global Activities

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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

How Does Ammann Manage These Changes?

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

How Does Ammann Manage These Changes?

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
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 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