

The Ufemat Journal

15-17/10/2015 - Dubrovnik - Croatia

Foreword

Marnix Van Hoe
Secretary General Ufemat

Valencia is a sweet souvenir, a year has passed, we meet again! The past year we have all been very busy to do our job.

The Building Industry is our habitat and we all are working to provide added value to our organisation and country.

These endeavors result in projects we share with our local stakeholders, projects about Safety, Training, Product Certification, Logistic Developments, Sustainability in Products and Services, Contribution to a better World,...

"I believe it is good to share experiences and talk about projects on a larger scale."

I believe it is good to share experiences and talk about those projects on a larger scale.

As Ufemat is an ideal forum to talk about this, I

have asked you to exchange ideas and projects through the introduction of Best Practices.

They are the reflexion of our work the last year. We all have "favorite projects", projects that have occupied our attention, for which we have been active and of which we are proud to share with the Ufemat Community.

In the beautiful setting of our iconic Conference Hotel we will exchange some of those Best Practices, and I am sure more of them will be debated around the bar and in the streets of Dubrovnik...

I sincerely hope this Conference will give you at least one "Take Home Idea" and an extended network of Building Material Professionals.



And finally, don't forget: "Winter Is Coming!"



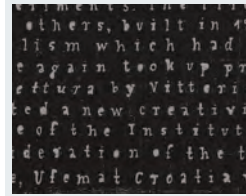
Supply Chain Building Materials 2.0
Better client value and 10% more profit in the building chain!

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The Ufemat Congress in letters
Artistic picture writing by Croatian artist Anabel Zanze

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"Secret mission in Dubrovnik"
An exclusive short story of comic book artist Griffio

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Dubrovnik welcomes the Ufemat Congress

For the complete programme, see page 3



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UFEMAT

15-17/10/2015 • DUBROVNIK • CROATIA

materijali koji grade dom

WINTER IS COMING



Foreword *Antonio Ballester López, President of Ufemat*

Dear colleagues,

Ufemat hold its annual congress this year in Croatia, its 57th congress. This will be a great new opportunity for the European building merchants sector again.

We are living in an amazing, changing world. Deep and tough changes, which means strong challenges for our businesses, are coming. These changes are coming mainly from the ICT's. For the last 10 to 20 years we have been participating in a technological revolution that has transformed the way of seeing and thinking in society in political, social and economic ways. Today's society is different from previous ones in the way information is transmitted and thus as knowledge is generated. Ten years ago mobile phones were used only for talking, they are multifunctional today, you need a product and the phone gives you all the product information, tells you who is the cheapest and GPS directs you to their point of sale to buy it. This is not alien to us, or will not be alien. We must share and pursue: how to cope with the digital market.

We are brick & mortars businesses, with big stores and heavy structures. And now new business models appear in the retail world that force changes for the traditional operators. This new model of competence adds to the existing big and traditional competitors as King-Fisher, Adeo, Ikea, etc...

We must get an operative virtual dimension

but, I think, we must maintain our physical dimension. In fact, we must adapt our business strengths to the Omni channel era. Not virtual versus brick & mortar. To understand what the digital era means and how it can work in business it is critical to design our business strategies. This is the moment when we should share our knowledge and ideas and benchmark what is happening in other merchant businesses close to us such as electrical appliances. The digital world is a global world. We can be independent, but we must work creating innovative nets of collaboration to integrate our business way and follow in the footsteps of global development.

"We are living in an amazing, changing world. Deep and tough changes, which means strong challenges for our businesses, are coming."

Digital is important, but also to create a new model of personal engagement between store and customer. That means to design a new model of service, because the main foundation of retailers and wholesalers has always been whole product knowledge: knowledge of the producer (how to get the product); the knowledge of product logistics (how to transport the product from producer to our customer) and knowledge of the products (only

our commercial force can tell the market about products). The internet is breaking this logic and the customer can find all the solutions from his own sofa. How to move from product to new service patterns is the challenge. Our market is not put in under the same pressure as other commercial sectors by digital tools as electronics, clothing or travel. But when this wave arrives, and it will arrive, we must be aware of our weaknesses: "final customers" of course, but I think that the most important and dangerous time will be when this wave arrives to professional customers. Frankly speaking: The internet breaks distances between industries and professional customers and we must provide more value to both: industries and professionals.

To get answers and share potential solutions across building materials channel value, Ufemat has begun to work in a strategic vision: to share best practices, benchmarking work that aims to share solutions and transfer innovative processes. Big competitors share their successful cases and learn and improve. We must be more open to share ideas, practices and successful innovative models to be competitive in a global era, because we are competing with global companies. The Ufemat Congress is a great new opportunity for the European building merchants sector again.



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Programme

Thursday 15 October 2015

ANNUAL GENERAL MEETING

- 17:00** Meeting of the presidents, directors of national associations and European manufacturers of building materials
- 19:00** Rendezvous in the lobby of the Dubrovnik Museum of Modern and Contemporary Art
Exhibition works of Anabel Zanze
- 20:30** Walk to restaurant Dubrovnik

Friday 16 October 2015

UFEMAT CONGRESS

- 09:00** Welcome by
 - Siniša Ćuk, CEO Jadran-impex d.o.o. – JAX
 - Antonio Ballester López, President UFEMAT
 - Marnix Van Hoe, Secretary General UFEMAT
- 09:15** 1st part: Croatian Economic Situation & Trends
- 11:00** COFFEE BREAK
- 11:15** 2nd part: EU Topics – Presentation of Best Practices in the building materials sector
 - Božo Cernila, Regional Managing Director Wienerberger: *Market situation in SEE (former YU)*
 - Francesco Freri, Architect 4Bild: *Soft Innovation*
 - Erik Wollaert, Commercial Director Xella: *Xella's building systems and chain cooperation: a perfect match in the changing building industry*
 - Luigi Della Sala, GtoG Project Manager: *Gypsum to Gypsum – The Perfect Loop*
 - Jozef Van Ballaer, Director HSE CRH Europe Distribution: *Building an integrated safety culture in a multinational environment*
 - Paul Kuijpers, Balance & Result: *Supply Chain 2.0*
- 13:15** LUNCH
- 14:00** Building Site Visit: New Airport Dubrovnik – transfer by bus

PARTNER PROGRAMME

- 09:00** Transfer to the harbor of Dubrovnik – cruise to the islands of Sipan and Lopud: bike tour, visit monastery
- 13:30** LUNCH at the restaurant Obala on the island of Lopud
- 15:00** Cruise back to Dubrovnik
- 16:00** Transfer by bus to the hotel

EVENING

- 20:00** Cocktail & Gala dinner Hotel Excelsior *****
During the evening: 6th UFEMAT AWARD

Saturday 17 October 2015

MUTUAL PROGRAMME

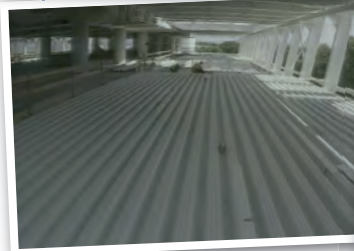
- 09:30** Visit to the old city of Dubrovnik: Monastery, drink on the ancient walls ...
- 14:00** APERITIF & LUNCH at the terrace – restaurant The Palm of the hotel Excelsior

BELGIAN PROGRAMME

- 19:00** Walk to the restaurant POSAT
Aperitif & Dinner



“Winter is coming” is a famous quote out of the popular television series ‘Game of Thrones’. During the visit of the Old Town and other historic locations the fans of ‘Game of Thrones’ will recognize a lot of decors of the television series. Many local shops sell guide maps, gadgets and memorabilia of ‘Game of Thrones’.



On Friday afternoon there's a visit to the construction site of the new airport of Dubrovnik.

For their programme, the partners will enjoy the idyllic beauty of the islands Sipan and Lopud.



On Friday and Saturday the band Bow Tie will provide an evening of music. The theme: The Rat Pack! Remember the fifties and sixties with music of Frank Sinatra, Dean Martin and Sammy Davis Jr. Bow Tie will bring Las Vegas to Dubrovnik!

VIEW ON THE CHANGING ROLE OF THE BUILDERS' MERCHANT: BETTER CLIENT VALUE AND 10% MORE PROFIT IN THE BUILDING CHAIN!

Supply Chain Building Materials 2.0

The building industry is changing, and this has an impact on the role of the building material merchants and suppliers. That's not only affecting the materials we sell and the services we deliver. Especially in the development of the supply chain Ufemat expects the supply industry to innovate in their role and to be innovative in their added values. Besides the classical roles, there will be new supply roles in which the merchants and suppliers will have early involvement in building projects. This is already happening. This vision report shows the state of the art of our new roles. And Ufemat stimulates a proactive approach.

Remember: the future is in our hands!



The Invisible Hand

"The un-observable market force that helps the demand and supply of goods in a free market to reach equilibrium is 'The Invisible Hand'."

(Adam Smith)

In New York every day millions of people need food. Nobody organises this, and yet they all get fed! This is an example of The Invisible Hand.

The Merchant in Building Materials is actually Giving a Hand to The Invisible Hand when it comes to supplying Building Materials onto Building Sites.

Every Day, Always at the Markets Service!

Marnix Van Hoe

Why this article?

The European building sector is living in a dynamic era. Economic crisis, steady demographic changes, urge for sustainability, global economic effects. The building sector is searching for new solutions to solve the new bottlenecks. And the builders' merchant will be able to show his added values to these challenges. Ufemat stimulates discussion and knowledge exchange. Ufemat promotes proactiveness.

Choose not to wait for the future, but to create your future! That's why Ufemat asked the Dutch business consultant Paul Kuijpers to make this inspiring paper.

At least 10% better and cheaper

It's hard to meet these needs with traditional building processes, with relative high costs of failure. But recent experience have shown that our supply chain can perform a lot better. If

we organise our building processes with modern principles we can deliver more value to our clients (f.i. 10 to 15% cheaper with no defects), but also increase our business results (f.i. by lowering costs of failure).

Need to improve the supply chain 2.0

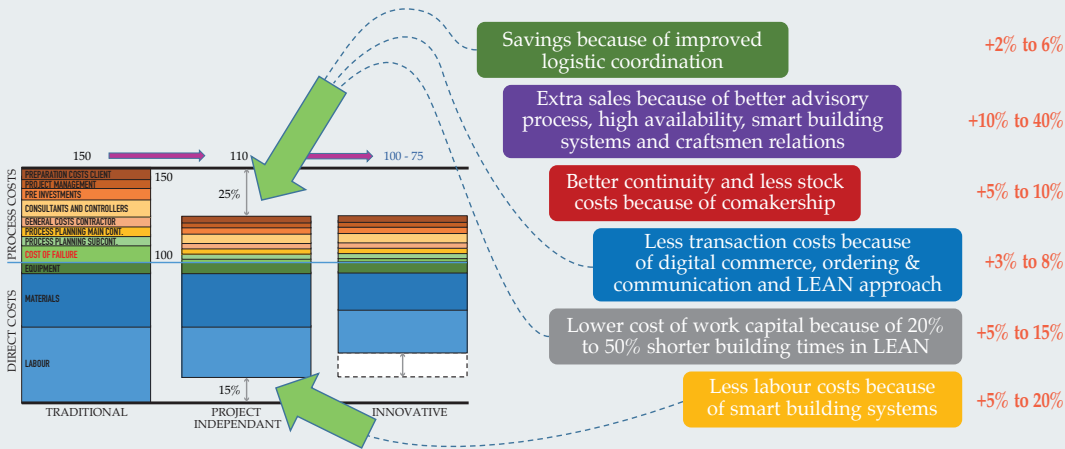
'Supply chain' is the term used to describe the hierarchy of supply contracts necessary to procure a built asset. Unlike the automotive industry, the construction industry has the particular difficulty that every building is different, a unique prototype, developed by a team of consultants, contractors and other suppliers that may never have worked together before and may never work together again. On the other hand all buildings have more or less repeatable elements, that can be optimised continuously.

"If we organise our building processes with modern principles we can deliver more value to our clients, but also increase our business results."

Basic roles of the builders' merchant



Synthesis: at least 10% better



At least 10% better

Better, faster, cheaper; Getting a better business performance is in many situations associated with better performance to clients. The merchant is able to reduce the direct labour costs (15%) in the building process as well as the general process costs (25%).

Financial benefits

Better logistic performances will be paid, as well as better advisory services. But for many merchants their client relations are crucial. Commercial performance as well as operation performance are critical for these client relations. And so critical

for the business. Potential benefits we got from experts are indicatively. It is really dependant on the specific business situation to make a realistic estimation. But nevertheless it makes clear that the potential benefits might be much more than 10% extra profit or turnover.

Our changing world – EU directives

EU directives

The European directives are in many cases drivers for change. Many of them offer opportunities for builders' merchants.

CPR regulations

The Construction Products Regulation (CPR) lays down harmonized rules for the marketing of construction products in the EU. The Regulation provides a common technical language to assess the performance of construction products. It ensures that reliable information is available to professionals, public authorities, and consumers, so they can compare the performance of products from different manufacturers in different countries.

Packaging Waste directives

To harmonize national measures concerning the management of packag-

ing and packaging waste and to prevent or reduce its impact on the environment Directive 94/62/EC (and next) was adopted. The Directive aims at providing a high level of environmental protection and ensuring the functioning of the internal market by avoiding obstacles to trade and distortion and restriction of competition.

Energy 2020 targets

In 2009 the EU set 3 targets, known as the '20-20-20' targets, set three key objectives for 2020":

- A 20% reduction in EU greenhouse gas emissions from 1990 levels.
- Raising the share of EU energy consumption produced from renewable resources to 20%
- A 20% improvement in the EU's energy efficiency.

Back in 2011, for the congress in Copenhagen, a word from Connie Hedegaard, Former EU Commissioner for Climate Action (2010-2014): "You have an important job to do in this matter. You have to show and demonstrate products to comply with the new standards and regulations. In the building sector a lot of sustainable products already exists, your job is to make them available on the market, and inform architects, contractors, builders. This is your real added value in the market. The European Commission is counting on your sector!"



A word from...

Siniša Ćuk,
CEO Jadran-impex d.o.o. – JAX

Dear colleagues,

We'd like to welcome all of the Ufemat members and guests for the first time in Croatia, in city of Dubrovnik, and thank you for accepting our invitation to host the congress.

We hope that you'll enjoy your stay and have some memorable experience from this year's congress.

We have suggested Dubrovnik, as one of the oldest cities in Croatia and with impressive history, dating back to the 6th century and reaching its peak as Republic of Ragusa in 15th century. Old city of Dubrovnik is on the UNESCO list of World Heritage sites and you'll surely be impressed with everything you see.

As a privately owned company that has been on Croatian market for more than 20 years, we all share a common goal, to exchange ideas and face the challenges together, so we can adopt to the trends and work better in the future.

Building material market in Croatia is, like the market in the rest of Europe, facing constant changes and challenges in the last years, so being able to hear and discuss what are the best practices in each market is something of a great value.

As a builders merchant working in such a market, technology within our daily job and our usual brick and mortar business, is gaining its value with the ability to share one commodity that is hard to appraise, information.

Many customers, regardless of their size and project value, get in touch with us daily, and the ability along with sales tools to collect, analyze and push the information to the right person within a company, can make a strong difference on our sales volume and profit. We are trying to focus development of such sales tools to help us with daily business and to improve the relationship between our customer and our company.

Our task and goal is to establish the Croatian federation of builders merchants and producers during 2015. and we are moving in that direction, with a support of long term Ufemat members, and to start contributing to Ufemat on a national level.





The 8 Best Practices in the Distribution and Manufacturing of Building Materials

On the following pages you can read the selected 'Best Practice'-cases, in no specific order, presented by:

Gypsum to Gypsum	6
CRH Europe	6
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Mapei	8
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4BILD	11
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And two additional practices of JCB (page 9) and Cevisama (page 10).	

GYPSUM TO GYPSUM The GtoG project

The construction sector represents an important constituent of the European economy. However, this sector generates one of the heaviest and most voluminous waste streams in the European Union, the so-called Construction and Demolition (C&D) waste.

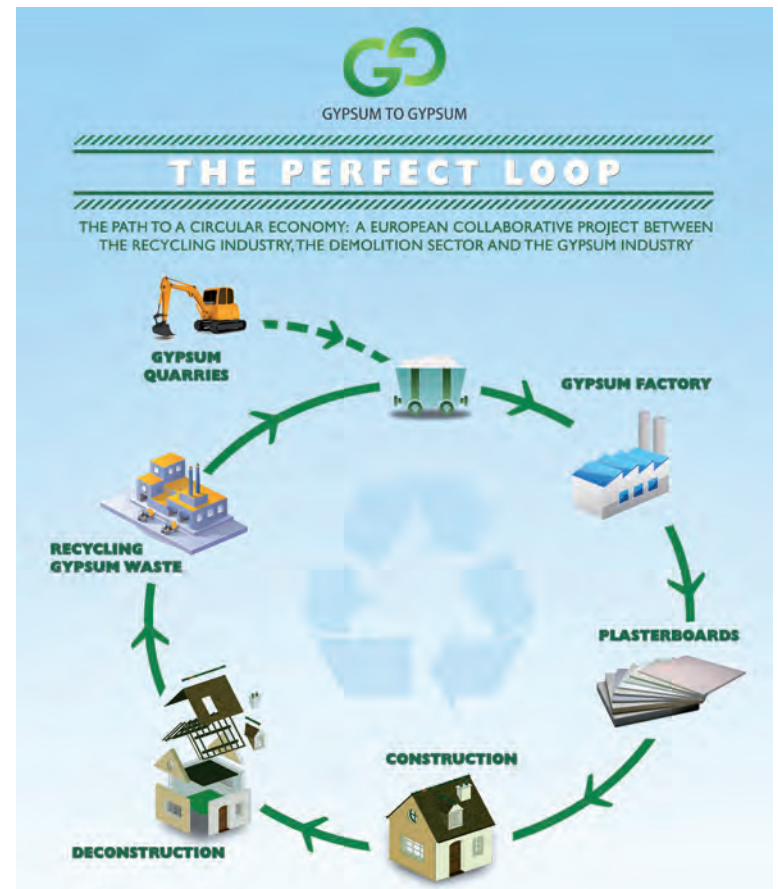
This waste arises from activities such as the construction of buildings and civil infrastructure, or their total or partial demolition including renovation activities and maintenance. It accounts for approximately 30% of all waste generated in the EU and consists of numerous materials, including concrete, bricks, gypsum, wood, glass, metals, plastic, solvents, asbestos and excavated soil, many of which can be recycled. Despite the fact that gypsum is 100% recyclable, there is currently a large proportion of gypsum waste that is being landfilled and backfilled, while recycling systems in Europe are only operating in France, Benelux, Denmark, Finland, Sweden, Norway and the United Kingdom.

The GtoG project focused on 8 EU target countries (Belgium, France, Germany, Greece, Poland, Spain, the Netherlands and the UK), where it was estimated that around 1,150,000 tons of plasterboard

waste was generated in 2012. In most of these European countries a low recycling rate of gypsum waste was observed. The aim of the GtoG project is to produce plasterboards with up to 30% content

of recycled gypsum coming from both production (pre-consumer gypsum waste) and C&D waste (post-consumer gypsum waste).

www.gypsumtogypsum.org



CRH EUROPE DISTRIBUTION

Building an integrated safety culture in a multinational environment

Tackling the current safety challenges in of a multinational and multichannel organization Jozef Van Ballaer will show us a best practice in building a world class safety culture. It encompasses the adagio of 'Zero accidents' on the one hand with engagement and self motivation of employees on the other.

CRH Europe Distribution organization used a well known model of safety culture for over 5 years. In this model classic safety practices get their place within a horizon of

matching the customers and business demands of everyday life. The 'Safety cultural Ladder' model is therefore unique and challenging.

'Outstanding Safety Culture'

Put into practice through a unique local reward system called 'Outstanding Safety Cultures', CRH Europe Distribution has kept pace with its growth and steady drive for business performance. Outstanding means being simultaneously excellent in domains

like: order and cleanliness, team dynamic and customer care. Outstanding Safety Culture combines classic safety excellence with the notion of how the business perceives added value to its services and products.

Jozef Van Ballaer will also show us the way forward and hand-over examples; meaning how to move from an Outstanding Safety Culture to commercial excellence.

www.crh.com



VELUX

Europeans on health: Ventilation and letting in fresh air at home more important than exercise

No healthy home, no healthy life. Fresh air and plenty of daylight in the home are two surprising top scorers when Europeans are asked about what is important for their health. This is the conclusion of a new study, the Healthy Homes Barometer by the VELUX Group.

Avoid tobacco. Exercise. Eat plenty of fruit and vegetables. Years of public debate have made Europeans keenly aware of these important guidelines for a healthy lifestyle. Even though the topic is much newer in the public debate, Europeans have nevertheless understood the importance of living in a healthy home.

This is the surprising conclusion from a new study among 12,000 Europeans in 12 countries. The study is the biggest yet to highlight Europeans' views and behaviour in relation to the healthy home. A healthy home, or more accurately a home that supports a healthy human life, has been surveyed as part of a list of nine aspects of our everyday life that can make us more or less healthy. Of these nine, ventilating the home for fresh air comes out second, and having plenty of daylight in the home comes out fourth. And what we actually do the most in our home, sleeping well at night, comes out as the number one thing you need to make sure to look out for if you wish to stay healthy. Avoiding tobacco comes out sixth, whereas regular exercise comes out seventh among the nine.

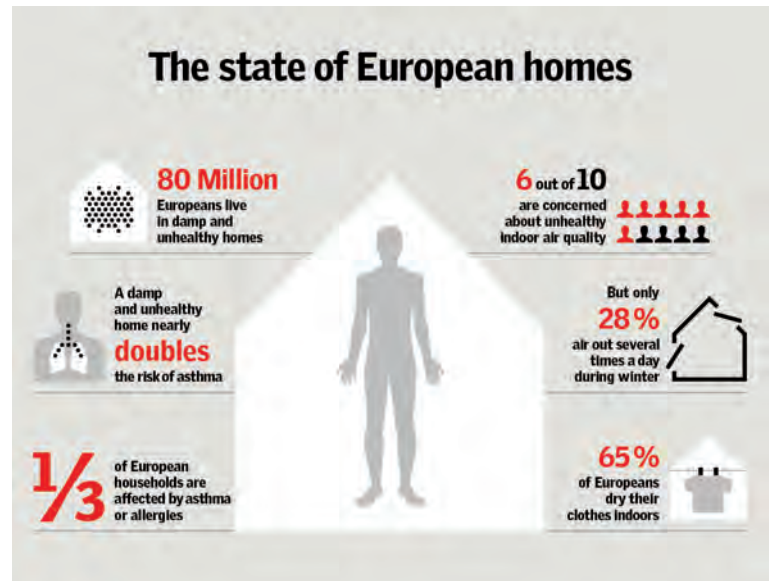
The study was performed by the research institute, Wilke, in order to achieve a better understanding of how Europeans think about the healthy home, and Michael K. Rasmussen, Chief Marketing Officer of the VELUX Group, is surprised by the result:

"This is a very positive result. It is backed by scientific facts. It is a huge boost to the public debate about the healthy home that has been somewhat overshadowed by all the other health discussions."

Despite his optimism, Michael K. Rasmussen also sees warning signs. Given what we know about

Europe's current building stock and Europeans' behaviour as documented by the Healthy Homes Barometer 2015, Europeans are perhaps in general too optimistic when it comes to the indoor environment in their homes. A new study from the Fraunhofer-Institut für Bauphysik from 2014 revealed that 80 million Europeans live in homes that are damp. Damp homes have an unhealthy indoor climate, which almost doubles the risk of developing asthma. In other words, if Europeans were more aware of how unhealthy their homes were, they would probably be less satisfied.

The new study also shows that Europeans neglect to air out sufficiently in the cold winter months. Almost one quarter of all Europeans neglect the daily change of the indoor air in the wintertime. Also, drying clothes indoors is a bad habit that Europeans apparently have a hard time shaking off. 65% of all Europeans dry clothes indoors a least once a week, thus increasing the risk of mould and dampness. A significant number of Europeans also sleep in less than



complete darkness, thereby reducing the quality of their sleep. "If our ambition is for Europeans to live in healthy homes, we need to address these issues. Because we are humans, we seem to have an intuitive understanding of how important our living environment is for our health, but this does not guarantee that we behave accordingly. There is still work to do when it comes to sharing knowledge about healthy living," said Michael K. Rasmussen.

About the Healthy Homes Barometer

The Healthy Homes Barometer is a study by the VELUX Group.

It is based on an analysis presenting key findings from a pan-European study investigating European citizens' attitudes and behaviour regarding home comfort, energy consumption and environmental impact. Once a year, changes in these indicators will be measured and reported in a Healthy Homes Barometer publication.

Methodology

During October 2014, a questionnaire was answered by 12,000 Europeans in Austria, Belgium, the Czech Republic, Denmark, France, Germany, Hungary, Italy, the Netherlands, Norway, Poland and the UK.

The twelve countries surveyed represent more than 375 million Europeans, accounting for more than 70% of the total European population. Furthermore, the selected countries represent a variety of sizes and geographic locations. The questionnaire and analysis were carried out by independent consultancies, Operate A/S and Wilke. Academic consultancy for the Healthy Homes Barometer is provided by Prof. Dr. Dr. h. c. Bernd Wegener, Humboldt University, Berlin.

Join the discussion anytime at #HealthyBuildings

www.velux.com



MAPEI

Mapei's commitment at the Universal Exhibition in Milan 2015

In this important year for Milan and Italy, Mapei contributed to the theme faced at the Universal World Fair, "Feeding the Planet, Energy for Life", by sponsoring and providing solutions and products for most of the pavilions, architectures and art masterpieces.



In particular, Mapei demonstrated its long term experience acquired in years of activity in the chemical industry by supplying technical assistance and consultancy in the realization of the Tree of Life, which is set to be the icon of Expo Milan 2015. In this intense and inspirational project Mapei participated by sponsoring the Consorzio Orgoglio Brescia and by creating the base in which the Tree of Life sits. For this project Mapei provided adhesives, waterproofing solutions and sealants.

Products and solutions have been used also in the USA Pavilion, intervention in which participated also Mapei's US subsidiary Mapei Corp. The pavilion reflects USA's agricultural tradition and offers inspirational "food for thought" to the visitors by showing sustainable strategies aimed to feed more than 9 billion people by 2050. For this project Mapei realized the sound-

proof system to reduce impact noise from footsteps and it provided cementitious adhesive to bond the ceramic floor tiles.

Engagement and partnership

In line with its engagement and working partnership in art, Mapei participated in the creation of the Seme dell'Altissimo by Emilio Isgrò, Expo 2015's only official artwork. The symbolic creation represents fertility and life. The masterpiece is made of white Altissimo marble excavated on Monte Altissimo on the Apuan Alps. The base made of Versilys marble, from Monte Altissimo, has been installed with high-performance adhesive, and the joints grouted with high-performance and water repellent mortar. Participating in this project is the demonstration that industry and art can work together in the realiza-

tion of magnificent works all over the world.

This partnership between Mapei and art is clearly visible also in the realization of the basement of the Pietà Rondanini, which has been moved from its original location to a new one in the same Sforza Castle, the Spanish Hospital. The installation is simple to respect the nature of the sculpture.

Mapei supplied products and technologies to restore and repair the masonry of the wide room, to prepare the floor substrates and to lay wooden floors. This intervention has been realized to enrich and renew the cultural offer of Milan in this particular year.

World leader

Founded in Milan in 1937, Mapei is today the world leader in the production of adhesives and complementary products for the installation of all types of floor and

wall coverings. The company is also specialized in other chemical products for building: from waterproofers to special mortars, from admixtures for concrete to products for the restoration of ancient buildings.

The Group now counts 70 subsidiaries with 66 plants in 31 countries in the five continents. Furthermore, Mapei has developed a sales and technical service network with offices all over the world. Mapei offers an efficient Technical Assistance Service that is much appreciated by architects, engineers, contractors and owners, with experts available for on-site consultation. www.mapei.com



XELLA

Xella's complete building systems and chain cooperation: a perfect match in the changing building industry

The building sector is facing enormous challenges. Buildings – new or existing – must become more efficient, long-lasting, energy-neutral and affordable. Xella believes that innovative complete building systems and modern building processes (BIM) for better design, construction and management come up to the changing needs.

Keyword is chain cooperation. The impact of chain cooperation is greatest if it is applied from the very beginning all the way to the end of the value chain. Principals, architects, contractors, suppliers, installers, builder's merchants: the complete chain has to cooperate in the various phases. A coordinated, industrywide drive to introduce BIM means changing the attitude

of the complete building industry. Chain cooperation is facilitated by BIM; BIM offers a huge potential for every player in every segment of the construction industry. After having realised a detailed virtual building, the next step, a real building can be achieved by less risks and cost and will lead to better building solutions. By chain cooperation in combination with BIM construction projects can be executed on a high efficient level.

As one of the leading manufacturers of building systems, Xella actively



participates in various chain cooperation processes where the BIM tool is used often. Xella building solutions offer more than 3D design. You get access to the geometrical data, material specification, draft design and structural parameters.

Information about workmanship and the relevant approval documents round up the set of data. In suitable software solutions you can add time and cost quotations and tender specifications.

www.xella.com

JCB

Introducing the JCB Teletruk. The World's Only Telescopic Counterbalance Forklift

In 1997, JCB developed a forklift truck with a telescopic boom instead of a vertical mast to create the JCB Teletruk. The unique design dramatically improves site safety, saves operational time and reduces yard space requirements. When the savings in time, space and fuel are converted into financials, the benefits can be huge.

The story of JCB is one of innovation, ambition and sheer hard work. The merchant sector is extremely important to JCB, and the JCB Merchant Master range offers merchants a host of benefits to improve onsite safety, increase efficiency and reduce product costs by changing bagging methods. JCB Industrial have worked very closely with merchants worldwide to understand their exact business

requirements. As part of these studies, JCB Industrial have responded by building a portfolio of machines to meet these requirements. The most versatile counterbalance forklift truck, the JCB Teletruk, is now specifically designed for builder's merchants and is a truly unique machine. The dedicated "Merchant Master" range was launched February 2015 comprising of four Teletruk models, available with bucket, bagging shovel, quick change attachment & brick clamp options.

It is imperative for merchants to remain competitive to satisfy customer demands quickly, efficiently and cost effectively. JCB Industrial can offer Merchants, the Teletruk at competitive lease and contract hire costs. Your local JCB dealer can also conduct a full cost saving analysis of the machine on your site, highlighting where cost savings can be made. The JCB Teletruk's unique telescopic boom means that merchants are able to access stock from the second row without the need for moving product from the first row. This

allows floor space to be used for saleable product, and therefore being able to offer the customer a greater range of products.

The Teletruk can be fitted with a weighing system which also gives peace of mind

for bulk bagging. The 4x4 option ensures your businesses can operate whatever the site conditions and in any weather.

JCB Industrial's marketing team have joined forces with the BMF, the Teletruk proudly wears the BMF logo on the Merchant Master machines, promoting the customer charter. Showing an entirely joined up approach.

Safety, safety, safety! Staff and customers on site are a priority; the JCB Teletruk offers the best forward vision of any counterbalance forklift truck. Why? It has no mast at the front impeding the driver's view, and also with falling object protection and roll over protection, the driver is safe too! The Teletruk's forward reach allows you to unload vehicles from one side. This means there is no forklift movement around the other side of the vehicle, ensuring staff and customers stay safe.

www.jcb.com



CEVISAMA

International fair for ceramic industry, bathroom equipment and natural stone



In recent years, ceramics has taken on a key role in decoration for the home, as well as in large interior design projects. Cevisama is part of this revolution. Over thirty years as a reference in the ceramic sector has turned Cevisama into the perfect support for creating real and worthwhile business network.

In the previous edition, 682 exhibitors met at Cevisama and around 76.000 visitors were able to enjoy the fair experience in 100.000 m2 of area that were made available for the event.

Cevisama is a passport for professionals from more than 140 countries to get together and exchange many business opportunities. There are importers from the European Union, Russia, countries from the East, North Africa, Central and South America: Chile, Brazil, Mexico, Colombia and Peru, who are all looking forward to the Cevisama experience: quality and innovation in the largest business hub for the ceramics industry and related sectors.

There are over 300 international journalists accredited, which goes

to show the international nature of Cevisama.

Valencia (one of the more beautiful cities in Spain) takes Cevisama and all its community under its wing and shares their enthusiasm for the world of decoration and architecture. The result is "See you in Valencia", an initiative bringing together synergies from leading trade fairs, such as Cevisama and Feria Habitat, in order to turn it into, – which is also due to the endless proposals taking place in parallel –, a compulsory event for architecture, interior design and design.

It is an experience that transcends the world of commerce and implicates the culture of a city that is committed to the spirit of the design and arts sector; that of ceramic coatings and everything surrounding it.

This passion is conveyed through the more than 200 parallel activities taking place between exhibitions, showrooms and interventions to enable the visitor to enjoy an integral, unique and rewarding experience.

www.cevisama.com

Cevisama is pleased to invite all the Ufemat professional members to the next CEVISAMA exhibition in Valencia. The invitation includes travel costs (airplane and 3 hotel nights) for one representative of each company/association. If you are interested in this offer, please contact to Ufemat in order to get all the information. Next edition will take place from 1st until 5th February. We wait for you! Because of this very generous offer from Cevisama, Ufemat will organise a Winter meeting during this exhibition in Valencia! More details will follow.

ANDIMAC

The e-learning platform Materalía

Goal

Materalía is an integral management system of knowledge across value channel of building materials. The high advance e-learning platform is addressed to merchants, craftsman and industries. Merchants and Craftsman can get their professional education and their certificates, and business can follow all the work and learning of the pupils/workers (this is an amazing marketing window for several industries and merchants). Materalía allows to create more value across de channel from industries to professional market and transfer technical knowledge swiftly. Besides they are able to get knowledge with the newest building systems and technologies. In this spanish case the merchants support their craftsmen relations.

How it works

Materalía is the join of three technologies on a Moodle platform: Brainscorm, Multi-elearning; RA-IA learning. Moodle is the more extended tool of e-learning around the world. It allows to measure the training advance of pupils and great numbers of universities use Moodle system.

Brainscorm is the "Word Processor" for Moodle. Do you remember MS-Dos language and what Microsoft Word meant? Brainscorm means the same for Moodle language of programming. Of course this is a simile, we are not inventing the wheel!! So each business or non advance user of Moodle can create an ideal training program and is open for all the market just-in-time.

Multi-learning is the tech that al-

lows to create individual trainings models to satisfy business needs and warranting pedagogical quality, joining training units from diferentes training programs to develop customize and new courses. RA-IA is the tool that introduce within the system artificial intelligence and augmented reality. This tech is very important for building systems and training building workers.

So Materalía helps the channel value actors to design normalized programs of training, standardizing knowledge and updating it in real time. Besides offers the users to maximize the usability of training needs because allows to design specific training program, to utilize existing training programs, mix training-units of different training programs for creating new training pieces with pedagogical! 2 quality



for new needs. Besides, you can enjoy your own "campus", customized with brand and your own courses and integral management-tools.

To have a normalized model of training (and sectorial knowledge) enables to work in e-learning, mix (in-person and e-learning) or in-person. And this model guarantees the use of formal contents in all training sessions.

www.andimac.org

4BILD

4BILD is the first franchise network in the distribution of building materials in Italy

When we founded 4BILD, we had the aim to create a new commercial model in the industry and we created the first retail network in the industry. With the network, we have been able to create synergies among the retailer, re-balancing the power map between the distributors and the suppliers (production companies).

In the eyes of our customers and suppliers 4BILD is a single entity. Internally however, each shareholder retains managerial autonomy on his point(s) of sale.

The retail subsidiaries are divided into either 4BILD Point, for raw materials (brick, mortar, sealant, etc.) or 4BILD Casa, for restructuring the apartment and houses (paint, tile, etc).

We think that "buying groups" are outdated and limited, instead, we designed, organized and built a "retail network". Within the network, we promote innovative techniques that ADD VALUE to the services. These best practices we share, enable the distributors to unlock the value and avoid to use the price reduction as the only leverage for the marketing campaigns.

Our main objective is to renew the relationship with the end-user as well as with the Suppliers by using new models of distribution derived from other industries more mature more developed. In example, 4BILD leverages cutting edge software for logistics of warehouse management, for product distribution and for marketing.

The use of information technology and telecommunication is at the core of 4BILD's organization, and it has become the driving force of our business development. The 4BILD points of sale use a centralized computer system and a single database. This en-

sures that the customer always receives a tailored service based on his past relationship with 4BILD. The customer will see the same material's assortment and the same level of service across all points-of-sale and this makes the offer of each 4BILD Point special. The growth of 4BILD is driven by the opening of new POS by either existing shareholders or incoming members. This expansion process increase the network strategic advantage as it grants proximity to each clients' construction sites. Even if the client decides to move construction sites, the proximity is granted by a different POS that belongs to the 4BILD network.

This project aims to send a strong innovative signal to the market, as described in detail in the book "Soft Innovation - The business response to the challenges of the crisis" published by Franco Angeli and edited by Marco Paiola and Roberta Sebastiani. In the book, 4BILD is presented as a unique model of how to build a competitive advantage and additional growth within the construction industry.

Based on the high quality products we offer, the competence and expertise that our professionals bring to the table, and the wide range of services offered, we aim to lead the distribution in our industry.

4BILD is a radical revolution in the current scenario and our final vision is to become THE point of reference in the industry.

www.4bild.com



WIENERBERGER

Response on declined markets in SEE Region

Status

After financial crises in the region, started in 2008, clay block markets has a significant declaim on average by 60% on SEE markets. Therefore existing cooperation with distributors, which based on quantity bonuses, has no longer present a proper way to motivate the distributors for sales. At the same time, there were noticeable changes in end consumer behavior. End consumer become more aware of the value of products, especially from the thermal energetic prospective.

It's become evidently that end consumer wants to have more information's and guidance about product properties. Since the business model of Wienerberger is based on 100% cooperation/sales via distributors, informing the end-consumer trough this channel was a logical conclusion.

Reaction on market situation

In order to adopt to a market situation Wienerberger has change the sales conditions in the way to introduce Performance bonus system. This system based on following clusters:

- **Bonus for participation on Wienerberger education seminars for sales stuff of distributors;** this was linked with participation of sales people of distributors at training courses, where sales arguments were explained for selling product which meets end consumers demand on thermal isolating properties of Wienerberger products. Trained sales personnel was able to argument this in the proper way.



- **Bonus for preferred product mix;** since all the products are not equal with thermal isolating properties, it was necessary to reward distributors for selling high end products of Wienerberger. With this target was meet, for end-consumer to have proper product with perfect price value ratio as well as for dealer selling those products was more profitable.
- **Bonus for stocking the high end products at the distributors warehouses;** there was a target to improve service toward those who were purchasing high end product, and with stocking of those products, buying process for end consumer was quicker
- **Bonus for exhibit merchandising materials at POS;** this part was bringing the products closer to the end-consumers that they were able to see them at preferred POS close to their place of living

Final results

Result of changed system was improved ratio of high end products as well as higher customer satisfaction rate. Wienerberger will continue with developing Performance bonus system in SEE Region and include Tondach Roof materials into this concept as well.

www.wienerberger.com

We are very happy with the 'Best Practice'-cases we received and we shall show our appreciation by offering an Award. More cases are of course welcome. A special section on our website will be created to have continuously an overview of all your 'Best Practice'-cases.

www.ufemat.eu



Picture writing

by Croatian artist
Anabel Zanze

Anabel Zanze was born on December 5, 1971, in Dubrovnik, where she attended elementary and secondary (science and maths) school. In 1991 she enrolled in the Academy of Fine Arts in Zagreb (print-making section) and took her degree in the class of Ante Kuduz in 1996. Between 1998 and 2004 she taught visual culture in the Marin Držić elementary School in Dubrovnik. She has lived in Zagreb since 2004. She is a member of the artists' associations HDLU and HZSU. Her key work can be described as “picture writing”.

“Only words”, Marnix Van Hoe talks about Zanze

I discovered her work by chance, walking in Dubrovnik, on a warm and lazy day. It was somewhat strange and unusual because all the paintings looked alike.

Thinking about these works, much later, I started to have a feeling of respect for them. Canvases with only words. No figures and no landscapes, only words.

Words add value to our work. Without them, we cannot express our feelings or explain things.

Art without words remains undiscovered. We use words without seeing them and yet they give meaning to our life.

Building materials are very concrete, you can feel them, touch them. Yet they too need words of explanation. Words of certification. Words of admiration.

Imagine a world without words, in which there are no letters or words to guide us, to inform us, to amuse us. Communication would be impossible.

The work of Anabel is a tribute to words and their importance. We need them and we use them. The repetitive multiplication of them surprises us. She takes us for a walk through her streets of letters inspired by textbooks. In their own form and shape. We discover the beauty of the symbols. They make us curious. What is it that is written? Where is the message? We are intrigued. We think about school, where we had to write out the same letters and words endlessly, in order to learn them or as a punishment.

“I too can do this.” Why don't you try it? In a font you develop yourself, without using a ruler. Like a monk in the Middle Ages, copying out books. Before printing was invented. Ending with your name and the date. Let me know and I will come and have a look.

I hope you enjoy these paintings and that they get you to talk about life and building materials.

Marnix Van Hoe

These letters and words are integrated in a specific setting, as well as the company name. The last line is the “signature line”. If you are interested in such a work, we can commission a special one on demand.



The paintings that the artist has created for the sponsors of the Ufemat Congress can be viewed in the Dubrovnik Museum of Modern and Contemporary Art (www.ugdubrovnik.hr) while the congress is on.



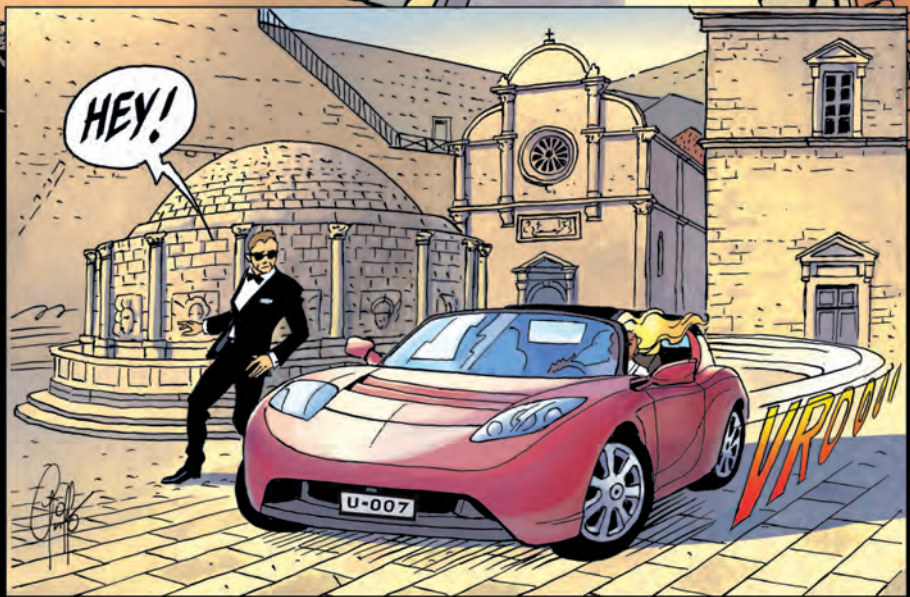
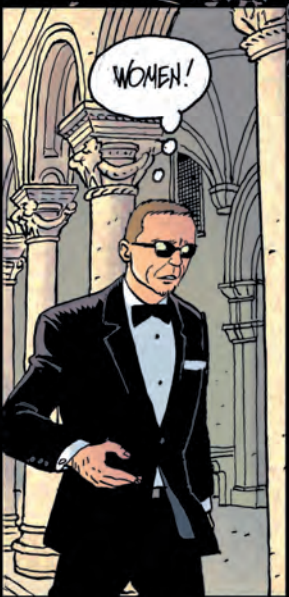
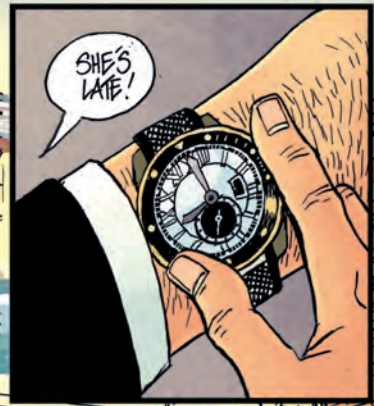
Next pages: “Secret mission in Dubrovnik”

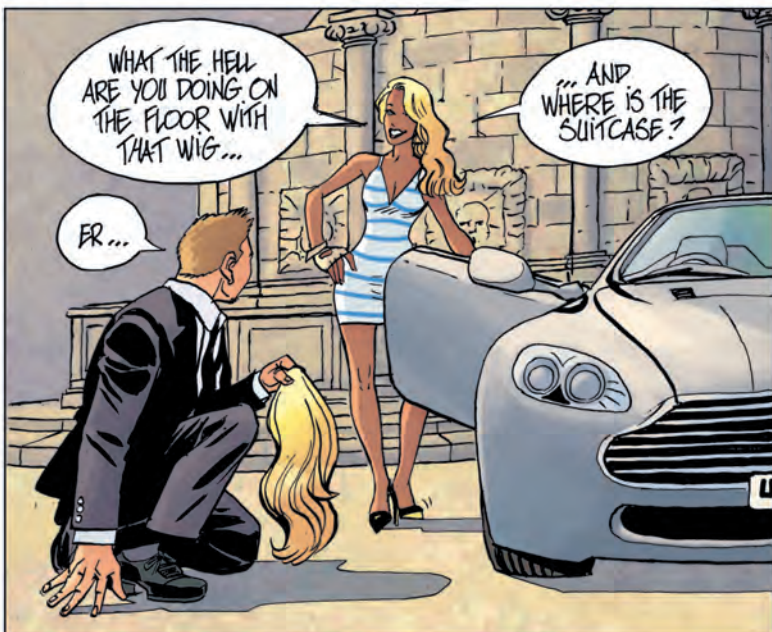
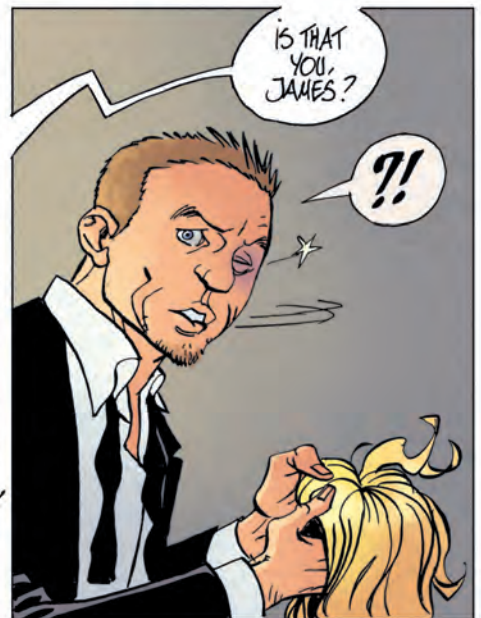
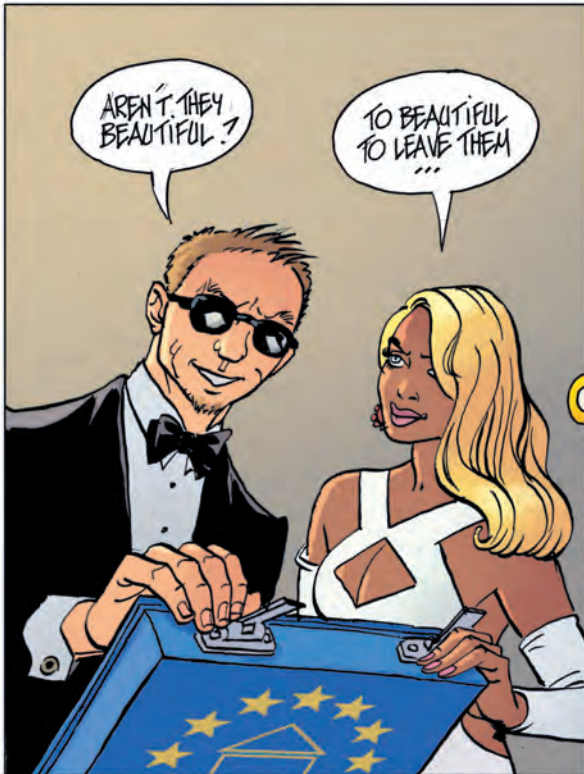
Comic artist Griffo (real name Werner Goelen) is born in Wilrijk (Antwerp). He is the only artist who worked with the three most famous comic writers Jean Van Hamme (‘S.O.S. Bonheur’), Jean Dufaux (‘Mister Black’, ‘Giacomo C.’) and Stephen Desberg (‘Sherman’, ‘Golden Dogs’). He continues his work whilst living on The Canary Islands. Exclusively for the Ufemat Congress he made this short story. And you could recognize a famous spy on the following pages...

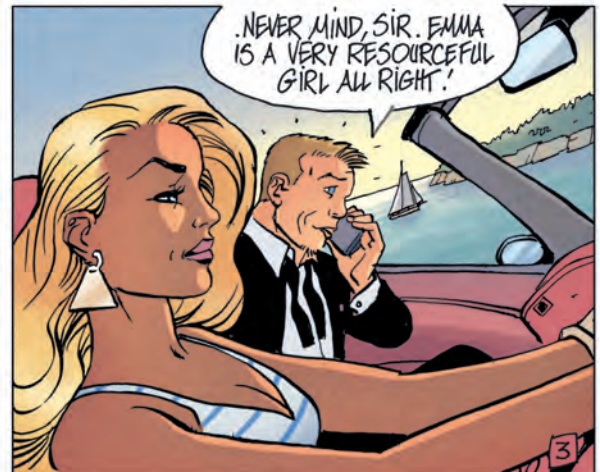
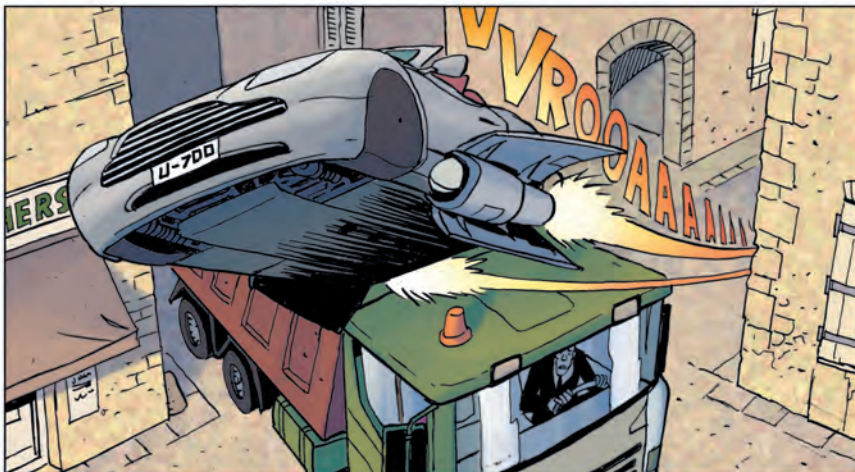
www.griffo-bd.net

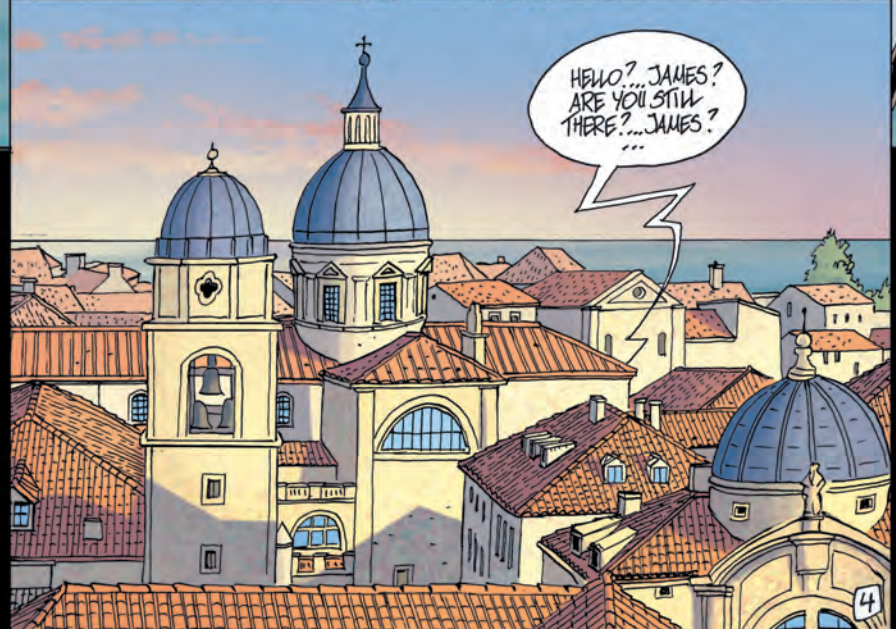
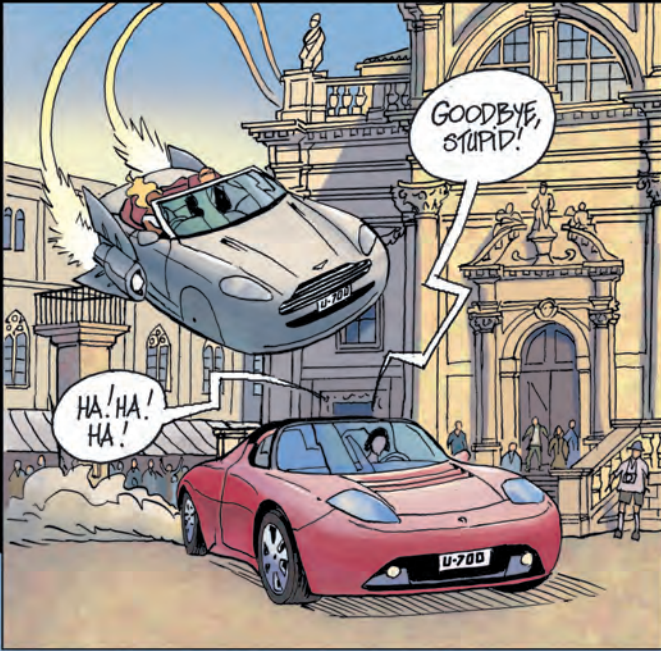


HARBOUR OF DUBROVNIK, CROATIA, THE 14th OF OCTOBER, DUSK.

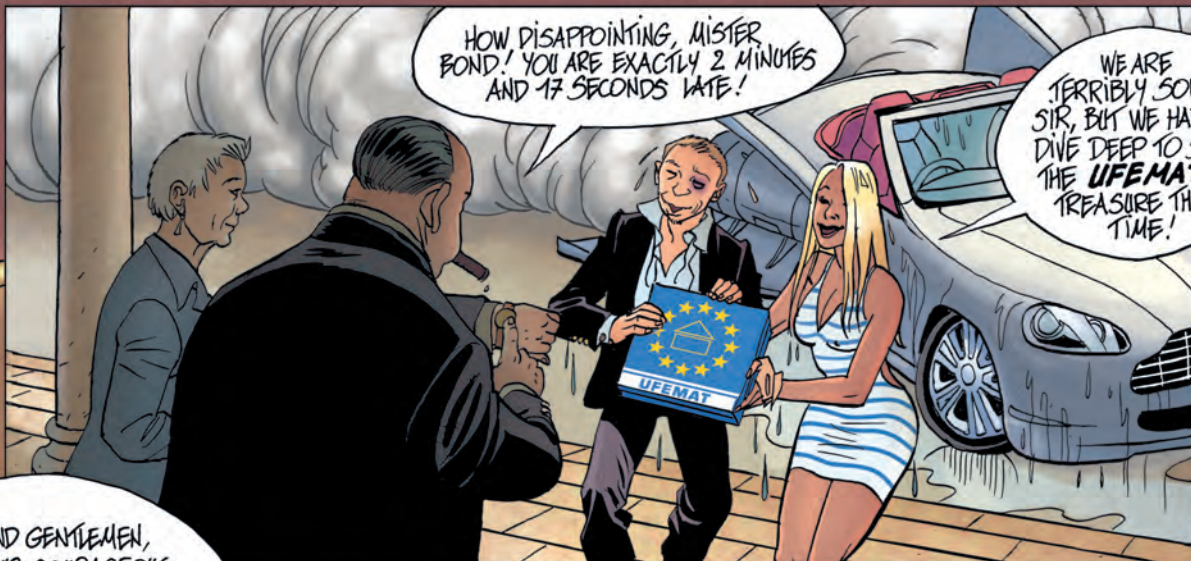




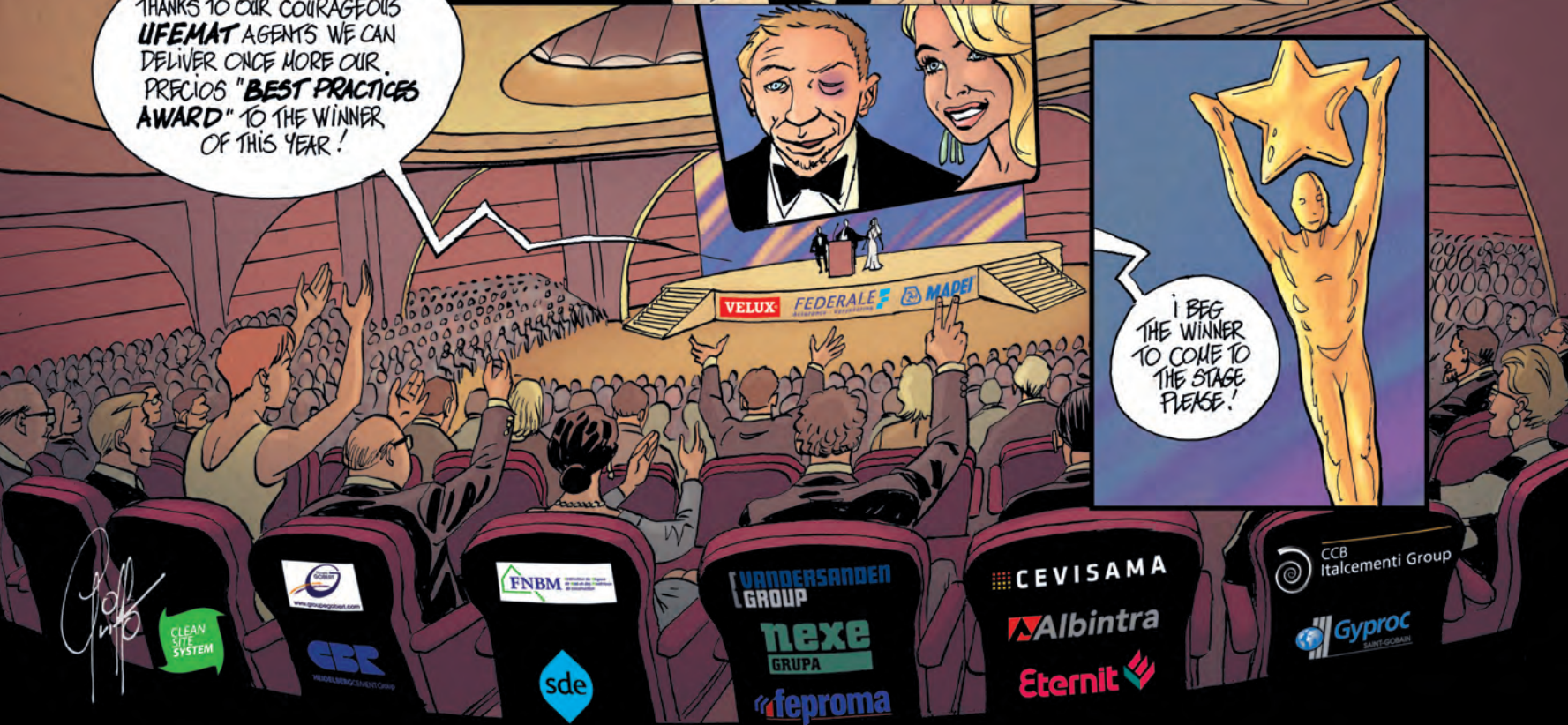
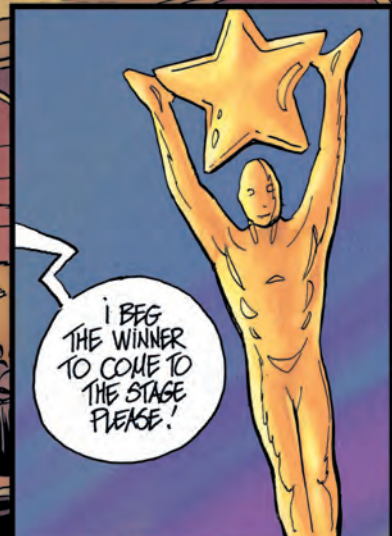




John



LADIES AND GENTLEMEN, THANKS TO OUR COURAGEOUS UFE MAT AGENTS WE CAN DELIVER ONCE MORE OUR PRECIOS "BEST PRACTICES AWARD" TO THE WINNER OF THIS YEAR!



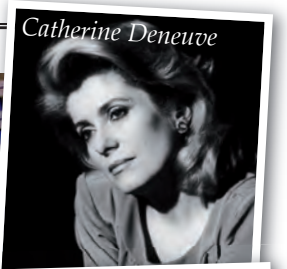
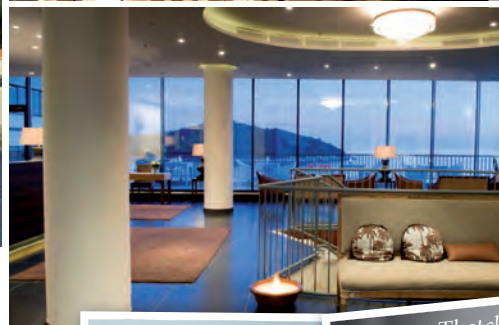
You will be staying at...



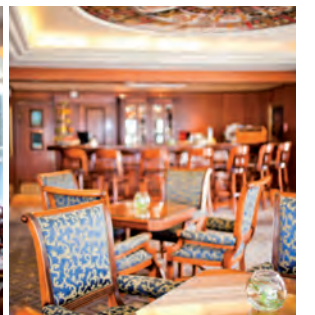
Hotel Excelsior *****

Since opening in 1913, the Excelsior has become an iconic landmark among the five-star hotels in Dubrovnik. This time-honoured building – a blend of old and new – is uniquely located on a cliffside, with magnificent views from every floor, over to the island of Lokrum in one direction and the Old Town in another. Recognised as one of the finest hotels in the Mediterranean by the UK's Sunday Times newspaper, it is only when you visit that you can fully appreciate the spectacular setting: the tranquil gardens in which to stroll; four gourmet restaurants, all offering panoramic

views of the Adriatic Sea; a private beach, back-dropped by the UNESCO-protected Old Town. Among the luxury hotels in Dubrovnik, the Hotel Excelsior is the benchmark to which others aspire. Recently refurbished to an exceptional standard, the Excelsior is renowned for its personal touch. Each of the 158 luxuriously appointed rooms and suites is stylish and homely, with modern, spacious bathrooms, and the Energy Clinic Spa & Wellness is regarded as one of the best in the region. Service is flawless and discreet, which has made it a popular



choice with celebrities and visiting dignitaries, including Queen Elizabeth II, Elizabeth Taylor and Richard Burton, Sir Roger Moore and, most recently, legendary film director Francis Ford Coppola. Step out onto one of the sweeping terraces and you'll feel every inch the movie star.



Grand Villa Argentina *****

Grand Villa Argentina is Dubrovnik's traditional luxury address, combining exclusivity and attention to detail with spectacular views of the sea, backdropped by pine tree-clad mountains. This

five-star hotel in Dubrovnik has a regal, old-world charm. Just minutes from the Old Town, it has been an exclusive enclave in the city for nearly 60 years. The Villa Argentina was built as a

gilded private residence at the beginning of the 20th century. In the 1950s it was converted into a luxury hotel, and it quickly became one of the most prestigious destinations on the Adriatic. Today

it offers 131 rooms and suites, each furnished in a sophisticated style, complementing the historic architecture. The Grand Villa Argentina is next door to hotel Excelsior.

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A word from...

Géraud Spire, Ufemat Vice-president

The future belongs to Europe

Here we are again, meeting on the occasion of this 57th UFE-MAT congress in Dubrovnik. The exchanges and discussions that enliven this event always offer every one of us an opportunity to better understand the potential of each of our respective countries.

At a time when Europe faces crucial choices, both from the political and moral viewpoint, this annual Congress is here to remind us that



we will succeed in making progress if we act together and are united.

The themes for reflection that we are going to address: e-commerce, European lobbying or relations with our industrial partners are all avenues to be explored so that we can improve and deepen the way we carry on our business.

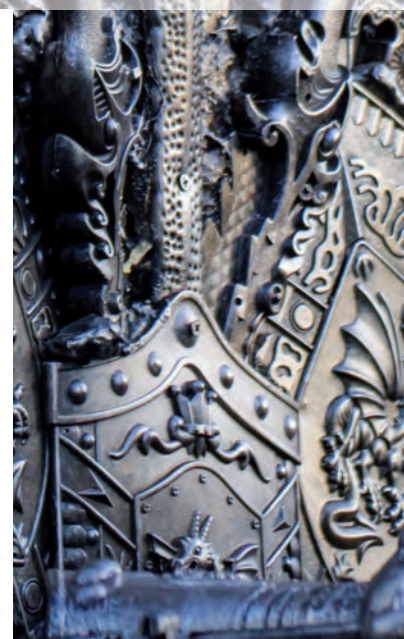
The turmoil experienced on the financial markets in recent years has had inevitable repercussions on construction. France and its European neighbours must accept inevitable reforms.

Throughout these trials and

tribulations, solidarity and mutual assistance have been crucial. That is why I want to send my colleagues and President Ballester López a message of encouragement and a gesture of friendship in favour of enhanced cooperation between our countries.

Europe is the future! This magnificent city of Dubrovnik is a reflection of European genius and the guarantee for our profession of flawless cooperation between our organizations, in the interest of our companies and our sector.

Long live UFEMAT!



In 'Game of Thrones' the Iron Throne is the seat of the Lord of the Seven Kingdoms. It stands for power and it is conceived of a thousand swords. The power of Ufemat stands by combining the forces of its members for the same purposes.



UFEMAT 57TH UFEMAT CONGRESS
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See you back at our next congress in Berlin, 2016