

Intervju: **Ernst Bode**, generalni direktor ■■■

Dobri rezultati Messer-a u Srbiji

■■■ Messer uložio u srpsku fabriku Messer Tehnogas 110 miliona evra. - U Srbiji regionalni centar Messera. - U Smederevu najveći uređaj na Balkanu za razlaganje vazduha. - Messer priprema nove proizvode za srpsko tržište

Messer Tehnogas u Srbiji je deo multinacionalne kompanije i globalnog brenda Messer u oblasti tehničkih i medicinskih gasova. Fabrika ima odlične poslovne rezultate, a u Srbiji je regionalni centar Messera.

O razvoju ove investicije i poslovnim rezultatima govori **Ernst Bode**, generalni direktor Messer Tehnogas u Srbiji i izvršni direktor, odnosno regionalni direktor.

Da li je Messer ušao na srpsko tržište kao greenfield investicija? Koliko je Messer uložio u Srbiju od kada je stigao i u koje svrhe?

- Messer Group je ušao na srpsko tržište 1997. godine stekavši 60 posto udela u tadašnjem Tehnogasu kroz povećanje kapitala. Tehnogas je u bivšoj Jugoslaviji bio vodeća kompanija u oblasti proizvodnje i distribucije tehničkog i medicinskog gasa i prateće opreme. Njegov razvoj je zaustavljen tokom dobro poznatih događaja devedesetih godina i raspada bivše države, uglavnom usled naglog pada industrijske proizvodnje tokom ovog perioda, zastarele tehnologije, opreme i prevelikog broja zaposlenih.

Nakon što je Messer postao većinski vlasnik kompanije i nakon osnivanja Messer Tehnogasa, kompanija je počela da se razvija. Uloženo je u opremu, mašine, punionice, proizvodne kapacitete, a uspostavljen je i nov način rukovođenja i poslovanja. Najveća investicija Messer-a u Srbiji do sada iznosi 44 miliona evra uloženi 2006. godine u Smederevu, kada je podignuto postrojenje za razlaganje vazduha, najveće te vrste na Balkanu. Ukupna ulaganja kompanije u proteklih 12 godina iznose 110 miliona evra.

Kakvo je iskustvo Messer-a u radu u Srbiji i da li se kompanija razvila?

- Od osnivanja Messer Tehnogasa u Srbiji do danas, kompanija se tokom godina neprekidno razvijala na svim poljima osim 2009. godine, kada je došlo do pada usled opšte ekonomske krize u svetu. Ulaganje u novu opremu i tehnologiju dovelo je do razvoja proizvodnje, a tendencija porasta u srpskoj ekonomiji i industrijskoj proizvodnji nakon devedesetih dovela je do porasta prihoda od prodaje u Messer Tehnogasu.



Kompanija je takođe proširila svoj asortiman proizvoda i usluga, tako što je uvela novu primenu gasa u procese obrade metala, metalurgije, petrohemijske industrije, hrane, zaštite okoline i obrade vode za piće, medicine, elektronike itd., a uvela je i novu, savremenu opremu za sečenje i zavarivanje kao i usluge. Messer Tehnogas je uspeo da nastavi dobru tradiciju bivšeg jugoslovenskog Tehnogasa i da još više razvije i učvrsti njegovu poziciju vodeće kompanije na srpskom tržištu sa prepoznatljivim zaštitnim znakom.

Koji su kontinuirani rezultati poslovanja kompanije, a koji su rezultati postignuti tokom prethodnih nekoliko godina?

- Poslovni rezultati su pokazali neprekidan rast tokom proteklih godina. Ukupan prihod od prodaje je porastao sa 25,38 miliona eura 2005. na 49,41 miliona 2008. godine. Jedini pad u prihodu zabeležen je prošle godine, u godini opšte ekonomske krize i godini pada industrijske proizvodnje.

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Good results of Messer in Serbia

■■■ **Messer invested 110 million Euros into the Serbian factory Messer Tehnogas – Messer regional center in Serbia. – The biggest Air Separation Unit in the Balkans in Smederevo. – Messer is preparing new products for the Serbian market**

Messer Tehnogas is a part of the multinational company and the global brand Messer in the field of technical and medical gasses. The factory in Serbia has achieved excellent business results, and Serbia is Messer regional center.

Ernst Bode, the General Manager of Messer Tehnogas in Serbia and its Senior Vice President, that is the regional manager.

When Messer arrived to Serbia, was it a greenfield investment? How much did Messer invest in Serbia since its arrival and for what purposes?

- Messer Group came to Serbia in 1997 by acquiring 60% of the shares of the then Tehnogas through capital increase. Tehnogas used to be the leading company in the area of production and distribution of technical and medical gases and accompanying equipment in former Yugoslavia. Its development was stopped during the well-known events in the nineties and disintegration of the ex-state, mainly due to the severe drop of industrial production in this period, outdated technology, equipment and too many employees. After Messer became the company majority shareholder and after Messer Tehnogas was born, the company began its development, investments were made in equipment, machinery, filling plants, production assets, and new ways of management and doing business were introduced. The biggest investment of Messer in Serbia so far, amounting to 44 million Euros was in 2006 in Smederevo, when the Air Separation Unit for the production of technical gases in Smederevo was erected, the biggest of its kind in the Balkans. The total investment of the company for the previous 12 years is 110 million Euros.

What are the experiences of Messer in working in Serbia and did the company have any growth?

- Since the establishment of Messer Tehnogas in Serbia, the company had a continuous growth in all segments during the years, except for the year on year drop in 2009, due to the general economic crisis throughout the world. The investments in new equipment and technology led to production growth, and the upwards trend in the Serbian economy and industrial production increase after the nineties led to the growth of sales revenues of Messer Tehnogas. The com-

pany has also expanded its range of products and services, introducing new applications of gases in metal processing, metallurgy, petrochemical industry, food, environmental protection and drinking water treatment, medicine, electronics, etc. and introducing new and most up-to-date cutting and welding equipment and services.

Therefore Messer Tehnogas managed to continue the good tradition of the former Yugoslavian Tehnogas, and to further develop and maintain its position of the Serbian market leader and recognizable brand.

What are the business results of the company in continuity and in the previous few years?

- The business results have showed a continuous growth over the years. The total sales revenues have increased from 25,38 million Euros in 2005 to 49,41 million in 2008. The only decrease of revenues we have experienced was last year, in the year of the general economic crisis and drop of



Koje su regionalne aktivnosti Messer Tehnogasa i da li je Srbija regionalni centar kompanije?

- Messer je prisutan u Evropi kao i u Kini, Vijetnamu, Alžiru i Peruu. U jugoistočnoj Evropi ima svoje poslovnice u Srbiji, Mađarskoj, Hrvatskoj, Bosni i Hercegovini, Sloveniji, Bugarskoj, Rumuniji, Crnoj Gori, Albaniji. Messer Tehnogas blisko saraduje sa Messer kompanijama u regionu i izvozi svoje proizvode njima. Messer Tehnogas Srbija je regionalni centar kompanije od 2009.godine, a generalni direktor Messer Tehnogasa je takođe i glavni izvršni direktor (tj. regionalni menadžer).

Kako je organizovana proizvodnja i prodajna mreža?

- Osim već pomenutog postrojenja za razlaganje vazduha u Smederevu, najvećeg te vrste na Balkanu, koje proizvodi kiseonik, azot i argon uglavnom sa ciljem snabdevanja U.S. Steel u Srbiji, postrojenje za razlaganje vazduha postoji i u Boru i Nikšiću. Messer Tehnogas takodje ima na raspolaganju postrojenje za proizvodnju acetilena u Rakovici, Novom Sadu, Kraljevu i Bijeloj, Crnoj Gori, postrojenje za proizvodnju azot suboksida (gasa smejavca) u Rakovici i ugljen dioksida u Pančevu. Šta više, kompanija ima postrojenja za mešanje kiseonika, medicinskog kiseonika, azota, argona, ugljen dioksida, medicinskog ugljen dioksida, acetelina, azotnog suboksida, vodonika i drugih gasova u Rakovici, Novom Sadu, Pančevu, Kraljevu, Nišu, Boru i Petrovcu u Crnoj Gori. Prodajna mreža obuhvata prodaju na terenu, kao što je snadbevanje Smeltera u Boru, ili Steel Mill-a u Nikšiću gasom iz postrojenja za razlaganje na terenu, snadbevanje kupaca tečnim gasom putem 50 tankera i kamiona i mrežu 70 prodajnih centara širom Srbije. Naši kupci su najpoznatije kompanije iz svih industrijskih grana, medicine, zaštite okoline, itd.

Koje standard Messer primenjuje u svom poslovanju?

- Messer Tehnogas je oduvek tokom svog poslovanja mnogo pažnje pridavao kvalitetu, bezbednosti, zdravlju i zaštiti okoline. Uveli smo HACCP standard (system kontrole procesa proizvodnje i distribucije prehrane), ISO 9001, ISO 14001, 17025, i GMP (Dobra proizvodjačka praksa) sertifikate, što nam omogućava da izvozimo medicinski kiseonik i azotni suboksid u EU.

Koji su planovi za dalji razvoj kompanije u Srbiji?

- Messer Tehnogas planira da ojača svoju vodeću poziciju na srpskom tržištu. Kompanija će nastaviti da usavršava kvalitet svojih proizvoda i procesa proizvodnje tako što će uvesti inovacije u određene delove proizvodnje i distribucije. On će dalje razviti svoj asortiman proizvoda uvođenjem novih i savremenih primena gasa u različitim oblastima industrije i medicine kako bi svojim potrošačima pomogli da budu produktivniji i efikasniji.

Da li smatrate da je srpsko tržište podesno za ulaganja i zašto?

- Prema najnovijim sprovedenim istraživanjima Udruženja nemačkih privrednika (DWB) u Srbiji, nemački investitori su uglavnom izrazili pozitivne stavove po pitanju poslovanja u Srbiji. Uopšteno gledano, oni pozitivnije sagledavaju svoje poslovanje nego opšte poslovno okruženje u zemlji. Uprkos činjenici da bi 87 posto Udruženja nemačkih privrednika ponovo uložilo u Srbiju, oni veruju da postoji nekoliko oblasti, kao što su pravna sigurnost i efikasna državna administracija u kojima svakako ima prostora za usavršavanje. U poređenju sa 2009. godinom većina nemačkih kompanija sa optimizmom posmatra 2010. godinu.



industrial production.

What are the regional activities of Messer Tehnogas and is Serbia the regional center of the company?

- Messer is present throughout Europe, as well as in China, Vietnam, Algeria and Peru. In South-East Europe it has its affiliates in Serbia, Hungary, Croatia, Bosnia & Herzegovina, Slovenia, Bulgaria, Romania, Montenegro, Albania. Messer Tehnogas in Serbia is the regional center of the company since from 2009 the general manager of Messer Tehnogas also holds the position of Senior Vice President (i.e. Regional Manager). Messer Tehnogas closely cooperates with the Messer companies from the region and exports its products to most of them.

How is the production and sales network of the company organized?

- Besides the already mentioned Air Separation Unit in Smederevo, the largest of its kind in the Balkans, which produces oxygen, nitrogen and argon mainly for the purpose of supplying U.S. Steel Serbia, we also have air separation units in Bor and Nikšić.

Messer Tehnogas also disposes with acetylene production plants in Rakovica, Novi Sad, Kraljevo and Bijela, Montenegro, nitrous oxide (laughing gas) production plant in Rakovica, and a carbon dioxide plant in Pančevo. Furthermore, the company has oxygen, medical oxygen, nitrogen, argon, carbon dioxide, medical carbon dioxide, acetylene, nitrous oxide, hydrogen, and different gas mixtures filling plants in Rakovica, Novi Sad, Pančevo, Kraljevo, Niš, Bor, and Petrovac in Montenegro. The sales network includes on-site sales, such as supplying the Smelter in Bor or Steel Mill in Nikšić with gas from the on-site air separation units, supplying liquid gases to customers by over 50 tank trailers and trucks, as well as a network of more than 70 sales centers throughout Serbia. Our customers are the most renowned companies from all industrial branches, environmental protection, medicine, etc.

What standards does Messer Tehnogas apply in its business operations?

- Messer Tehnogas has always paid much attention to quality, safety, health and environmental protection in its business operations. Therefore we have introduced the HACCP standard (system of controlling the process of production and distribution of nutrition products), ISO 9001, ISO 14001, 17025, and GMP (Good Manufacturing Practice) certificate, enabling us to export medical oxygen and nitrous oxide to the European Union.

What are the plans for the further development of the company in Serbia?

- Messer Tehnogas plans to further strengthen its leading position in the Serbian market. The company will continue improving the quality of its products, its production processes, introducing innovations in the areas of production and distribution. It will further expand its products range introduce



Good results of Messer in Serbia

new and up-to-date applications of gases in various fields of industry and medicine, in order to also help its customers to be more productive and efficient.

Do you consider the Serbian market convenient for investments and why?

- According to the recently conducted survey by the German Business Association (DWB) in Serbia, the German investors are generally positive about their business in Serbia. In general, they see their own business more positive than they see the common business environment in the country. Despite the fact that 87% of the German Business Association members would again invest in Serbia, they believe that there are several areas, for example legal safety and efficient public administration, where there is certainly room for improvement.

Compared to 2009, most German companies look more optimistic into the year 2010.