

PRODUCTIVITY

Magazine for your effective production – No. 1/2011

Prologue

Welcome to the first edition of the Productivity Magazine.

This newsletter is prepared for the customers of Atlas Copco Industrial Technique in Eastern Europe. It is our ambition to come up with new edition every 6 months focusing on interesting developments in our customer's manufacturing process efficiency, but also our organizational and product news.

The newsletter is one of the activities that we run in order to fulfill our mission, which we see in enhancing competitiveness of Eastern European production industries improving productivity and process quality.

In this first edition we introduce ourselves, both the Atlas Copco Group and the organization here in Eastern Europe, but we also share with you some examples on how we work with our customers.

As a General Manager of the Customer Center I see a wide range of material that we can share with our customers as the inspiration for daily activities and believe both the contents and the form of the reading can make it attractive for you.

I hope you enjoy the reading. I rely on your feedback so if you want to influence the content of future editions please contact us at productivity@cz.atlascopco.com.



Photo: Atlas Copco

Wojciech Wróblewski
General Manager
Atlas Copco Tools EE

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Atlas Copco

Committed to sustainable productivity

Atlas Copco's President and CEO Ronnie Leten moved from Belgium to Sweden to take on his new job in June 2009. Here he shares his thoughts on the importance of customer-centricity and what it means to lead an organization that is committed to sustainable productivity. Text & photos Atlas Copco

You have been CEO for a while now; what has it been like, professionally and personally?

As you know, 2009 was a tough year. It was challenging for the business and for the people in the company. But if we look at the results, it was very rewarding, because all the hard work paid off. Taking on the new job was challenging in different ways; not so much the business part but the new environment – coming into a new country, and into a new position with different responsibilities. You need to adapt. Looking back, I feel confident about the future.

What has been the greatest challenge for the Group?

To balance our resources and efforts. On one hand we had to brake like never before, reducing investments and resources. On the other hand we saw some areas of great opportunity, and that combination is always difficult. But if you look at the outcome, we did pretty well. I am very pleased with the way we have strengthened the platform for profitable growth.

Taking over as CEO, you listed some topics as having high priority: increasing diversity, driving innovation, improving the presence in growth markets and reaching operational excellence. Why these points especially?

Last year we sold our products in 174 countries. To lead a company that is this

diverse from a geographical point of view, you need a leadership team that represents where the business is happening. The second dimension is in gender diversity. There is a war for top talent and if we only recruit from 50% of the population, we cannot win.

When it comes to innovation, we should lead the innovation race every day. To do this, we need to make sure that talented people have the freedom to do their thing for the success of the company. We at Atlas Copco are already at the forefront in terms of presence in the emerging markets. We need to be where our customers are, and even more importantly, we need to develop the business there. We develop together with our customers.

Operational excellence is important because it's not enough to have good ideas, you must execute them in a good way. For instance, when we say we want to begin manufacturing in new places, it needs to be done as well as anywhere else.

How were you able to help your customers during the crisis?

If we make sure that the solutions we provide are the most efficient for doing the job for our customers, that's the biggest help we can give them. We are providing sustainable productivity.

Committed to sustainable productivity (completion)



Photo: Atlas Copco

Is Atlas Copco doing enough to focus on customers?

Everybody in the organization has to have a “feel” for the customers. We need to bring the customer in and make everybody in the company committed to the success of

the customer. Everything we do, whether it's within customer finance, service or purchasing, is to please our customers. That is the biggest challenge we have.

What else can you do to improve?

We must be ready for tomorrow, and that means working on competence development. This is as much about regular training as it is about being exposed to new environments and new business conditions.

Looking ahead, what are your priorities?

It's the points that we have already been talking about. We can always do better, in all areas. We can speed up innovation, we can make sure that diversity improves and we can do better in the availability of our products. But improvements in these areas will only truly make a difference if we at the same time succeed in becoming even more focused on our customers and their needs.

Finally, Atlas Copco launched a new brand promise this year: Committed to sustainable productivity. What does this mean for you and what do you do to live up to it?

For me, it is the continuous improvement of our offer of services and products to our customers. So to foster our culture of

innovation, making sure that we strive to always deliver a product that is better for our customers, and better for the environment, that is the best I can do as CEO.

Eager to know more about how we see sustainable productivity?

Follow our microsites

www.atlascopco.com/sustainable-toolsus

Atlas Copco goes from three to four business areas

The Atlas Copco Group has decided to modify its business area structure to strengthen the focus on specific product and customer segments. As of July 1, the Group has four business areas instead of three, including a dedicated business area for construction equipment and related services.

Atlas Copco's divisions for portable compressors and generators, road construction equipment and construction tools will join forces in the new Construction Technique business area. Divisions with underground and surface drilling products, crushing, loading and hauling, and exploration equipment will work under the umbrella of Mining and Rock Excavation Technique. Both these business areas will create dedicated service divisions. Compressor Technique will focus on stationary equipment for air and gas and related service, while Industrial Technique remains unchanged.

“With more focused business areas, each will have a strong platform from which they can develop the offering for their customers,” says Ronnie Leten, President and CEO of the Atlas Copco Group. “The modified structure also allows us to better capture the sales and service synergies between our construction businesses and capitalize on the future growth of construction projects around the world, especially in emerging markets.”

Atlas Copco will begin financial reporting under the new structure as of the third quarter 2011. Pro forma figures for the revenues and profitability of the four business areas in 2010 are as follows:

	Compressor Technique	Industrial Technique	Mining and Rock Excavation Technique	Construction Technique
Revenues, BSEK	30.0	6.5	22.5	11.2
Operating margin	~25%	19.5%	~22%	~10%

Atlas Copco House built on company values



The new Atlas Copco headquarters building in Nacka, east of Stockholm City, is now open! It was designed to embody the company's three values: Commitment, Interaction and Innovation.

The entranceway is hard granite, representing Commitment. The conference areas are wood and glass, symbolizing Interaction and many rooms has unusual shapes and bold colors, meant to inspire Innovation.

Around the middle of May, events were held for shareholders, the business partner network and customers. These included excellent food, live music and guided tours around the new offices and the Atlas Copco mine. Group president and CEO Ronnie Leten held talks for the visitors.

The new headquarters building is something of which all Atlas Copco fans can be truly proud. It raises the level of communication between Atlas Copco and its customers and partners, and matches its status as a worldwide technology and market leader.

There's a lot happening beneath the surface!

When the company decided to build a new office complex, it also decided to provide direct access by elevator to the Atlas Copco mine from the new main entrance.



In the passageway leading to the mine, each Business Area has its own display and our tool exhibition is both attractive and highly informative. This exhibition section of the mine was opened officially during the inauguration week of the new office complex in May 2011.



How much do you know about the Atlas Copco mine?

- The mine was first excavated in 1938.
- The rock is a mixture of gneiss and granite.
- There are two levels. On the first level, 20 meters deep, are exhibitions and "The Atlas Copco Hall". The second level, 40 meters below the surface, is used for testing drill rigs.
- There are three kilometers of tunnels in the mine, running directly under the nearby Sickla shopping mall.
- The mine has a constant temperature of 12-15°C all year round.
- It is a popular location for shooting TV and film productions.
- Today the mine is used intensively by Atlas Copco for conferences, customer meetings and events.

The Atlas Copco Tools exhibition in the mine is segment-oriented and includes: Truck motor with PowerMACS system; motorcycle and car seat with tools; aeroplane wing with drills and riveting tools, mobile phone with MicroTorque screwdrivers. There are also a large number of individual tools on display.

Tensor STR61 nutrunner wins iF product design award

At the end of November, in fierce international competition, the new Tensor STR61 pistol grip nutrunner won the prestigious 2010 iF design award. The project manager at Atlas Copco Tools was Göran Johansson and the tool was presented at the iF award exhibition which ran from March until June 2011.

Fast, light and highly accurate

The Tensor ETP STR61 is more than just a powerful pistol grip nutrunner, it is a robust tool offering impressive ergonomic features. The new motor with improved cooling gives a tool that is up to 45% faster than its predecessors and 30% lighter. A built-in torque transducer allows best possible tightening accuracy, reducing the need for reworking while



Photo: Atlas Copco

ensuring that all tightening data can be recorded. Tensor STR61 is designed to provide premium customer values and new features for optimum performance in demanding environments.

A prestigious award

Together with Red Dot, iF is one of the world's most prestigious product design awards and the iF website is one of the most popular design platforms on the Internet. Among the winners was Mercedes Benz who won the prize for its SLS model. All prizewinners available on the iF website since March 2011.

Want to know more? Contact regional Sales Engineer to discuss product presentation and join our short quiz [here](#)

Hyundai's tools support sustainability

Korean car manufacturer **Hyundai** has plants in several countries and Atlas Copco supplies power tools and assembly systems to all of them. The latest plant to go on-line is the one in Nošovice, Czech Republic.

The Czech Republic is home to what many industry insiders consider to be one of the most modern car plants on the continent. Opened in 2008 in the village of Nošovice near the eastern borders with Poland and Slovakia, the Hyundai Motor Manufacturing Czech plant produces the Hyundai i30, i30 cw combi version and the Kia Venga and the Hyundai ix20. It also supplies transmissions to a Kia sister plant in the nearby Slovakian town of Žilina.



Hyundai operator in production Photo: Atlas Copco

The plant currently employs some 2,500 people who work two shifts that annually produce 200,000 cars. Those numbers will increase dramatically in 2011, when an additional 1,100 employees will work a third shift, boosting annual production to 300,000 units.

The plant's production is being driven by Hyundai's Blue Drive initiative, which aims to make a family of environmentally friendly passenger car models.

The vehicles are equipped, for example, with the innovative "idle stop-and-go" (ISG) system, which automatically turns off the engine of a car that is either stopped or rolling forward at less than 4 km/h. The result is less fuel consumption and a 15% drop in exhaust emissions.

In order to meet the company's environmental and quality goals, all five assembly lines in the Nošovice plant are entirely equipped with Atlas Copco tools and systems, most of which are electric.

An example of the importance Atlas Copco gives to tool service at the plant is the full-time presence of a service technician who works from a fully-equipped tool workshop. The technician's various duties include preventive maintenance.

Like at Hyundai plants around the world, tier supplier Mobis is always close by – and Nošovice is no exception. To keep things up and running, Atlas Copco also maintains an onsite service workshop at Mobis.

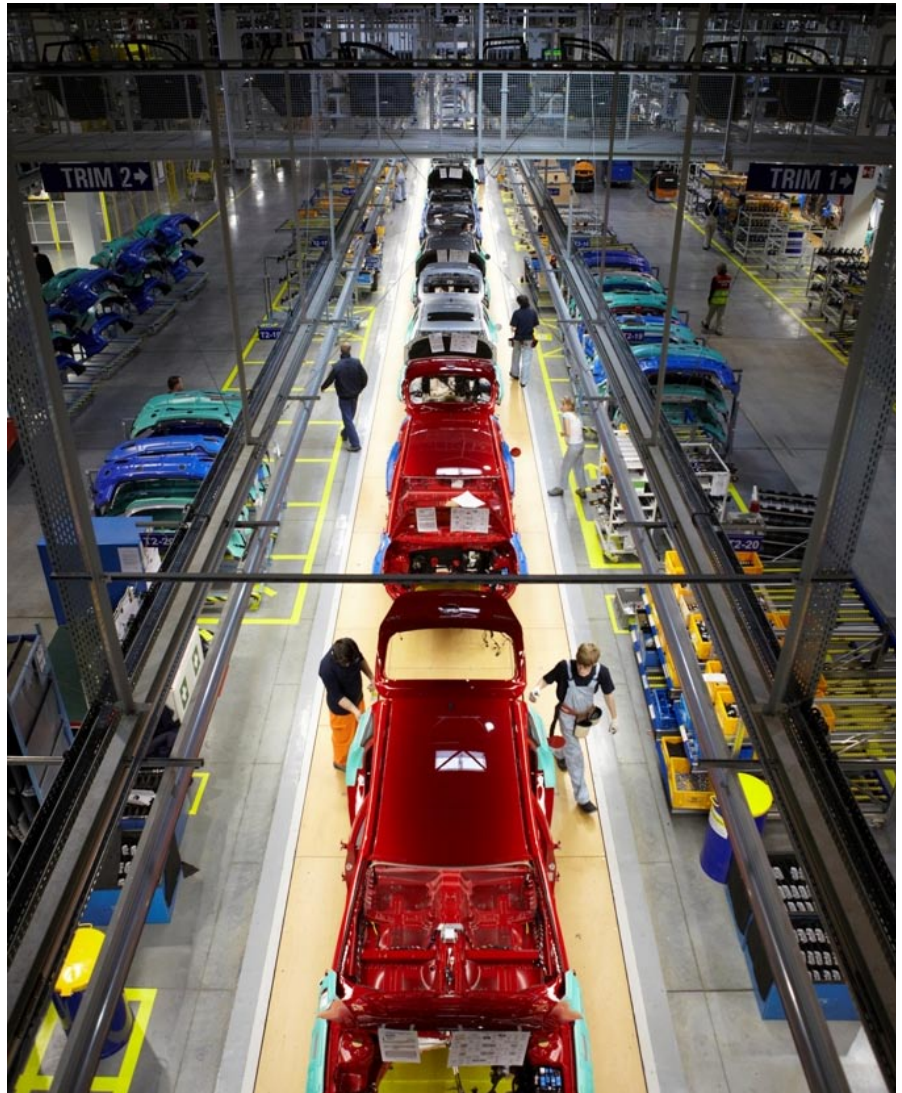


Photo: Atlas Copco

"Quality is the Number One priority for Hyundai and Atlas Copco helps us to achieve a high quality tightening process by supplying superior technical solutions based on high quality tools," said Oldrich Fabian, responsible for production in the final assembly plant. "We're also very pleased with the service provided by the on-site Atlas Copco service workshop."

A former production engineer with Toyota and PSA Peugeot Citroën, Fabian said Atlas Copco's focus on quality tightening was one of the main reasons why Hyundai chose Tensor electric tools for its final assembly operation. Ergonomics, too, played an important part. "The tools are light and comfortable to work with, they have low noise levels and are easy to handle," he said.

Fabian added that he has learned to expect the best tools and services from Atlas Copco – and he believes that will continue to be the case in the future. "Atlas Copco's wireless cordless technology is also worth considering. Otherwise, we just want Atlas Copco to continue designing superior products and helping us to solve problems."

In the right direction

Things are looking bright for the Czech Republic's growing automotive industry. According to the latest data from the Czech Automotive Industry Association, the sector accounted for 16% of the country's total industrial output in 2009 and employed 106,000 people. Those numbers are just shy of the all-time-high numbers the sector posted in pre-recession 2007.

Total in-country production of cars and light commercial vehicles, LCVs, in the first quarter of 2011 was 308,150 units, more than 95% of which were exported. That's a 15% increase over the 265,000 cars and LCVs that were produced during the same period a year earlier.

Interested in new Tensor catalogue? Just write an e-mail to productivity@cz.atlascopco.com

Water For All: Employee-Run Humanitarian Initiative

As you read this, chances are a source of clean drinking water is close at hand. The water was likely purified by your local water utility or perhaps drawn from a flowing spring or an aquifer deep underground. Those of us fortunate enough to have ready access to fresh water truly take it for granted.

With that in mind, consider this statistic almost a billion people on the planet do not have access to clean water. That's more than the combined populations of the United States, Canada and the European Union.

The Water for All Association was founded in 1984 by employees of Atlas Copco in Sweden, and for 27 years the employees of Atlas Copco have been working to fund water projects in developing countries. The association's projects have helped more than one million people who had dirty water before – or no water at all – get a reliable source of clean water. Through the installation of water pumps in schools and villages and the protection of natural springs, sustainable water supplies have been created for people in countries around the world.

The idea was ignited by a film, shown on Swedish television, about a severe drought in Peru. The film had so strong an impact on two Atlas Copco employees that they decided to do something about it. They began to collect and channel financial support for water drilling or digging projects. The fact that Atlas Copco had equipment and knowledge suitable for this purpose was a clear advantage in getting the organization off the ground.

The organization – still managed by Atlas Copco employees – now has chapters in Sweden, Germany, the United Kingdom, Belgium,



Photo: Atlas Copco



Photo: Atlas Copco

Italy, Spain, South Africa, India, China, and the United States. The US chapter was established in April 2009. More than 200 members have joined the chapter and membership continues to grow. Its first project, in partnership with Charity: Water, involved sponsoring three wells in fresh water projects to benefit 1,650 residents of the Lay Kuba, Gibera, and Ginbera communities located in the Takusa district of Ethiopia.

"Water for All is an organization close to the heart of Atlas Copco," says Ronnie Leten, President and CEO Atlas Copco AB. "I am proud of the achievements of our employees and happy that we can help more people

gain access to clean water as a result of this organization."

Water for All projects are based on the principle of help for self help and made possible by the initiative and generosity of our employees. Funds are raised through monthly member donations, which are matched by Atlas Copco. Starting in 2011, Atlas Copco doubles the amount of the employee donation. As has been the case from the start, one hundred percent of all donations directly fund water projects in developing countries.

Find more on www.water4all.org.

Audits and regular checks of compressed air installation reduce (not only) energy costs

Poor installations excessively rise up the costs of energy needed for compressed air production, because a compressor has to produce more air than would be needed at optimal sizing. The potential saving is substantial even for smaller productions

There is a mass wastage in eight out of ten productions using compressed air, which can be understood as expensive energy. Almost 30% of compressor power is lost on the way to a tool, such as pneumatic tools, because a compressed air line is undersized, poorly installed and/or tools are connected by incorrect fittings and connecting pieces. However, if the working pressure in a distribution line drops from 7 to 5 bars, the power in the tool could fall by 50%. Already with the pressure dropping from 6 to 5 bars, the load speed is reduced by up to 25%, partly depending on the type of tool being used, although the no-load speed is reduced only by 5%.

This is particularly important for example for grinding machines used by an operator to grind off as much material as possible from casts or different surfaces in the most ergonomic way possible during their working hours. It does not matter if the subjected job is roughening work and grinding, cutting or fettling: The lower the power of a (grinding) tool is the longer the job takes. When there is the right air pressure, pneumatic tighteners and blowguns operate more effectively as well.

Pressure losses are inevitable – but can be significantly reduced

Pressure losses are dependent on the airflow volume. Higher airflow always leads to larger reduction. However, losses can be kept at a low level. The pressure drop is caused by too small line diameters and also by flow resistance in fittings and line accessories. If there are simultaneously running more air consumers (for example tools or pneumatic drives) than planned during the air line distribution system installation a drop in pressure also occurs.

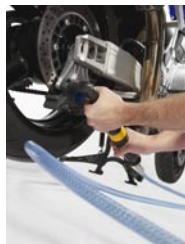


Photo: Atlas Copco

Pneumatic tools need a specific working pressure to work correctly. For example Atlas Copco Tools grinding machines, demolition hammers and riveting or screw-in tools are designed for working with a pressure of 6.3 bars.

Remember: This is the pressure that actually enters tools and not the pressure that is supplied to a maintenance unit (= pneumatic separator unit). When there are some subsequent couplings and hoses, it is not sufficient to just have a look at a maintenance unit manometer. The effective working pressure may be checked by using special measuring instruments. To get the optimal airflow volume at a tool air inlet the whole air supply system should be technically designed in the way that there would be pressure loss of no more than 0.1 bars on the way to a workplace. On the connecting airline leading from the main line to a tool the pressure loss should be no more than 0.6 bars and should not exceed 0.9 bars in any case. The loss can be significantly reduced by having the right appliances. When selecting an additional accessory, i.e.:

- ▶ hoses,
- ▶ fittings and maintenance units (filters, regulators, oilers),
- ▶ couplings and connecting pieces,

the maximum allowable loss should be taken into account. This is less expensive than increasing the air pressure in the distribution system in the long term.

Saving potential? Significant, even in small productions

The consequences of poor installations are not transparent in many companies. Costs of energy needed for compressed air production are much higher than is necessary, because a compressor has to produce higher air pressure than would be needed at optimal line sizing. The potential saving per year is often reaching up to several thousand euros even in small productions. The following empirical rule explains how much leakages cost: Increase of pressure produced by a compressor by 1 bar, in comparison to the pressure needed at correct sizing of a distribution network and tool connectors, costs 6 to 10% of extra

consumed power depending on compressor size. Not to mention the environment. More and more companies want to reduce their CO₂ emissions and it costs even higher labour expenses: Workers need more time, when the tool is slower.

Too slow clutches, too long hoses or hoses with too small nominal diameter, all that leads to a loss of air pressure. Anyone who plans an air distribution system with workplace connections should remember that each clutch, even the best one, entails a loss of pressure. For example, short hose makes manipulation with a tool easier, but due to an additional coupling and reduced hose diameter up to 0.5 bars of pressure can be lost – depending on the tool size and air consumption.

The following rule applies: Hose diameters should be as large as possible; coupling should allow high flow rates and maintenance units should be optimized for a minimal loss of air pressure. All this helps to keep the loss of air pressure in the installation at a low level, increasing productivity and reducing energy costs.

Leakages

No more than 5% of the installed compressor power should virtually disappear in a well-sized and well-maintained air line system. Unfortunately, losses of 15% or even 30% due to leakage are not unusual in old line systems which have been built piece by piece.

Example: When all leakages, holes up 5 mm in diameter, in the distribution system are added up, 27 litres of compressed air are lost per second at the pressure of 7.3 bars. To compensate the loss, a compressor needs extra 10.3 kilowatts (kW) of energy.

At the current energy price (let's take a bargain price) of € 0.12 per kilowatt hour, these leakages lead to additional annual costs of energy of over € 10,800, if the compressor is running nonstop. Regular checks of the air distribution lines and connections will definitely pay off.

Here are stated some important checks:

1. Working pressure

The air pressure at the pneumatic tool air inlet should be checked at least once a year. Is the value of pressure at the highest air flow around 6 bars as required? Most of the tools are designed for this pressure. If the pressure is higher a regulator could be installed or the pressure produced by a compressor could be decreased. If the pressure is lower keep checking the following steps:

2. Regulator/manometer

Close and open a regulator to check the functionality. Check the manometer functionality in the range from 0 to 6.3 bars.

3. Air filter

Drain water and impurities, as clogged filters can reduce airflow and thus decrease the working pressure supplied to a tool. Remove the filter bed and clean it. Installation procedure and positioning: Fittings should be mounted in the following order – closing valve, air filter, regulator, oiler (lubricator) from a connection to the air line in the direction of the tool. The arrow on the air filter, regulator and oiler must be always pointing in the direction of airflow to a tool. A check for damaged or worn out couplers should follow. The most common connection error is a too small coupling.

4. Air hose

Is the hose damaged or worn out? Are dimensions of the hose adequate to the tool air consumption? The nominal diameter of hoses is often too small or hoses are too long.

5. Has the fitting correct dimension?

Air flow needed by a tool is determined by diameter of a hose, rapid couplings and nipples and also by hose length and by number of rapid couplings and nipples. Hose size currently recommended for a tool applies to a 5 m long hose. If a longer hose is needed a hose with larger inner diameter has to be chosen to avoid excessive pressure drop.

Empirical rule: For 5 to 15 m long hoses one size larger nominal diameter should be chosen and for 15 to 50 m long hoses two sizes larger nominal diameter should be chosen. If there is only one connector in the connecting line the diameter must be at least of the same size as the recommended hose size, but it can be even bigger.

More connections on the same output line requires a corresponding nominal diameter (applies also to a feed line). For example, for four connectors of size 10 mm a line size of 19 mm is required.

Is the compressed air distribution system in order?

Unprofessional modification such as “do it yourself” or off-size hoses and rapid couplings with smaller diameter can be seen with the naked eye. Ears, soap solution and also a leak searching device will help you to search for leakages. For more detailed leakage overview, please contact Atlas Copco Tools experts who will thoroughly test your installation. For example, just with the naked eye one cannot possibly and unconditionally determine if the distribution line has sufficient size for the number of connecting lines fed. The distribution line with nominal diameter of 2 inches (2”) may, without pressure loss, feed at a maximum:

- ▶ one 2” connector,
- ▶ two 1,5” connectors,
- ▶ four 1” connectors,
- ▶ eight 3/4” connectors or
- ▶ sixteen 1/2” connectors.

Line length and usage rate of tools are not taken into account. As more and more air consumers are usually connecting to the distribution line as time goes, it is advisable to perform new calculations regularly. This is the way how to save money and consequently help the environment: Because periodic monitoring of air supply makes sense for example after replacement of a pneumatic tool by an electric screwdriver. The corresponding reduction of feeding pressure or feeding volume can also help to save a considerable amount of money!



Compressed air is an important energy carrier in many operations – it powers grinding machines, screwdrivers, pneumatic drive or paint guns. However, if there is excessive air loss on the way to a tool, performance and power decreases and operating costs go up.



Not even pneumatic screwdrivers are able to operate properly and according to requirement if the installation and compressed air supply is not configured correctly. The air distribution system and connections should be checked regularly.

Compressed air feeding should be well planned – hoses, couplings and lines all that should be checked thoroughly. Otherwise, there is a completely unnecessary increase in energy costs for the production of compressed air.



Most of the tools are designed for working with a dynamic pressure of 6 bars. However, if a work place is fed by only 5 bars, power drops significantly, especially for grinding machines designed to remove huge amount of material. Loss of pressure costs not only too much energy – an operator has to work longer as well.

Even operations with a small air distribution system and with fewer tools are able to reach quick and long-term savings of several hundred or even thousands of euro per year, provided that they optimize their distribution system.



Photo: Atlas Copco

Are you sure about perfect condition of your airline installation? Not really? Just send an e-mail to productivity@cz.atlascopco.com and our Sales engineers will contact you to check your installation.

Innovative financing for innovative solutions

Interview with Ing. Witassek MBA, general manager of DC VISION, one of the top consulting companies in Central Europe about European Union Grants in industrial environment.



Mr. Witassek, can you please tell us something about DC VISION?

DC VISION is one of the leading consulting companies in Central Europe in the areas of change management, project management, human resources development, implementation of lean processes and European Grants. DC VISION provides consulting services and management training for many companies in public and private sector. DC VISION is a member of the European advisory group Allied Consultants Europe, whose member companies operate in 10 countries of the European Union and employ more than 600 consultants with the total annual turnover exceeding 95 million EUR.

How is the EU Commission behaving in terms of crisis impact on industrial markets?

Although the funds are generally not meant for supporting businesses in difficult economic situation, the correct and rapid use of these resources can help stimulate the economic activity in the EU and this partially avoid adverse trends in the current macroeconomic situation. That is why the EU Commission enabled the new members of the EU to draw this year over 7.5 billion Euros in advance from the European funds money that is designed for use until 2013. EC has also prepared changes in the rules for drawing the European money to facilitate the SME access to this money and to allow more flexible transfer of the money from one program priority to another. Other example is the Czech Ministry of Trade and Industry which has speeded up the evaluation of the projects to help the successful applicants receive their money earlier.



"I'll be happy to give you innovative thinking. Where are the guidelines?"

Is it possible to describe in general, what type of companies are mostly receiving financial support from the EU?

The European Union considers the SMEs (small and medium sized companies) as the backbone of the European economy and as the driving force of innovation, employment and social integration. The set ratio of the support for the SMEs in relation to the large companies in the Czech Republic is therefore at least 75:25 except the priority axis Innovation, where even larger share of the large and international corporations is possible. Large companies have access to significantly limited number of grants and they are able to implement even more projects at once due to their capital strength and personal capacity.

What everything can be financed by the EU, when mentioning industrial environment?

One of the main goals of the EU is to catch up with its main economic rivals, the US and Japan in innovation performance. The EU is aware of the mean of innovation for the competitiveness and that is why it puts a significant stress on supporting innovative companies. Acquisitions of the new equipment with higher technological and technical parameters of use as well as acquisition of the equipment improving production processes and increasing energy efficiency are supported within the particular operational programs of the EU countries.

Can you please describe few interesting cases you went through and problems you succeeded to conquer?

We supported several innovative projects in CE. The most interesting projects are always in the development and launching of a new innovative product to the market, e.g. our support to launch a completely new press with significantly higher productivity, effectiveness and concrete financial savings for clients in polygraphic industry. On the other hand, such projects are the most risky ones; the market will prove the truth in terms of real demand, as nobody else can. Fortunately, the new press is selling very well (75% of current total sales) and our clients from Central Bohemia are a prosperous company in current difficult times. We also focused on organizational innovations and

process innovations. The lean processes are not new; however, our Pan-European study among 850 companies from 10 countries showed significant potential for improvements in Europe and serious decline of results in industrial efficiency projects after 2-3 years of development. Our top industrial engineers developed a new innovative approach in several sectors, in cooperation with Czech Technical University we are able to design completely new production lines with higher tact and efficiency, the use of new technologies, patents, tools and know-how are now supported by the EU grants in



a revolutionary redesigned large assembling hall. There is no discussion about the need to use the most efficient tools in the assembling process, we are not interested in color, brand and/or a trip to South Africa for a purchasing manager, we focus on concrete benefits of the new tools into the P&L account of our client. The average value of such projects is between 2-5mil. EUR, the tools got up to 10-15% of the total value, the EU subsidy is 40% of the total value. It is a long term process, we assist the companies 2-3 years in order to develop really feasible innovations, but the EU subsidies help a lot to increase the Return on Investment and right suppliers look for long term partnership instead of fast income and profit, even in tough times. There is no chance to develop a good innovative project in 2-3 months, just sell the tools to such prospects, do not waste time and money with demanding innovations there...

Thank you for the interview.



Diagnose your assembly line...
...and revitalize it



Get to know “OUR” countries – Poland

One of Europe's most underrated countries, Poland offers a huge amount for travelers of all stripes – from the wild scenery of its mountainous south, with its great skiing and hiking, to the stunning old towns of Krakow, Zamosc and Gdansk and the wilderness of the Bialowieza National Park and the Great Masurian Lakes in the country's north.

Modernizing and changing fast, the Polish capital Warsaw was almost totally destroyed during WWII, when it was home to Europe's most notorious ghetto. Today the city is a combination of Soviet and contemporary, with a painstakingly recreated old town and an upbeat, progressive population. Yet most tourists head straight for the country's biggest draw, Krakow, the country's royal capital and a stunningly preserved architectural marvel that has somehow

POLAND

Population: 38,192 mil (June 2010)
Capital: Warsaw
Language: Polish
Life expectancy: 72 years (men),
80 years (women)
Telephones: 44,553 mil mobiles
Internet users: 22,452 mil

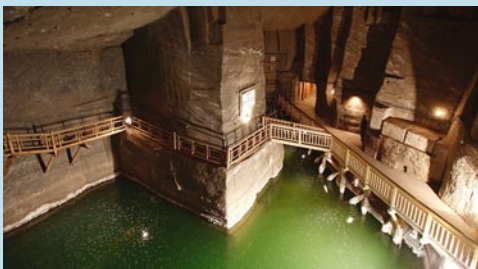
managed to survive the many wars that have used Poland as a battle ground. Poland is a nation with a proud cultural heritage, in all spheres. The former textile city of Lodz is proud of its film school, alma mater to directors Roman Polanski and Krzysztof Kieslowski. Toruń boasts of being the hometown of astronomer Nicholas Copernicus and Warsaw claims Marie Curie and Frederick Chopin as natives. The country's biggest port and northern boomtown, Gdansk is best known as the origin of Lech Walesa's Solidarity movement, which was founded in 1980 and eventually led the country out of communism and into democracy in 1989.

Poland's scenic beauty is as varied as it is extraordinary. The Baltic coast has some excellent sandy beaches, as well as the Slowinski National Park with its ethereal forests, bogs and sand dunes. In the country's northeast are the Great Masurian Lakes, a playground for boat enthusiasts of all kinds with its hundreds of pristine lakes broken up by dense forest. The Krakow-Wielun Upland with its limestone areas, caves and medieval castles is another highlight, while perhaps most beautiful area of all is around the Carpathian Mountains in the far south.

What to visit

Wieliczka salt mine

The oldest still existing enterprise worldwide, this salt mine was exploited since more than



700 years ago. More than 300 km of drifts in more than 300 meters depth are full of sculptures, reliefs, chapels and chandeliers – everything made from salt.

Książ Castle

Książ Castle, the Pearl of Lower Silesia, is undoubtedly one of the greatest tourist attractions of the region. It was erected in the 13th century by Bolko I, the prince of Świdnica and Jawor.

The castle was repeatedly destroyed, rebuilt and reconstructed. Throughout the course



of history, it belonged to numerous owners. Between 1509 and 1941, the castle was under the dominion of the mighty House of Hochbergs. That period was the time of its great prosperity. Then, the Baroque wing was added in the place of the demolished fortifications beautiful terraces were created. In 1941 the castle was confiscated by the Nazis. Numerous historic chambers were destroyed. About 15 and 50 meters deep underground (counted from the surface of the Courtyard of Honour) the Germans bore tunnels, the function of which is a subject of reflection of many scholars even today. After the castle had been liberated, the demolition work initiated by the Nazis was continued by the Red Army. After the end of the war activities, the desolate castle was deteriorating. In 1952, the first protecting and renovating efforts were undertaken. Their

aim was to restore the previous grandeur of the castle. And finally, ten years later the castle went under the protection of the Provincial Conservator of Monuments.



Auschwitz

Auschwitz is the generic name given to the cluster of concentration, labour and extermination camps built by the Germans during the Second World War and located outside the town of Oswiecim (Polish Oświęcim) in southern Poland, some 60 km from Krakow. The camps have become a place of pilgrimage for survivors, their families and all who wish to travel to remember the Holocaust.

And what about food?

Traditional Polish cuisine tends to be hearty, rich in meats, sauces, and vegetables; sides of pickled vegetables are a favorite accompaniment. Among soups, **barszcz czerwony** (red beet soup, a.k.a. borsch) is perhaps the most recognizable: a spicy and slightly sour soup, served hot. It's commonly poured over dumplings (**barszcz z uszkami** or **barszcz z pierogami**), or served with a fried pate roll (**barszcz z pasztecikiem**). Other uncommon soups include **zupa ogórkowa**, a cucumber soup made of a mix of fresh and pickled cucumbers; **zupa grzybowa**, typically made with wild mushrooms; also, **flaki** or **flaczki** – well-seasoned tripe. **Pierogi** are, of course, an immediately recognizable Polish dish. They are often served along side another dish (for example, with barszcz), rather than as the main course. There are several types of them, stuffed with a mix of cottage cheese and onion, or with meat or even wild forest fruits.

Gołąbki are also widely known: they are large cabbage rolls stuffed with a mix of grains and meats, steamed or boiled and served hot with a white sauce or tomato sauce.

How to contact us?



Atlas Copco Tools Eastern Europe

part of Industrial Technique s.r.o.
 Jána Jonáša 5,
 841 08 Bratislava, Slovakia

Customer Centre Eastern Europe

V Parku 2336/22
 148 00 Praha 4 - Chodov, Czech Republic



Czech Republic

Tel.: +420 225 434 110
 Fax: +420 225 434 131
 E-mail: acta.ee@cz.atlascopco.com



Poland

Tel.: +48 22 720 96 10
 Fax: +48 22 720 96 15
 E-mail: acta.pl@cz.atlascopco.com



Slovakia

Tel.: +421 264 462 636
 Fax: +421 264 463 464
 E-mail: acta.sk@cz.atlascopco.com



Hungary

Tel.: +36 96 420 546
 Fax: +36 96 517 185
 E-mail: acta.hu@cz.atlascopco.com



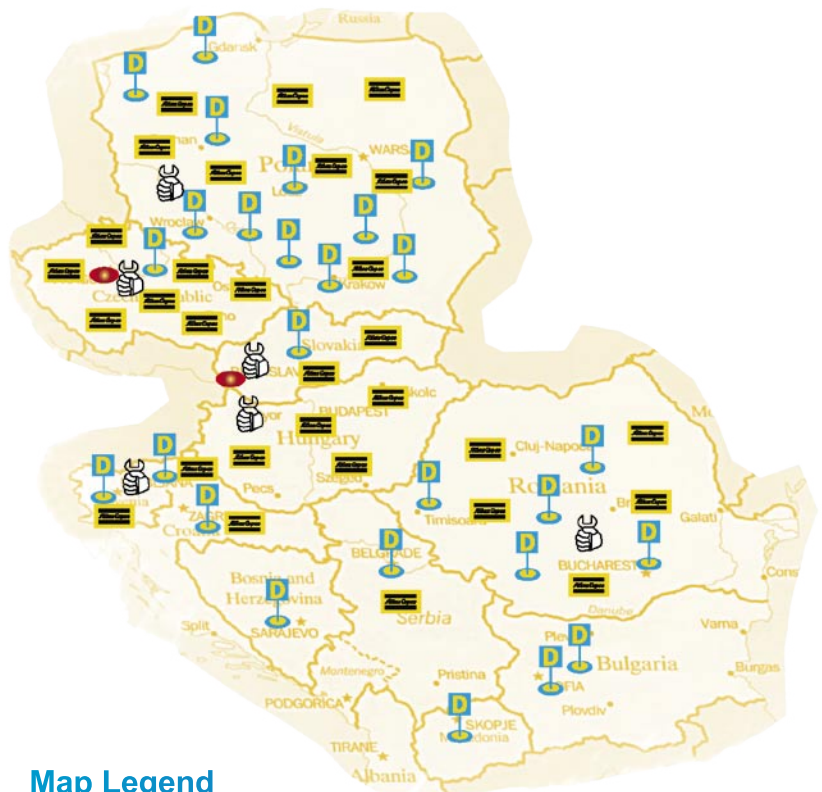
Slovenia

Tel.: +386 1 534 44 12
 Fax: +386 1 534 44 13
 E-mail: acta.ee@cz.atlascopco.com



Romania

Tel.: +40 248 210 270
 Fax: +40 248 210 278
 E-mail: acta.ro@cz.atlascopco.com



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