

## THE FRENCH CONNECTION

*As managing director of Decouflé, **NICHOLAS MÜLLEM** has set himself the goal of honing the profile of the French company as a solution provider – within the Hauni Group and in the market.*

**B**e open to new ideas, seek out challenges, react flexibly to change – these are the things that fill the biography of Nicholas Müllem. It's an approach that sets the graduate industrial engineer apart, while also benefiting him with respect to his management responsibilities at Decouflé.

Müllem gained his first professional experience primarily in the areas of consulting and the aviation industry – from both of which he now benefits at Decouflé. From the beginning, his job involved a lot of world travel. As one of five children of a Hanoverian couple – both teachers who often taught abroad – that is how he grew up and he very much appreciates life abroad. Not surprisingly, his MBA studies also took him to the UK and Australia. "I got to know a lot of interesting new people and approaches, particularly in terms of management," says the 39-year-old, who in addition to German also speaks English, Spanish and French.

When Down Under became too far away from friends and family after two years, the engineer moved to Hamburg, where he immediately started with Körber. The company was developing its in-house consulting team at that time. An internal consultancy project then led him to Decouflé,

where he is now sole managing director. "As part of the project, I worked with the employees to restructure the production hall here, which means that I am in very close contact with them", says Müllem, who likes to go to the shop floor to exchange views with the staff. His management philosophy is to support employees' sense of personal responsibility and put the team at the centre of things. "One of my jobs is to show employees that they are valued and that together we can achieve something." He identifies completely with the credo of Kurt A. Körber: "Never start stopping, never stop starting."

Müllem is a German who very much values the French mentality and way of life. For him, the French are spontaneous and flexible, creative and warm: "They know how to enjoy themselves. Here, eating and drinking means being together, relaxing and of course enjoyment." It also means a really good coffee, which you can find at virtually every street corner in Paris – to the delight of Müllem, who starts each day with an espresso at home.

After living for a while in the heart of Paris, often cycling 20 kilometres from there to work, Müllem now lives with his wife and two dogs in the countryside south-west of Paris – ideal for his two hobbies of running and cycling. He is now well settled in France and feels at home there. During his next holidays, however, he plans to get to know the country and its people even better.

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*I am in very close contact with the employees.”*



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*We attach great strategic importance to the development of innovative tobacco and nicotine products.”*

Luis Barros, Group Head of Manufacturing at BAT

# A TRULY SUCCESSFUL PARTNERSHIP

Luis Barros is Group Head of Manufacturing at **BRITISH AMERICAN TOBACCO**. HiLiTE spoke to him about fundamental challenges facing the tobacco industry and the new Tobacco Heated Product “Glo”.

**A**s Group Head of Manufacturing, you are responsible for production at the international locations of British American Tobacco (BAT). What does that mean in concrete terms?

Together with my teams and with the support of many colleagues, I manage the production technology and technological expertise in place at our international BAT locations, our plants with their approximately 25,000 employees, our business operations and our processes. I started at the age of 23 as a management trainee at BAT in my home country, Brazil, and went on to work in Germany, England, the US and Canada. During this time, I was responsible for various regional markets. BAT gave me the opportunity to gain experience and develop my career.

#### **What defines the culture of BAT for you?**

We are an international company through and through. For us, diversity is not just a buzzword – at BAT, employees from different nations and cultures work closely together, women and men. It is only this diversity that allows us to operate our complex business so successfully.

#### **A varied team and production sites all over the world – that clearly must involve major challenges.**

Our aspiration is to meet the same high standards everywhere in the world. That goes for technology, but also for the way in which we manage our employees, our projects, our processes and our systems. Our job is to ensure that the right resources are available at all sites and at all times. In this context, environmental protection, occupational safety and healthcare also play a vital role. We are well on the way to becoming a “global virtual factory”, which means that we manage our network of factories around the globe uniformly and that the best practice approach is an integral part of our culture. But for all of this diversity, every one of us knows that they work under the BAT flag and takes pride in it.

**The cigarette industry is currently undergoing many changes. How would you assess the trend towards Next Generation Products (NGP), and what does this mean for conventional cigarettes?**

We attach great strategic importance to the development of innovative tobacco, nicotine products and NGP. The new Next Generation Products are aligned with BAT's harm reduction strategy. So there is a benefit in terms of social responsibility. The Next Generation Products are a once in a lifetime opportunity for us – unique in that they may perhaps be comparable to the introduction of filter cigarettes 50 years ago, but that does not mean the end of the conventional cigarette.

**What is BAT's strategy here?**

For us, there is no "either/or", there is only "and". We spent 1.5 billion US dollars over six years on the commercialization and roll-out of Next Generation Products and are working on further innovations. In the area of e-cigarettes, we offer consumers products such as Vype, Vype ePen or Vype Pebble, and we are the market leader in the United Kingdom. In the area of Tobacco Heated Products, we are on the market with Glo and iFuse. Our growth here is organic, but also down to

acquisitions. What is also certain is that our industry is still at a very early stage in terms of Next Generation Products. We are a long way from completely replacing conventional cigarettes. Consumers try out new things and ultimately decide how and what they want to enjoy. We want to continue to offer consumers precisely the products they want in the future, of course always within the regulatory framework in which we operate.

**Sales of the new Tobacco Heated Product Glo, which is produced in Korea, are exceeding BAT's expectations. What role did Hauni play in the development of Glo?**

We have been working with Hauni for a very long time. Hauni is a key partner for us, also with respect to our Tobacco Heated Products. Glo is a very sophisticated, very technological product – really not something that just anyone is capable of manufacturing. It involves the combination of

an electronic device with a special form of cigarette, which we call a NeoStik. With its extensive expertise and broad positioning, Hauni developed a very convincing solution for the complex production of the heating sticks, which is made up of conventional parts such as a KDF multifilter maker or a PROTOS cigarette maker combined with genuinely new developments. With the KDF 5RT recess filter maker, for example, Hauni developed a machine for the production of filter tubes. The essential thing with these tubes is that they must be very stiff.

**What were the most challenging requirements you had for Hauni in the Glo project?**

There was a really tight schedule in which various different things had to be ensured. On the one hand, the quality had to be right, while on the other, the very large volumes we specified had to be reached. To achieve this, we needed a partner who believes they are up to the challenge, but who also believes that the product will be a success. Hauni showed an excellent attitude in this respect when we approached them with our proposals. Once Hauni had decided to take on the

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*Hauni is a key partner for us, including for our Heat-Not-Burn products.”*

project, failure was no longer an option. The name of the game was: let's just do this, do it right and do it fast. With very good project management, we were also able to keep to the closely timed schedule. It was a truly successful, fantastic partnership. And as far as we are concerned, this is not the end, it is only the beginning in terms of NGP. The best is yet to come.

**Projects like these no doubt involve a great deal of work. What do you do in your free time to recharge your batteries?**

I relax above the clouds – my hobby is flying. As a season ticket holder, I also go to every Chelsea home game. I live close enough to the stadium that I can walk there. =



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*With Glo, BAT has developed a product whose sales are exceeding expectations. For Luis Barros, however, this does not mean the end of the conventional cigarette.*

**For 20 years now, BAT company headquarters has been at Globe House in London. The name says it all: BAT is at home around the world, and an international breeze blows through its office corridors.**

# RAZOR-SHARP DESIGN

*An upgrade to the Hauni **KT 2 TOBACCO CUTTER** has boosted machine availability and product quality at the van Landewyck Group in Luxembourg.*

**H**eintz van Landewyck has been making tobacco products for more than 170 years and exports them to more than 40 countries. The family company currently produces more than 8 billion cigarettes, 8 billion tubes and 5,000 tonnes of rolling tobacco per year at its facilities in Luxembourg, Germany, Hungary, Andorra and Gran Canaria.

Landewyck has been investing in Hauni technology for years and produces up to 50 million cigarettes per day at its Luxembourg plants. Hauni KT 2 tobacco cutters play a vital role. “We believe that to be successful we must have the best equipment. That’s why we decided to invest in two KT 2 upgrades. Not only do they save tobacco and cut costs, they have also improved product quality,” says Aloyse Metzen, Head of Primary at Heintz van Landewyck.

In the standard KT 2, the knife advance is generated by a gear unit that automatically positions and sharpens the knife – whether it needs sharpening or not. The KT 2up now gives the KT 2 the same functionality as its successor – the KT 3. This includes an individual drive that provides flexible control of the knife advance. The knives are sharpened according to the level of wear. The grinding unit also has individual drives and parameter settings that can be adjusted precisely to the specific

blend. For Uwe Bausch, a development engineer at Hauni, the advantages of the new knife design are obvious. “The knives are now much sharper and more durable. They require less frequent replacement – reducing labour costs and increasing machine availability. The grinding wheel can even be replaced during a quick production stop in just a few minutes. In addition, the operator can continuously assess the sharpness of the knives, adjust the blend parameters or use stored recipe parameters.”

Metzen has no doubt that the upgrade has delivered “improvements in every area”. These include filling power and thus cigarette quality. The tobacco cutters were adjusted to the ideal operating point for Landewyck, i.e. the best possible tobacco quality and best possible service life for consumable parts. The knives now last up to four times longer and the grinding wheels up to three times longer. The upgrade cuts the time required to replace knives by 30 percent and grinding wheels by 20 percent. Having experienced the many advantages offered by the upgrade, it is not surprising that Landewyck in Luxembourg has now decided to invest in a brand-new KT 3 tobacco cutter. =



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*There is no doubt that the upgrade has delivered improvements in every area.”*

Aloyse Metzen, Head of Primary  
at Heintz van Landewyck



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