MID-SIZE 4.0

DIGITAL BREAKTHROUGH OR UPHEAVAL

ITMA 2019

BARCELONA INVITES YOU
DEAR READERS,

BOBOTEX® is celebrating its 40th birthday since the company founded; we are especially proud of the extensive feedback on our magazine, CORSO®. We will strive to keep you continuously informed about exciting topics. In the third issue, we have purposely focused on medium-sized businesses, which collectively stabilise the German economy. We have always sought expert opinions in this respect. When it comes to medium-sized businesses, it was obvious to enquire with the BVMW, the German federal association for small and medium-sized businesses, with President Mario Ohoven. Mid-size 4.0 was quickly adopted as the cover story in our editorial meeting. It is, after all, the heart of the German economy in the digital world of tomorrow. The pulse of such an important impetus reveals many topics and aspects that can provide new inspiration and open up new horizons.

The selected current facts, figures and background research for the topic of medium-sized business have proven to be evergreen. They are the result of new visions of the future and perspectives, when we are willing to look beyond the horizon.

Nevertheless, self-reflection remains a matter that is close to our hearts. Therefore, we would also like to present the people behind BOBOTEX® who give our company a face. Top quality and success are only possible with teamwork, dedication and an international approach.

We hope you enjoy reading the new edition of CORSO®. Again we would like to encourage you to support us with your criticism and suggestions, but also with your own suggestions for topics or creative contributions. It remains our goal to produce more than just a good company magazine. We want to be a medium for the entire industry. We can do it together.

All the best,

OLIVER JUNG  
MANAGING PARTNER

MICHAEL ECH  
MANAGING PARTNER
ECONOMIC CLIMATE REMAINS POSITIVE
THE REFORM AGENDA REMAINS FULL
According to ifo, the institute for economic research, the economic climate in Germany in February and March 2018 has weakened slightly, but basically remains very positive. The slight setback is the result of several factors. This included a long down period after the parliamentary election in September 2017 until the Grand Coalition’s agreement. It was also due, in part, to the effects of the isolationist policies of Donald Trump. Not lastly, the outcome of the election in Italy, which took months, resulted in a new government.

Economic development also depends heavily on how the Franco-German axis functions. President Macron has already submitted the first ambitious reform plans for the EURO zone and thus placed collective EU economic and fiscal policy and security policy topics on the EU agenda. The Chancellor also contributed with a six-month delay and must work to ensure that the “German economic engine” continues to set the pace in the Euro zone.

VALUE CREATION GROWTH
DIGITALISATION BRINGS IN BILLIONS
A report of the German Federal Ministry of Economics summarises the diverse possibilities of digitalisation, including those for medium-sized businesses. New products can be produced more quickly, customer requests can be better addressed and new business fields and services can be offered. Entirely new possibilities open up for smaller companies, in particular. The relationships with employees, customers and suppliers will change fundamentally. In order to summarise the opportunity in figures: According to a study by McKinsey, Euro 27 % of the total turnover abroad. In the process, enterprises heavily focussed on research and development have the greatest degree of internationalization (65 %). Internationally operative companies achieve 27 % of the total turnover abroad. In the process, European markets are more important for most small and medium-sized businesses than outside of Europe.

TURBO FOR JOBS
MEDIUM-SIZED BUSINESS NEARLY CRACK THE TRILLION EURO THRESHOLD
The results give exciting insight into the structure, distribution and importance of the key medium-sized businesses. The turnover of the top 10,000 of around 10 million reached the threshold of Euro 1 trillion. The average turnover was Euro 96 million. In total, the top 10,000 represented around Euro 960 billion in turnover and created 5.2 million jobs.

VALUE CREATION GROWTH

In a comparison of industries, the greatest potential is in information and communications technology (Euro 17.2 billion), in the metal and electrical/electronics industry (Euro 15.1 billion) and in wholesale and export trade (Euro 14.4 billion).

DEMOGRAPHIC CHANGE IN MEDIUM-SIZED BUSINESSES
500,000 TO 600,000 SUCCESSORS SOUGHT
The general demographic development is taking place rapidly in medium-sized businesses. In 2016, 39 % of all company owners and self-employed persons were already 55 years or older. At the same time, increasing numbers of young owners are taking over medium-sized businesses. The average age of a company owner in a medium-sized business is currently 51 years (2002: 45 years).

Increasingly fewer young entrepreneurs are stepping in. The total number of founders since the turn of the millennium has decreased significantly from more than 1.5 million in 2001 to only 672,000. By contrast, there are 500,000 to 600,000 medium-sized businesses planning a transfer of ownership or sale of the business to a successor in the coming years. Source: KfW Bank

INTERNATIONAL COMMITMENT
EUROPE SETS THE TONE
Enterprises heavily focussed on research and development have the greatest degree of internationalization (65 %). Internationally operative companies achieve 27 % of the total turnover abroad. In the process, European markets are more important for most small and medium-sized businesses than outside of Europe.

„GOOD THINGS COME IN SMALL PACKAGES!“
ALWAYS AT YOUR SERVICE
Less than 0.3 % of medium-sized businesses have an annual turnover greater than Euro 50 million and 81 % of small and medium-sized businesses have less than five employees. The majority of small and medium-sized businesses, therefore, is predominantly small. Three-fourths of businesses are part of the service industries. The greatest share, with nearly 32 %, are in business services. Only around 7 % of small and medium-sized businesses are in the processing business.

FIGURES / DATA / FACTS
MILLIONS, BILLIONS AND FORECASTS
99 %
of all companies are included in “German small and medium-sized businesses”. They provide around 60 % of all jobs in Germany.

39
per cent of taxable turnover is realised in small and medium-sized businesses.

83.2
per cent of all trainees are trained in small and medium-sized businesses.

82
per cent of smaller and mid-sized enterprises of small and medium-sized businesses are located in western Germany.

3.7
million small and medium-sized businesses and more than four million self-employee persons in professional trades, industrial enterprises, retail, tourism, services and freelancers characterise the diversity and success of German small and medium-sized businesses.

700
internationally operative businesses realise a total of Euro 547 billion in international markets. This corresponds to around 45 % of all German exports.
Data is the gold of the new century. Digitalisation is a turning point in the history of human economics. “In 2020 there should already be around 50 billion items and products in the world which can interact with each other digitally and a rapidly proliferating Internet of Things,” explained a report of HypoVereinsbank. There is enormous commercial potential.

For small and medium-sized business, everything will revolve around the efficient use of the most valuable raw material of the 21st century: digital data. Like large companies, smaller companies will also network with their customers through their products. There are a host of reasons for this. On the one hand, in order to learn their usage patterns and in order to be able to provide anticipatory maintenance of machines and offer their purchasers intelligent digital services. On the other hand, in order to integrate development and production partners and establish collaborations with digital start-ups for maximum innovative capability.

IS THERE A GOLDEN FORMULA FOR THE DIGITAL SUCCESS OF THE FUTURE?

There is no golden formula for success in the future. Manoeuvrability in entrepreneurial thinking and action is essential for maintaining a clear view for new innovations and investments. There is a new term floating around in this connection: disruptive innovation, which means being open to something entirely new that no one has previously considered. Anyone looking to survive the disruptive renewal of this age must do more than simply maintain their customer base. It is essential to find new buyers for new digital products and services. Another thing is also clear: Competition will increase dramatically in the digital age.

This means that traditional small and medium-sized business, in particular, have some work to do. In order to become creative and nimble in thinking, action and development, old ways of thinking and established must be flattened. A large measure of courage and a vision of the future are also necessary. The staff is also an important element. They must be included without exception. Advanced digital training and design thinking workshops, therefore, indispensable instruments for keeping in step with the digitalisation and utilising its potential.

LEARNING FROM MISTAKES AS A PERMANENT COMPONENT

There are often economically risky steps that small and medium-sized enterprises must take in the digitalisation process. This is because rapid technological advancements in the “second machine age” often necessitate trial and error. Therefore, “Fail forward”, meaning learning from mistakes, must be a permanent component of the digital strategy of small and medium-sized businesses. It is all the better to invest in the fourth industrial revolution than to be dependent on its breakneck pace. However, there are already tendencies that encourage us: digital technologies will quickly become financially affordable for a large group of companies. We are experiencing quantum leaps in robotics, data analysis, cloud computing, artificial intelligence, materials and new production methods, such as 3D printing, on an almost daily basis. The speed is breathtaking and the tendency is on the rise.

As you can see, the future is already here and small and medium-sized businesses will also successfully master it with vision and a readiness for risk. Nothing will change quickly at the core of the German prosperity: small and medium-sized business remain the heart and impetus of the German economy.
Mr Ohoven, with over 600,000 members, your organisation is the voice of small and medium-sized businesses. You must be proud of this figure, right? Of course, we are proud, but it is also important, because we also have an entirely different political presence. Moreover, the figure 600,000 is no longer valid. In the meantime, we have welcomed additional, strong partners into the fold, such as the Eigenheimerverband (home-owners’ association) of the mid-tier alliance. This puts us over the 700,000 mark. And I am certain that the BVMW will continue to grow in the future, unlike the general trend of associations.

Can the number of members be expanded even further and why join the BVMW? Membership with us is voluntary, which means we must perform to succeed. The members value the networking and local personal assistance from our over 300 representatives. This includes successful political lobbying, with representation of interests and agenda setting. When Brigitte Zypries, the former Federal Minister of Economics, praises us, saying “Your association does excellent work for German small and medium-sized businesses!”, it speaks for itself! I’ll give you an example. Doubling of the threshold value for write-offs of low-value assets would not have taken place without us. So, we also strengthen the social market economy, which is our guiding principle.

What benefits do members enjoy and what are the strengths of your association? The BVMW incorporates enterprisers in a large network – regionally, nationally and internationally. Each member has a contact person in their region. This closeness between the association and the enterprisers is unique among German associations. We also offer a large portfolio of services for economic success. This begins with technical consulting for concrete business problems, such as modern marketing or innovative sales strategies and extends all the way to assistance in worldwide growth markets with our own international offices. We make our members fit for digitalisation when it comes to IT security, the General Data Protection Regulation or Industry 4.0. Members also enjoy exclusive access to our specialist commissions for these topics, where enterprisers can offer their expertise. We also have a large network in politics, finance, research, culture and media. Not lastly, there is a wide variety of non-cash benefits, such as major discounts when purchasing company cars. I can only encourage all small and medium-sized business: get in touch with us. We will help you secure your business future.
You discuss topics on your website. Which of these topics are especially important to you right now? Future topics, about which I unfortunately find little information in the coalition agreement. For example, questions like these: How can Germany, as a production location, continue to exist and thrive in international competition? Where must we invest in order to secure the innovation potential of our businesses? What is the current status of digitalisation in small and medium-sized businesses? Why does Germany have a Ministry of the Interior, Building and Community, but not a Digital Ministry? Not to mention the fact that countries like the USA and South Korea have ministries dedicated to small and medium-sized businesses.

What are your main tasks as President of the BVMW? Our collective goal must be to strengthen the competitiveness of business and to ensure the sustainability of German small and medium-sized businesses. I consider my most important task to strengthen the platform of small and medium-sized businesses. The 3.7 million small and medium-sized businesses in our country must ultimately receive better economic policy conditions, particularly in terms of the esteem that they deserve in politics and society. Ultimately, small and medium-sized businesses provide more than 60 per cent of jobs, train and educate 80 per cent of trainees and are responsible for 70 per cent of patents. After all, half of the world’s 2700 hidden champions come from German small and medium-sized businesses. It is crucial that the enterprises themselves become much more political. If small and medium-sized businesses do not defend themselves, they will disappear.

Mr Ohoven, let’s discuss the shortage of skilled labour in small and medium-sized businesses. What can you do to help reduce this deficit and where do you see the greatest problems? The shortage of skilled labour is the Achilles heel of small and medium-sized businesses. Nearly 90 per cent of these companies have problems filling job openings. As I indicated earlier, small and medium-sized businesses are the biggest educator. We support our members actively in the search for skilled labour and network job-seekers and employers within our regional structures, among other places. However, significantly greater investments must be made, for example, in vocational skills and qualification of refugees for the job market, particularly by the state. Ideally, this will be the skilled labour of tomorrow – after all, we must do something to remedy the situation.

Everyone is talking about digitalisation and the election in Germany. Do you think that German small and medium-sized businesses are well-situated in this respect in order to overcome the challenges we will face in the coming years? Small and medium-sized businesses are further along than politics in terms of digitalisation. Four out of every five small and medium-sized businesses have already successfully implemented digitalisation projects. Of course, there is also room to grow, particularly in comparison with large corporations. We provide help here with road shows, particularly with the Mid-Size 4.0 Centre of Competence, which the BVMW runs on behalf of the Federal Ministry of Economics. We show entrepreneurs how they can generate more turnover through digitalisation. Now, we have reached more than 25,000 businesses directly through events, which I think is an impressive number.

Are there concrete strategies for this purpose, or, to put it differently, can member companies also turn to your association in matters relating to the topic of digitalisation? Absolutely! In the Mid-Size 4.0 Centre of Competence, for example, small and medium-sized business from throughout Germany receive answers to their questions about digitalisation in a practical and user-oriented approach. Our association also remains at their side in matters of laws, such as the General Data Protection Regulation, which entails the threat of very high penalties of up to Euro 20 million or four per cent of annual turnover. Together with member companies, we have created an online checklist. Therefore, any entrepreneur can check with us quickly and without complication to determine whether they are well-prepared.

Which measures do you hope that the federal government, particularly the minister for digitalisation, Ms Bär, will take to support German small and medium-sized companies, in particular, in an international comparison? The federal government has wasted a great opportunity. As much as we value Dorothee Bär as a politician, her field of action is limited. The head of the chancellery has made it clear that he will be the country’s digital decision-maker. The ministers of the individual departments each appoint their own state secretaries and department managers for digitalisation and, “Digital Agenda”, the responsible parliamentary committee, retains only an advisory role. Future politics look different for me.

Another problem that is often mentioned is patent protection. What recommendations do you have for your members to effectively counteract theft of ideas? I recommend a precautionary defence strategy. A cornerstone is cooperation with self-help organisations of small and medium-sized businesses, such as Patentvererein, which is also a member of our mid-tier alliance. If necessary, this also includes nullity suits with patent courts. When large corporations suddenly make patent applications in large quantities. For businesses with international partners – specifically from countries which do not necessarily respect the protection of intellectual property – the old rule applies: take care in whom you trust.

There is no avoiding the topic of Donald Trump. How great will the damage be for Germany as a world-leading exporter if the planned tariff policy of the American president is implemented? President Trump has requested import tariffs of 25 and 10 per cent on steel and aluminium products. German only exports five per cent of its steel products to the USA and,
Erfolgreich digitalisieren im Mittelstand. Aber wie?
Was bedeutet Digitalisierung für das eigene Unternehmen? Mit unseren kostenfreien Angeboten unterstützen wir bundesweit und branchenübergreifend kleine und mittlere Unternehmen bei digitalen Themen. Wir informieren und motivieren, eigene Projekte anzustoßen.

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The demographic shift is also leaving its mark. How do you support your members in company succession? Company succession is one of the greatest challenges. We know that one million small and medium-sized business have to find a successor in the next ten years. As a side note, two million jobs and nearly 90,000 internships are dependent on this. The BVMW supports its members with an expert group called Succession, offering the possibility of establishing an initial contact or even accompanying the entire succession process. We also organise various regional events related to this topic.

If I decided to establish a start-up company, could I count on the support of your association, or would I be too "small" for you?
No. Most of the 3.7 million businesses in our country have well below 20 employees. For this reason, there can be no "too small" for us. On the contrary, start-ups are in just the right place with BVMW. We also have a dedicated expert group and we are oriented towards the needs of this business segment with respect to the political requirements, such as with the introduction of fiscal research funding or elimination of bureaucratic obligations in the initial years after a company is established in order to facilitate our members. In other words, if you want to establish a company, you will be welcomed cordially.

Mr. Ohoven, let’s say that you are not the president of the BVMW, rather the president of the German Football Association. Who is your pick for the World Cup champion this summer in Russia? I’m no clairvoyant, but I have a prediction: German defends its title. With Sweden, Mexico and South Korea, our team is in a group that must not be underestimated, but it should be manageable.
THE ITMA, THE INTERNATIONAL TEXTILE & GARMENT TECHNOLOGY EXHIBITION, LAST TOOK PLACE IN BARCELONA IN 2011 AND ATTRACTED MORE THAN 100,000 VISITORS FROM 138 COUNTRIES. MORE THAN 90% OF ALL VISITORS ARRIVED FROM ABROAD. EVEN MORE VISITORS ARE EXPECTED FROM 20 – 26 JUNE 2019, WHEN ITMA 2019 RETURNS TO THE MEDITERRANEAN COAST.

Back to Barcelona
Charles Beauduin, President of CEMATEX. “We look forward to returning to Barcelona with the ITMA. Our selection process took two years and our review of all nine potential locations and their services was very detailed. The 2011 fair in Barcelona was very successful. So we are looking forward to another great event in 2019.” Since ITMA 2019 will take place during the high season for tourism in Barcelona, CEMATEX commissioned an agency to arrange for hotel accommodations at an early stage.

Experience from ITMA in Milan in 2015, with more than 1600 exhibitors from more than 40 countries were incorporated into the planning for Barcelona.
INNOVATIVE AND TECHNICAL SOLUTIONS FOR
TEXTILE VALUE CREATION FOR AN EXCHANGE OF EXPERTISE

ITMA, the International Textile & Garment Technology
Exhibition, has become an absolute leading trade fair
over the years. Every four years, exhibitors present the
latest trends and technologies from the industry. Deci-
sion-makers and companies in the textile-processing
industry can learn exhaustively and comprehensively
about these trends and technologies. Universities and
other educational facilities offer training options and
present the latest research findings and projects from
the industry. According to the VDMA, more than 200
companies from Germany and Austria (out of a total of
more than 1500) have applied for a permit for the lead-
ing trade fair. In the process, the German companies
have increased their stand sizes by an average of more
than ten per cent in comparison with ITMA 2015.

"The ITMS has become a big class reunion in which the
entire textile industry participates as exhibitors or visitors
and to where we always look forward to meeting old
friends or establishing new contacts," said Michael Ech
of BOBOTEX® and added, "We will participate again
in 2019 with two stands and our entire product range,
such as web beam strips and roller coverings in rubber,
PVC and silicone."

FOR MORE INFORMATION, VISIT ITMA.COM

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In GESADUR® stecken 80% Naturfasern, die Sachsenröder
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teter Duroplaste verarbeitet. Im Aushärtungsprozess bildet
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MEHR INFORMATIONEN UNTER
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Exports to the Middle Kingdom have increased rapidly and totalled Euro 86.2 billion in the past year. A calculation of combined imports and exports makes China Germany’s most important trade partner. According to Ifo researcher Felbermayr, with a network of free trade agreements in east Asia, China is becoming increasingly important and relevant as a hub for German companies.

CHINA AS THE MOST IMPORTANT TRADE PARTNER

Roughly ten per cent of German exports for the year go to the USA. Donald Trump has concluded correctly from the many fine German cars on the American roads that Americans love German products. Exports to the United States over the past decade have increased by more than 64%. Traditional German strengths are in demand: cars, chemicals, machinery — in other words, the sectors which have guaranteed work and prosperity for decades. The automotive sector alone provides two million jobs and eight per cent of all German value creation. In no other country is the industry’s dominance so pronounced. Three-fourths of production go to export, particularly to America. “The export of cars to America only accounts for 200,000 jobs,” calculated the Institute for the World Economy in Kiel. If the export industry suffers, the employees will also suffer. If they earn less money, they spend less money, domestic demand decreases and the downward spiral continues.

The dilemma for the German economy is that it does important business with both countries. In the complicated dispute between the two superpowers, the question becomes increasingly how Germany and Europe as a whole should behave. Germany and Europe are finding themselves in an increasingly uncomfortable situation of having to fight on one of the two sides in the trade conflict between China and the United States.

BETWEEN THE FRONTS

THE PREDICAMENT OF THE GERMAN ECONOMY

The world’s two largest national economies, China and the USA, are on a collision course. Beijing has taken a two-tiered approach in reaction to the threats from the United States.

On the one hand, the communist leadership always underscores its willingness to negotiate and on the other hand, it threatens Washington with recompense. There is a danger that a chain reaction will be triggered, which will spread the virus of trade protectionism throughout the world. China is preparing tariffs valued as high as three trillion dollars on American imports. According to the state newspaper, “China Daily,” additional steps could follow for agricultural products, aircraft, cars, semiconductors and even services from America.
THE TEXTILE INDUSTRY HAS RECEIVED AN INDUSTRY-SPECIFIC MID-SIZE 4.0 CENTRE OF COMPETENCE. THE MAIN IDEA IS TO PROMOTE THE DIGITAL EXPERTISE OF COMPANIES AND TO MAKE THEM COMPETITIVE FOR THE MARKET.

NEW CENTRES OF COMPETENCE FOR THE DIGITALISATION OF TOMORROW

Work began in the At the end of 2017 offices of the Confederation of the German Textile and Fashion Industry in Berlin. Questions related to digitalisation should be answered in a practice-oriented approach. The Textile Centre of Competence is operated by the Confederation of the German Textile and Fashion Industry.

“The goal of “Textile Centre of Competence Networked” is to inform and sensitise small and medium-sized businesses with respect to the opportunities of digitalisation and to offer tools for implementation,” explained Uwe Masura, Managing Director of the Confederation. It is an excellent example that demonstrates how important the “digital fitness” of small and medium-sized companies is in consideration of the future demands of tomorrow. The centre of competence is assisted by the German Ministry of Economics and has a project term of three years.

EXPLOITING DIGITAL POTENTIAL

In addition to clarification of new technologies, “Small and Medium-Sized Companies 4.0 Centre of Competence” works on the topical areas of technical textiles and textile materials. The high-quality raw materials can be found in the widest range of industrial sectors. With respect to the strong networking, textile is an illustrative example and explanation of the performance potential of digitalisation and networking across sectors.

There are four regional locations in addition to the offices in Berlin. The organisation and communication and press work are carried out in the capital city. With project partners RWTH in Aachen, the German Institute for Textile and Fibre Research in Denkendorf, the Saxan Textile Research Institute in Chemnitz, and Hahn Schickard Association for Applied Research, the various institutions serve as a looking glass and showcase within the organisation. Companies are supported here in purposeful implementation of practice-oriented solutions.

FOR MORE INFORMATION, VISIT GEMEINSAM-DIGITAL.DE

WE ARE THE NEST.

Those looking to succeed in the future must plan for the long-term. Those looking to succeed in the future have us.
Many innovations and research efforts bear fruit in the form of revolutionary developments. An example is how you make gold out of water! At first, this sounds like a fairy-tale, but it is true. Some researchers have almost literally succeeded in making gold out of water. The 2014 Raw Material Efficiency Prize went to Krefeld and Duisburg, to the German Northwest Textile Research Centre and the Institute for Energy and Environmental Technology. The researchers coated a textile with a certain amount of polyester so that valuable raw materials can be recovered from industrial waste water. In the process, 20 grams of palladium per kilogram of textile could be recovered from waste water from the printed circuit board industry. Such techniques are especially valuable for industry as a whole in a country with few raw materials, like Germany.

The approach to the construction of wind turbines could soon undergo a similar spectacular change. A composite material of glass or carbon, which is woven and then dipped in plastic is almost always used as a foundation for the rotor blades. Textile researchers of TU Dresden have developed sensory fibres which are integrated into the windmill vanes and interconnected electronically. Stress, wear and fractures can be detected quickly and without elaborate inspections from outside.

The sensor threads for wind turbines could become big sellers, because the information that is gathered can save money on maintenance and makes it possible to design vanes to be smaller and less expensive.
IN THE CASE OF BEN KALUME, IT’S THE STUFF THAT DREAMS ARE MADE OF. TO PRACTICE A PROFESSION THAT INSPIRES AND FULFILLS. AT 28 YEARS OLD, HE IS A PERMANENT FIXTURE AT BOBOTEX®

To the question of how he copes with the rainy Wuppertal weather, Ben Kalume answered with a sympathetic smile: “I have gotten used to it.” He fled from the Congo with his parents when he was eight years old. He lived with his three siblings in Solingen during the first years. Ben remembers his integration into Germany positively. “I have integrated into Germany well,” he said with a hint of African composure. It is an important trait that is necessary to move forward. In time, he obtained a German passport and completed secondary school on his path towards a career at BOBOTEX®.

AN EDGE, ENDURANCE AND HARD WORK – THE INGREDIENTS FOR A SUCCESSFUL CAREER START

After a few unanswered or rejected job applications led to an open meeting between Ben and the management of BOBOTEX®, they saw his potential and offered him an internship to become a process mechanic. Ben Kalume took the opportunity and was forced to overcome a steep learning curve which required a great deal of effort on his part, but ultimately resulted in success. “My training period was no walk in the park. I learned a great deal, particularly about myself,” said Ben with no small measure of pride, after being strengthened professionally and as a person after his training period.

Today is a welcome team player who gets on very well with colleagues and superiors and provides a measure of expertise. This appreciation motivates him.

WIN-WIN SITUATION: INVESTMENT IN TRAINING TIME WITH MOTIVATION AND COMMITMENT PAYS OFF

After successful completion of his training, Ben Kalume received a one-year contract at BOBOTEX®. With his effort and capability during this period, he was ultimately recommended for a permanent employment contract. In the meantime, he had become a true expert with the complex machine nozzles on whom his superiors could rely completely. Ben Kalume has long-term plans and hopes to be able to continue his career at BOBOTEX®.

PROFESSIONAL AND PRIVATE LIFE IN HARMONY – THE PERFECT BALANCE

After a good start to his professional career, private happiness followed. He finds security in his fiancée Anna and wedding plans are under way. Ben is also dedicated to football, his hobby. “I enjoy playing sweeper and am a feisty defender,” he explained. His well-trained body undoubtedly sends notice to the opposition’s offence. Ben Kalume is a good example of successful integration, of which we would like to see a great deal more in our country.
If you are looking to attract customers with promotional items, you have to choose the right materials for the company. 58 per cent of all German businesses use promotional items. Promotional items are in greater demand than ever before at national and international trade fairs, in particular. Now we offer the right materials for every company and have expanded our selection. On enquiry, numerous providers of earlier editions have confirmed this.

**Protection & Grip**

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**Natural & Environmentally-Friendly**

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**Intelligent & Long-Lasting**

The silicone fitness wristband. With step counter, distance measurement, calorie counter, sleep analysis and alarm via app with vibration alarm when receiving phone calls or SMSs and alarm clock. Data is synchronised with the app via Bluetooth. The tracker is removable, with integrated lithium-ion battery and spray-water-protected.

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The football from fair trade ensures social equity and spares the environment. The natural rubber used for the bladder and lamination is FSC-certified and manufactured according to fair conditions.

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