

In the heart of The Hague, Holland, stand two gleaming new 140 metre high tower blocks, connected by low-rise buildings. The office building has a floor area of 132,000 m², with 41 storeys and space for 4,050 workspaces. The Dutch Ministry of Justice and the Ministry of the Interior and Kingdom Relations will start moving into this imposing building from the beginning of 2013. To be able to offer these employees a comfortable temperature, Radson has supplied 7,400 radiators, which are specially designed for the 'JuBi' project.

The standard storeys in the towers will be heated with the use of concrete core activation* with a temperature range of 50/40°C, which is also connected to a district heating network. An air conditioning system will provide the buildings with fresh air. Concrete core activation offers many benefits, including a comfortable indoor climate and energy savings because of the low temperatures involved. However, there is also a drawback: the system responds slowly to rapid temperature changes. Radson supplied the ultimate solution to this problem.

PERSONAL TEMPERATURE CONTROL

To be able to heat the rooms quickly, low-temperature radiators on the exterior walls are used to supplement the basic concrete core activation heating. Users can turn on these radiators when the outdoor temperature falls rapidly, for example. In contrast with concrete core activation, the warmth from a radiator is felt quickly. What is more, the users can operate the radiators themselves. People generally find it very important to be able to influence the temperature in their own rooms. Another benefit is that the radiators provide warmth at the places in the building where it is needed most: close to the windows. These zones can become uncomfortable because of cold downdraughts. The combination of basic heating from concrete core activation and individual control through radiators offers users a high level of comfort.

THE LOGISTICS BEHIND JUBI

What makes the JuBi project so special is the logistics during construction. The building is a stone's throw from the central station,

and is surrounded by tall office buildings. Because there is no storage capacity on the building site, materials are delivered on a just-in-time basis. Before they make their deliveries, suppliers receive a building site ticket for a specific date and time, within a fifteen-minute time slot. In this way the delivery of materials was highly organised. In partnership with Radson, wholesaler Technische Unie arranged the just-in-time delivery of around a hundred radiators a week, spread over a period of eighteen months.

CLEAN LINES WITH CONCEALED CONNECTING PIPES

The building was designed by the Prof. Hans Kollhoff architecture firm. They decided to use Radson's 'Integra' model; a slim, compact radiator that can be placed close to the wall, and can also have the control knob fitted on the left or the right. A special feature of the 'Integra' model is its concealed connecting pipes, which are integrated behind the front panel. The lower connecting pipes were specially designed for the JuBi project. The mounting consoles, with acoustic inserts, are hidden behind the radiator. Together with the concealed connecting pipes and neat finishing, this gives the 'Integra' model extremely clean lines.

HIGH POWER, EVEN AT LOW TEMPERATURES

The 'Integra' model utilises the '2-on-1' principle. A hot water channel with a wider diameter allows space for two welding points for the convector fins on the water supply channel. This means the radiator gives off high power even at low temperatures, so the user can be sure the space is heated quickly. In addition to its clean design and high power output, the Radson 'Integra' radiator is the only radiator in which all components are pre-assembled at the factory. This provides savings for the installer, because the assembly time is shorter and there are lower failure costs. The 'Integra' comes with a ten-year guarantee. ■

* Concrete core activation is a heating and cooling system that makes use of the mass of the building. Water pipes are laid in the core of the concrete floor (the concrete core), and these keep the floors/ceilings at a constant temperature. A condition for the use of concrete core activation is that efficient temperature exchange can take place, so suspended or open ceilings are not used. A water temperature regulator can ensure that the system responds to indoor and outdoor temperatures on the various exterior walls.

Clever combination for energy-saving and comfort

Imtech, together with Homij Technical Installations, were commissioned to construct all the building installations for the JuBi project. Imtech N.V. is a European technical service provider in the field of electrical engineering, ICT and mechanical engineering. Imtech specialises in combining electrical engineering, mechanical engineering and ICT (information and communication technology) across the full breadth and depth of the technological spectrum into one integral and multidisciplinary solution. This leads to an ability to integrate and creates added-value. Imtech is one of the strongest players on the GreenTech ('green' technology and sustainability) market in Europe. Approximately 30% of the total revenues are generated by this sector.



▶ Mikko Iivonen, Director R&D, Research and Technical standards, Rettig ICC



▶ Maarten Colijn, Co-owner Professional Capital



▶ Per Rasmussen, Brand Development Manager Purmo Radson LVI

In modern business, it's not enough to have the most passionate people in the world and the best products on the market. You also need a sales force that's fully equipped with the strongest arguments; and managers who know how to bring out the best in their teams. Over the following pages we take a look at how Purmo Radson continues to invest heavily across the board when it comes to both training and education. First, we take a look at the role of training, with Mikko Iivonen and Per Rasmussen on the recent LTR campaign kick-off in Eindhoven. Then we take a trip to Rotterdam's Erasmus University, where training company Professional Capital conducted a masterclass for management.

*Effective communication through
training & education*

Professional & knowledge-sharing



Early one December morning in the Netherlands at a central Eindhoven hotel, Per Rasmussen joined Mikko Iivonen, Elo Dhaene and six Purmo Radson sales reps who had travelled from across Europe for a briefing. The aim of the two-day workshop: to kickstart the messaging cascade for the new LTR campaign. For Mikko, the meeting was an opportunity to reinforce the research at the heart of the new LTR campaign. "I was grateful for the chance to speak with the people who will take the 15% claim to our customers" explains Mikko. "We wanted to get feedback from the sales teams, to find out how the campaign was being received in the countries and, importantly, to answer their questions, and iron out any difficulties they might have with the more technical aspects."

This turned out to be an important step in ensuring that correct information was disseminated down through the channel. "We were asked to explain some areas of the campaign in more detail," says Mikko, "so the two day workshop became the first step in a more intensive training. Per Rasmussen, Brand Development Manager, takes up the story. "Mikko was on hand to explain some of the more technical background of the new campaign," says Per, "because when you're talking about calculations, percentages and formulas, it can get pretty complex. I was present to reinforce what I had already learned,

After the campaign launch ... the training begins



and to develop a way to simplify the message so it could be retained and communicated clearly by the sales force. "I understand the sales mindset. I know that when you're out in the field, you have a limited time to communicate the benefits of your product, and it's essential to be able to get the message across as quickly as possible. I also appreciate the technical side of things, and that technical people are comfortable being technical. My role at the training was to develop a kind of communications compromise: something that included both elements."

While exact figures vary from country to country, Purmo Radson invests a significant budget every year in training. "As Brand Development Manager, I know that the key to building our brand is also in developing the people who represent it to the customer," says Per. "So we pay a lot of attention to our 'human capital', to make sure they have the tools to bring the brand message to market as effectively as possible."

LIGHTS, CAMERA, ACTION

The results speak for themselves, and Per is happy to speak about the results of the LTR training. "There is a film of the training," he smiles. "We wrote the script and shot the scenes on the same day – pretty much at the same time, actually. Let's just say it was a very hectic schedule, but I'm happy with the results." The film has been

combined with a range of infographics by training company Mercuri International into an innovative online training suite for sales reps Europe-wide.

"It's a proven effective approach," explains Per. The training takes the sales rep step-by-step through all aspects of the LTR campaign, and is split into logical sections for optimal retention. After each section of the training is complete, the reps answer a range of questions about what they have learned. "We have set the bar pretty high," says Per, "because it is essential that our sales teams fully understand the campaign messaging so they can effectively communicate it to customers. For that reason, the training includes this 'test' element - reps have to score very high to achieve a pass rate."

There is more than the online LTR training of course. "We also focus on sales techniques and effective, confident communication," says Per. The Mercuri team has local trainers, hosting workshops in the sales teams' native language, with groups of 12 people in intensive one-day sessions. "The results are remarkable," Per enthuses. "Considering the fact that sales people are already outgoing people, after these sessions we are seeing them become even more energised and super confident."



"We take training very seriously," explains Per. "We have to, because this kind of widespread commitment to our sales teams is a serious investment in our future. We

Smart investment in clever heating

plan to maintain our market position, and that means equipping our sales teams with the correct information, the right support, and the kind of confident approach that our customers value and expect from us." Mercuri International is a global sales training organisation with over 50 years' experience. It has already helped more than 15,000 companies improve their sales power. Judith Koekenbier is the company's Managing Director and says, "We are delighted to be able to help Purmo Radson, because there are many familiar issues we're seeing here that we have seen many times before. Working with Per, we have developed a training package that is designed to remove obstacles to effective communication, and ensure that all the campaign messages are clear and confidently embedded." Training began in March, scheduled to run until the end of April, by which time many hundreds of salespeople will have taken part.

Says Per, "From Poland to Benelux, France, Germany, the UK and beyond, we are confident that the entire sales force will benefit from this training, and take the outcomes into the field to share with customers the many benefits of the Purmo Radson product portfolio." >>



Managing a management masterclass

Country Sales Managers had their own intensive training at Rotterdam's Erasmus University. The two-day course covered a range of topics, including key account management, multi-level selling, networking, and removing obstacles to personal and professional growth. Course content was provided by Prof. Willem Verbeke, who you can read more about on page 38. The workshop was based on his best-selling management books; *The Successful Shaping of Key Accounts*; *I Sell So I Exist*; and *I Network So I Exist*. It was conducted Maarten Colijn, his colleague from *Professional Capital*. To get an insight into the course, and its effectiveness, Clever Magazine talked to seven country sales managers to get their direct experiences and feedback from their time in Rotterdam.

CHRIS EDWARDS, SALES MANAGER UK

"I enjoyed and greatly benefited from the program. It gave us time to focus on important parts of our job, to evaluate what works, to improve what doesn't, and also to get coaching on those skills that will help us become better leaders. As a long-term member of Rettig ICC, I am extremely pleased that the company has committed this investment in training despite the difficult economic climate. It shows that they are committed to the long-term success of the business, and it is a sign of personal faith that they believe I am worth investing in. "Training is an essential component of our role as managers, keeping

us on track with trends and helping us maintain sharp focus on our skills. Of course it is important that is balanced with our 'day jobs' of selling radiators and maintaining a sustainable business. Personally, my focus now is to implement what I learned at the training, and to give Rettig a return on their investment in me."

MIA HÖGKVIST, MARKETING MANAGER NORDIC

"What I found most useful about the training was the fact that so many colleagues with the same role attended the same course. It meant that as well as absorbing the training material, we could also learn from each other, and take what we learned back to our home markets and implement this new, shared knowledge simultaneously. It is not possible to do that if you attend training by yourself.

"I am proud that Rettig invests so much in training; it is one of the best investments to make, I believe. It's good for people's knowledge-base and motivation, and that in turn is good for the company. I do think that once a year is the ideal frequency for training; I believe that as long as a module has several sessions and enough coursework, then the rest of the time should be spent implementing what you have learned."

MATTHIAS LEMAIRE, SALES MANAGER FRANCE

"It's always good to refresh your knowledge and improve your behavior towards customers, prospects and members of your team. All the techniques, tools and skills we learned at Erasmus University are applicable in our daily work, helping to make us even better leaders. I'm also delighted that Rettig ICC decided to invest the time and money in educating their managers. It is natural that they want to have the best

people for the job, and we are all qualified and experienced managers, but we can always improve by learning the latest techniques and, importantly, by learning from other people's experiences."

JACEK LUCZAK, SALES AND MARKETING DIRECTOR EAST EUROPE

"The transmission of knowledge was excellent. It was most useful to compare the theoretical academic solutions with our daily business approach, enabling us to structure our practical work using academic tools. And the insight we gained from each other was also invaluable. Although we work separately in different markets, with different experiences, and often different approaches, we all found that we could learn from each other, sharing and receiving very useful tips with one another. I also witnessed much inter-generational knowledge-sharing. Our group consisted of directors and managers with more than 15 years' experience in the industry, as well as new younger people. So we had the benefit of experience from one side, shared with the benefit of fresh insight and ideas from the other.

"It was clear from the training that knowledge is dynamic and, in business especially, is never a fixed entity. It is always growing, changing and developing. For Rettig to maintain a leading position in this industry, I strongly believe it has to remain a leader in the education of its people. Personally I believe this could mean making training a process rather than an action, and always provided by leading-edge trainers and academics, focused on inspiring people to do their job even better than they do already."

MARKUS REINER, SALES MANAGER GERMANY

"I went into this training with the goal of making better progress with our field sales force, and I was not disappointed. My expectations were amply fulfilled, and what I found especially fascinating was the systematic approach we saw, and the way my international colleagues perform and deal with business processes. This type of advanced vocational training is very important, because of the incredible rate at which business knowledge becomes obsolete. In future training I would like to see an increased focus on account planning, and tackling the comfort zones of the sales force. We are already seeing positive results as a direct consequence of this training, with increased customer satisfaction and, in Germany, a significant increase in our sales success rate."

JÖRGEN PERSSON, SALES MANAGER SWEDEN

"This was a very important initiative from Rettig ICC in helping us develop and improve our overall management skills. We learned about account planning, coaching techniques, making a more effective working structure, monitoring the sales organisation and naturally, leadership. The masterclass itself was of course central to the training, but there was also a great sense of team spirit, when we worked in small groups to solve problems. What I found most impressive was that although everyone works in different countries, it became very clear that we are all team players, working hard for the same company: geography was not an issue." ■

