

SAMMET REVIEW

Sammet Dampers
Customer Magazine 1/2019



**Growing
faster and
stronger**

page 6

Best today,
perfect tomorrow

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Editorial

Time to say thank you

The last year has been challenging and rewarding. In its 35 year history, Sammet has never experienced such extraordinary growth. Through commitment and hard work, we doubled the number of damper projects and turnover in the last financial year. Demand for our products continues to be very strong and we expect more growth in the coming years from both our marine business and the power industry. Now is the time to say thank you to those who worked intensely and consistently to achieve such a significant outcome.

Firstly, in March, we celebrated the opening of our production plant in Shanghai, China. The Chinese plant has helped with scaling up our operations, which continues to progress as planned. I think the intensity of the past year will recede, somewhat, because the China plant provides the infrastructure needed to accommodate our higher growth. A big thank you goes to Mr. Arto Savolainen and his team in China.

The previous year has also made it clear that our people and partners are among the very best in the damper business. Time and time again they have shown that there is no impediment to accomplishing what we have promised to do. To continuously improve Sammet's operations, we have recruited several new team members in our Jyväskylä headquarters and in Shanghai. In addition, investments in new systems and moving our headquarters to more spacious premises have brought with them more efficient ways of working. My warm thanks goes to the Sammet team for their excellent work, dedication and commitment.

Much of our success and efficiency is thanks to our exceptional suppliers. They provide us with quality materials, components and services, enabling us to build the technologically advanced and tailor-made Sammet products for all our customers around the world. Our year of strong growth required flexibility and commitment to excellence from our suppliers. Thank you!

Finally, a gracious thank you goes out, to you – our valued customers who drive us to do better to meet your damper needs. We at Sammet, want to thank you warmly for your continuing trust in our products and services. We promise to meet future challenges with our usual Sammet focus on quality and efficiency. I am happy to announce that with your support, Sammet has grown to become the leading industrial damper supplier in the world.



Heikki Ollikainen
Managing Director

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About us

Sammet is the global technology leader in industrial dampers. Our Clean Flow damper systems are developed for the benefit of our partners and environment, ensuring maximum energy efficiency and reliability. Our passion is dampers. Our mission is to solve the puzzle for a cleaner tomorrow.



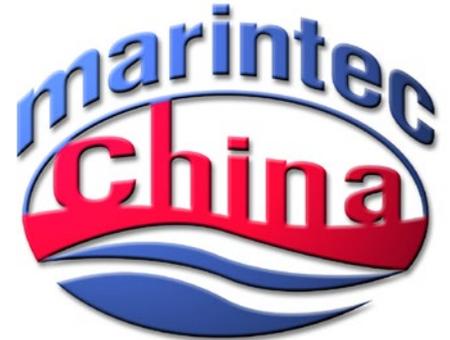
Meet the Sammet team at major marine exhibitions

Kormarine Expo in Busan, South Korea: 22-25 October, 2019

This exhibition caters for international shipbuilding and marine equipment businesses. It is an important forum for global shipping companies and decision-makers, including designers, manufacturers, engineers, technicians and business support functions. We will meet to exchange the latest industry information and contribute to emerging industry trends. Sammet will have its own exhibition stand and we warmly invite you to join us. We look forward to seeing you at the Exhibition and Convention Center in Busan.

Marintec China in Shanghai, China: 3-6 December, 2019

In response to exponential growth of the Asian maritime market, Marintec China brings together major global players to share the latest technology news, valuable experiences, technical information and updates. Sammet will have a centrally located exhibition stand – ideal to meet with our partners and showcase our winning Clean Flow marine dampers. We warmly invite you to join us and look forward to seeing you at the Shanghai New International Expo Centre, Hall No. 2.



KORMARINE 2019
 International Marine, Shipbuilding, Offshore, Oil & Gas Exhibition
 OCT 22 (TUE) – 25 (FRI), BEXCO, BUSAN, KOREA



Sammet's production rapidly increasing **in China**



Our partners from PowerChina and members of the Sammet team enjoying a factory tour in Shanghai. We warmly welcome all our partners to visit us in China.

Sammet's facility in China, Sammet Dampers (Shanghai) Co. Ltd, has been rapidly increasing its production output to meet rising demand. The facility was opened in 2018 in response to growing demand for high quality dampers by the power and marine and shipping industries within Asia. Production began in early 2019, with the first Sammet products being shipped in March. Sammet's China team currently consists of more than 50 employees and we expect that number to grow.

In addition to China, Sammet's European network of quality manufacturing facilities continue to serve our partners in the usual Sammet way. We produce the same high quality Sammet products in all our production plants. The international expansion of Sammet's production activity is part of our commitment to working closer with our customers and reducing delivery times. □

Best today, **perfect** **tomorrow**

Text Sepi Roshan
Photos Tero Takalo-Eskola

Continuous investment in product development is essential in competitive industries. Mr Markus Eronen, Product Development Manager currently leads Sammet's innovation programme. He discusses how the company's tradition of innovation opens up opportunities to provide value and quality for customers.



"As emissions directives get tougher, we need to respond with new technology and meet the demands of customers and industry regulations"

The crisp, blue sky in Jyväskylä (pronounced “u-vas-ku-la”), with only a smattering of white clouds, promises a perfect Finnish day. Mr Markus Eronen, Sammet’s Product Development Manager is excited. His newly established role reflects Sammet’s commitment to its customers and its own growth trajectory. Before working at Sammet, Eronen was a mechanical design engineer designing products for a variety of customers and working on numerous projects. Earlier in his career, Eronen was a production and process worker. Exposure to different manufacturing and production methods sparked Eronen’s interest in how products and processes could be improved. As the sun peaks out, so does Eronen’s enthusiastic smile. “My experience has helped me understand mechanical engineering in a comprehensive way”, he says.

Experience with identifying meaningful improvements and product changes that bring tangible benefits, is imperative for ensuring Sammet consistently produces their leading-edge marine and industry dampers. Customer needs are changing and technology improvements means there are opportunities to meet that demand. For example, the megatrend in the marine industry is to minimise environmental impact. “As emissions directives get tougher, we need to respond with new technology and meet the demands of customers and industry regulations”, explains Eronen. Sammet’s competitive advantage partly stems from their ability to leverage a vast, global network and to apply the latest technological innovations to their products and services. This explains some of why Sammet is the market leader in marine dampers.

Market leaders like Sammet, need to constantly stay ahead of the curve. Fortunately, Eronen enjoys perfecting his technical and practical knowledge to keep Sammet on top. He is undertaking a Master’s Degree in Technology to incorporate leading research and recent developments into his work and keeps a keen eye on industry news. Operationally, regular meetings with customers is routine at Sammet. “We have had many

meetings with our customers to discuss their needs”, confirms Eronen. This is the “Sammet Way” of true partnership – working closely with all partners to find the perfect solution. Many companies fail in their product innovation because there is no authentic, on-going engagement, which is the best way to understand the frustrations and needs of everyone along the value chain. Internally, Sammet teams across the business share their customer insights as part of cross-departmental collaboration. “Asking questions, listening and gathering many views to make appropriate changes to the damper design ensures that everyone involved is satisfied”, says Eronen

One recent product improvement involved the soot cleaning pipes for Sammet’s ship dampers. Slight asymmetries between parts meant that placing the main input pipe into its proper place required using various pipe parts. On investigating the issue, Eronen realised that if relevant parts were designed to be symmetrical they essentially become interchangeable and reduce the range of parts needed. Interchangeable parts makes dampers easier to assemble. Eronen also discovered that symmetrical parts can be used for both right and left handed dampers. This simple design change has had significant benefits for Sammet and its customers. Order management has become smoother and manufacturing more efficient. For customers, the ordering experience is clearer and proposals are handled faster. “This modification will also make maintenance easier because symmetric parts are easier to reassemble and change if needed”, says Eronen proudly. Sammet’s constant attention to product development means that projects are better managed and the overall experience improves for everyone.

In line with Sammet’s commitment to making life easier for its geographically dispersed customers, it has built a state of the art production facility in China. “The production plant is near one of the biggest shipyards in the world so the transportation of marine dampers is now much easier and faster, without compromising Sammet quality”, says



“We are not aiming to satisfy the needs of our customers but to exceed their expectations”

Eronen. However, the Finnish approach of honesty in business never falters and Eronen points out that in this competitive industry, manufacturing in China has also brought its challenges. Eager to highlight how the challenges were overcome with perfect solutions, Eronen shares that “We have now designed dampers that allow us to divide manufacturing into clear subsystems: machining, welding, painting and final assembly”.

Sammet’s continuous investment in product development reflects its ethos of providing value and quality to customers. Improving products and processes allows a shift from providing the best dampers to perfectly meeting the specific and changing needs of customers. “We are not aiming to satisfy the needs of our customers but to exceed their expectations”, Eronen summarises. Maybe this passion for improvement and customer service is the secret to what makes Finland one of the happiest countries in the world. □



From left: Mr. Pekka Junkkarinen, Mr. Mikko Ahonen, Mr. Pertti Mehto and Mr. Joonas Kakkonen.

"It is not just about selling, but really caring about customers and how their needs can be met" - Mr. Ahonen

Growing

faster, closer, stronger

Unprecedented growth and regulatory change has put added pressure on Sammet's sales team to meet targets and fulfill customer needs. The sales team shares how they deal with the intensity of their work, adjusting to new ways of working and guaranteeing customer satisfaction.

The low hum of voices at Sammet's new headquarters in Jyväskylä, Central Finland has an excited tone to it. Customer demand for Sammet's state of the art industrial dampers has led to unprecedented growth for the 35 year old company. In 2019, Sammet will deliver approximately 400 projects – double that of last year and an all-time high. Significant growth requires rapid adjustment and the sales team is busy discussing production capacity at different sites to meet delivery targets. The opening of Sammet's newest production plant in Shanghai, China,

has helped with scaling operations and is a perfect complement to Sammet's European manufacturing base.

It is vital for the sales team to know which production plant will speed up delivery times and reduce freight costs for customers. "Information sharing amongst the Sammet team is integral for helping solve our customers' problems. You have to ask the right questions and listen to understand what they want and what they really need", says Sales Manager, Mr. Pertti Mehto. As head of the sales team, Mr

Mehto focuses on customer relationship management, including overseeing the sales process and contract negotiations. With so many new hires at Sammet, Mr. Mehto's priority is ensuring his team learns how to work and communicate effectively with each other. Luckily, the partnership culture at Sammet means experienced employees are keen to share their detailed knowledge with newcomers.

Mr. Mikko Ahonen, Key Account Manager started with Sammet at the beginning

of May. “My first month was focused on getting to know all the people and their roles, as well as the details about Sammet’s products”, says Mr Ahonen. Sammet sales members are expected to have a good understanding of every aspect of the supply chain, in-depth product knowledge and awareness of market developments. After his induction period, Mr Ahonen took responsibility for process industry and power plant customers. “My role focuses on responding to quotation requests, contacting customers and working with our subcontractors”, he explains.

Providing quotations requires an excellent working relationship with the Sales Engineer, Mr Joonas Kakkonen. The Sales Engineer provides the detailed calculations and pricing for products. “Circumstances can change quickly so clear, concise and constant communication between us is key”, stresses Mr Ahonen. Mr Kakkonen nods in agreement. “Co-operation and open communication build trust, which results in projects being delivered more efficiently”, declares Mr Mehto.

Regulatory changes have complicated matters for customers. On 1 January, 2020 tighter emission controls and limits on fuel sulphur oxide and nitrogen oxide content introduced by the International Convention for the Prevention of Pollution from Ships (known as MARPOL, short for maritime pollution) come into effect. The changes are significant. For example, fuel sulphur content must not exceed 0.5%, down from the current level of 3.5%. These regulations introduce mandatory technical and operational obligations for

shipping companies who must either convert to clean fuel or equip their ships with exhaust gas cleaning systems, known as scrubbers. Clean fuel is markedly more expensive and many shipping companies are opting for regulation compliant scrubbers. Stringent requirements mean customers are seeking products that can withstand any scrutiny. Sammet has successfully provided the necessary technical expertise, quality products and continuing support to help customers meet their regulatory obligations and control costs. The ability to understand and respond to customer needs explains much of Sammet’s tremendous growth trajectory and its position as the market leader in marine dampers.

As the 2020 deadline approaches, every new shipping project requires a shorter lead time. Sammet’s continuous investment in product development and innovation have been helpful in increasing production efficiency. From the sales process perspective, minimising processing time has relied on effective communication. Despite the frantic pace of activity, all tender documents and technical specifications must be precise and accurate which means gathering information from various sources. “We answer queries as soon as possible, but the pricing of unique products is not always straightforward and there are countless variables to consider”, states Mr Pekka Junkkarinen, Group Product Manager. The implication is that there are many partners to speak with and a lot of information to exchange.

Mr Kakkonen nods in agreement again, adding, “I am responsible for placing and handling customer orders on time and correctly into our systems. We must always be accurate in everything

we do, from quotation requests, tender documentation to final shipment, no matter what pressures we have”. If any customer specifications are not met, there is a risk of severe penalties and reputational damage for everyone concerned. The stakes are high and Mr Rami Tammisto, Key Account Manager for the marine industry is working hard attending to his customers’ needs. Mr Tammisto will appear in the next issue of Sammet Review.

Mr Ahonen explains Sammet’s sales approach like this: “It is not just about selling, but really caring about customers and how their needs can be met”. Every team member thrives on building long term relationships with customers and solving problems as partners. “The ability to directly influence a company’s outcomes really motivates me to keep working hard”, reveals Mr Kakkonen. During the early stages of each relationship personal contact with customers and partners is non-negotiable. Once an understanding of how each person works is established, the sales team maintains its connection with Sammet’s expanding customer base through email, skype and other telecommunications. With less need for face-to-face interaction, travel time has reduced drastically allowing greater focus on project delivery. Honest communication also helps with servicing customers efficiently and effectively. “As Finns we prefer all communication to be straightforward and honest so we can take whatever action is required, immediately”, explains Mr Ahonen.

To keep performing in such an intense environment, there must be scope for some down time to re-energise. The solution is typically Finnish. Sauna is a must in Finland – it cleanses the body and clears the mind. “Sauna is a way of life for every Finn”, confirms Mr Ahonen. Everyone’s eyes light up at the thought of sauna but it will have to wait for now – it is time to get back to work. □

“We must always be accurate in everything we do, from quotation requests, tender documentation to final shipment, no matter what pressures we have” - Mr Kakkonen



Q&A

Sammet's experts answer a range of customer questions

Since opening your production facilities in China, do I need to contact an engineer in China to place an order with Sammet?

Sammet Dampers (Shanghai) Co. Ltd. is a manufacturing facility only, responsible for producing Sammet products for the Chinese and Asian markets. Our European customers will continue to be served by manufacturing in Finland, Estonia and Poland and now have the choice of production in China, if it is more suited to their needs. No matter where production occurs, you will always get the same high quality, Sammet product. When placing an order or making inquiries, you will continue to speak with our team of qualified sales personnel who are based at our headquarters in Finland and always ready to assist you. Sammet's working language is English.

You can call **+358 14 3391 650** or send an email directly to **sales@sammet.fi**.

Our business is growing. Does Sammet have the capacity and expertise to provide quality marine dampers to meet our needs?

Sammet is the world's biggest producer of marine dampers by volume. Our dampers and components (e.g. actuators, piping systems, limit switches) incorporate the

most advanced technology available. Since our inception, we have been focused on continuous improvement to meet the changing needs of customers and environmental regulations. Sammet's marine dampers are already used in dozens of the world's biggest ships, giving us the ability to track and monitor actual performance in use to enable continuous improvement. A combination of the most advanced technology and Sammet's quality promise, makes our marine dampers the safest choice for the most demanding offshore conditions (e.g. salt water, humidity, corrosive environment). Our customers have access to a range of standardised marine dampers which have been optimised to the smallest detail. We can also tailor-make a full range of cutting-edge damper solutions for offshore scrubber and catalyst systems, to any specification.

You can call **+358 14 3391 650** or send an email directly to **sales@sammet.fi**.



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