

# Transformation Leadership



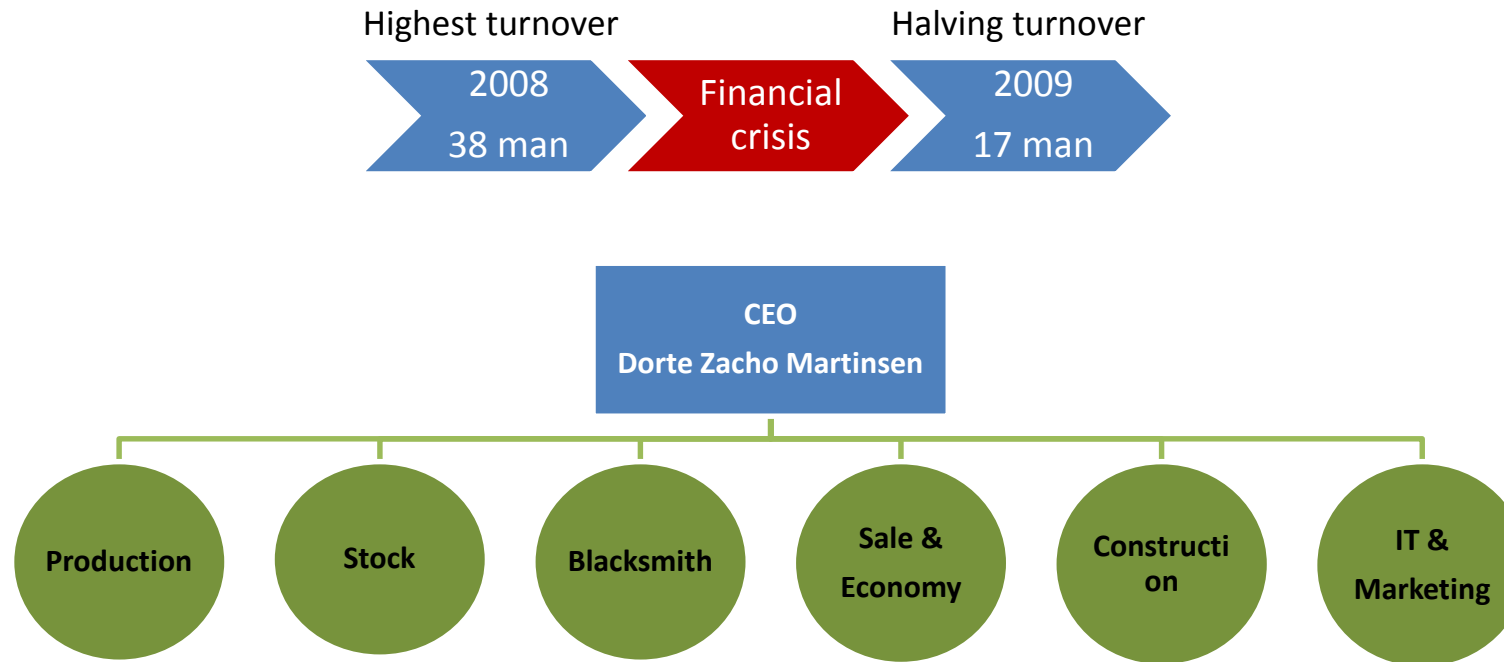
***Dorte Zacho Martinsen***  
CEO, BM Silo:  
2009-2020

*Chairman of the  
Board, BM Silo:  
2021*





# Crisis organization in 2009



- "The customers in FOCUS"
- Risk assessment
- Education of employees
- "Sales – YES, please!"
- Production → LEAN
- Flexible solutions

- New CEO → from Claus to Dorte
- All managements positions are removed
- The sales department are dismissed
- Goodbye to 2000 danish customers and → Hallo to 10 new service centers in Denmark
- Reorganization of employees from production → to administration
- Establishing of Teams

# New vision – New culture



**"All-over"  
profit business**

## Personally

- Make your job exciting
- Participate with positive actions
- Education

## Economy

- Economic profit
- Investments
- Flexible stock
- LEAN/Robots

## Socially

- "Team-spirit"
- Interdisciplinary working groups
- Events
- CSR

## Professional

- Customers
- Suppliers
- Counselling
- Documentation
- Production

**"Play rules":**

• **"Good morning"**

• You have more – skills – than you think..!

• Honesty

• Speak opinions positive...!

• Feel welcome and at work

• Try first - and then ask for help

• "My door is always open"

• Cake



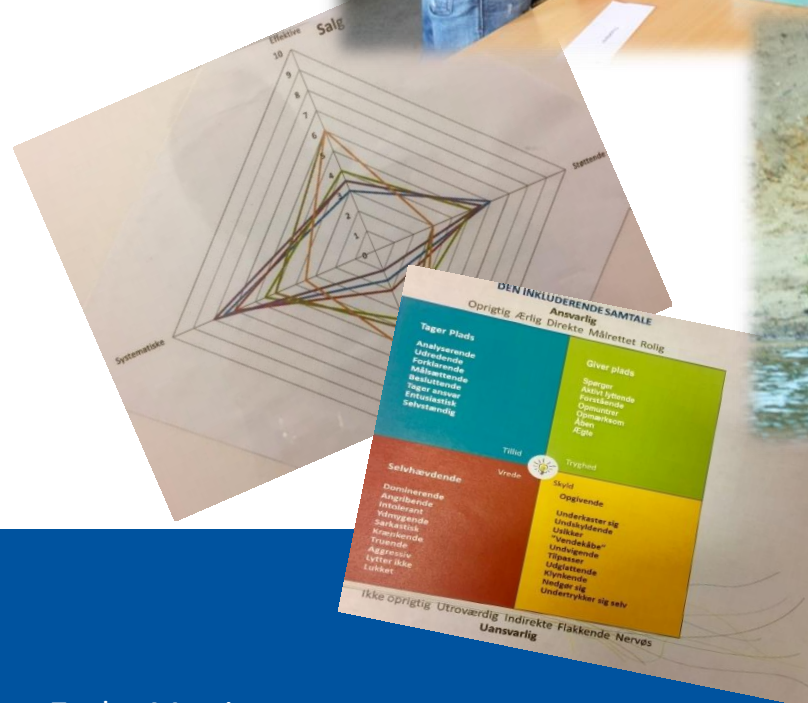
# Innovation driven by employees....???

# We are different... why?



## Work-shop's at BM Silo:

- Teambuilding: *"Our furture workplace"*
- Personality profiles
- LEAN
- 5 S
- German course
- First aid
- Exercise breaks
- Ergonomics course
- And much more....





# ”Spot-a-job-circle”

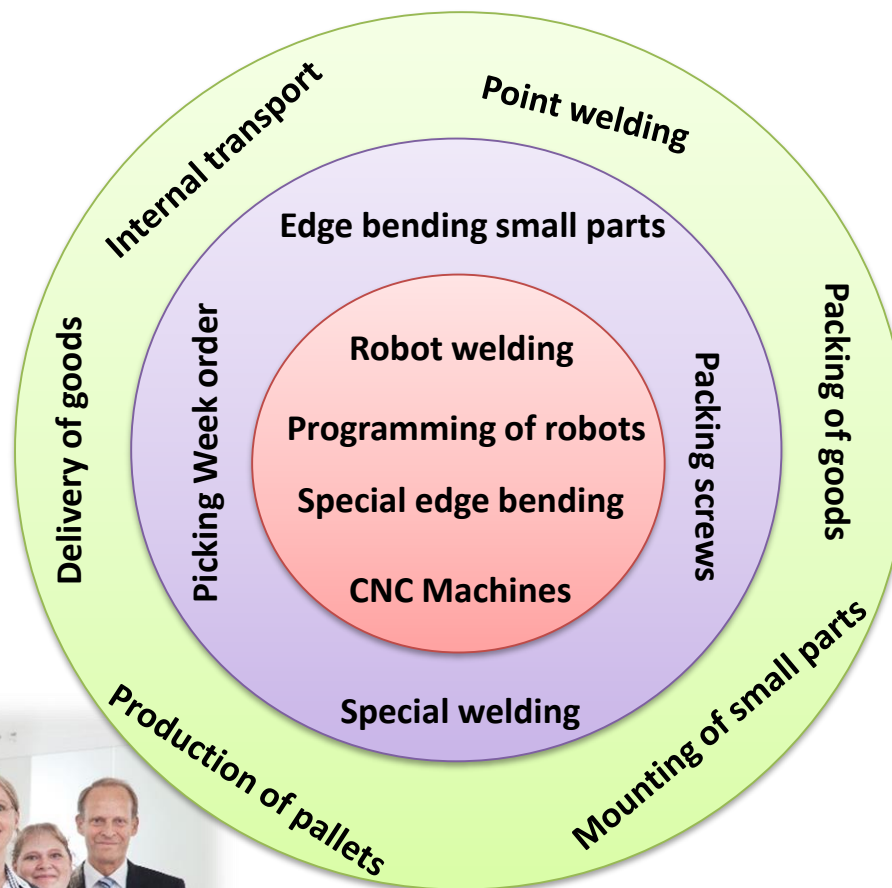


## Mentor supports the young with:

- School periods
- Courses
- Network
- Training of skills
- Spare time
- Skills of social rules

## Important partner:

- Local Jobcenter
- Production & Tech. School
- Municipality Youth Department



Nomineret til CSR  
People Prize -100



# CSR – Mentor - Education



- Hiring young people with difficulties
- Educates unskilled workers
- Students & interns are hired for projects or jobs.
- The local jobcenter helps us recruiting unemployed people – with success...



## Skilles for students at BM

- Office/sales
- Technical design
- IT-Supporter
- Blacksmith
- Storage & logistics
- CNC Industrial operator
- Automatic technician
- Automatic operator



# Involvement of employees



## ***SME projects:***

**"Innovation check" 2010 & 2011**

**"Vitus Vækst" – Export Canada 2012**

**Alexander Instituttet 2011**

**Komp-Ad 2013**

**Acceleratorprogram 2011 & 2014,**

**"Videnskupon" (Scienceproject) 2014**

**Management & Capital ATV-mentor 2014/15**

**Talents in production EU 2014**



**"Care for Young" 2015-2017**

**Automation & IT EU 2014**

**FIF-Strategy 2015**

**FIF LEAN 2015**

**Foreign Ministry – Export program 2016**

**Dubai – Indonesien – Malaysia**

**Foreign Ministry – Export program 2017**

**In the USA – France**

**FORCE Technology - 2018 + 2019**

**SME:Digital 2019+2021**



Dorte Zacho Martinsen





# "The robots are comming"...!!!"

## Project 2011





# Fully automatic production line 2015



**Customer adaptation - Teamwork**



**"Leaning by doing it..."**



*Remember the "blue co-workers"...*





# Universal Robot project 2016



*Innovative young  
employee*

*No fixtur = 2 robots*



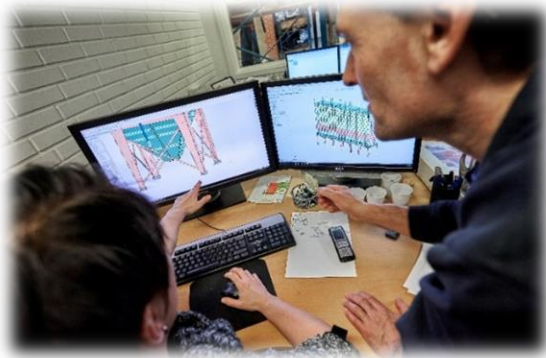
*"Impulse purchases" at the HI fair*



## How hard can it be !



# Finanal crisis solved by joint effort...



Digital CAD + CAM 2012 +2017



OEE 2013 + 2018



Digital stock system 2011 +2021



Bending robot 2019

- Turnover record**  
2013, 2014, 2015,  
2016, 2017, 2018,  
2019, 2020, 2021.

- Increased exports**  
from 50-85 %

- Fully automated**  
and digitised  
production

## The most important asset is your employees...!



# "Dream Team BM"...

*"The robots takes the hard work"  
at BM Silo....*

## Her tager robotterne det tunge slæb

BM Silo har indført robotter i produktionen, og de klarer især de tunge plader, de bukker og sætter sammen hos BM-Silo.

### ERHVERV

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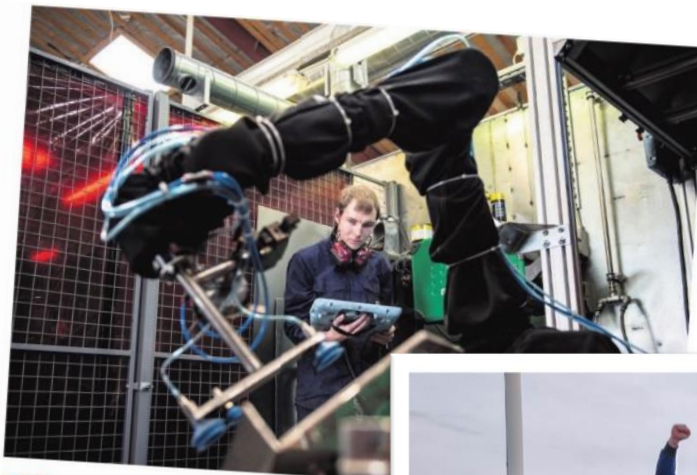
**TVB:** BM Silo startede for 52 år siden med at lave siloer til især landbrug. I dag producerer virksomheden siloer i alle mulige størrelser og varianter, som eksporteres

med robotten - og de testede den på de plader, de bukker og sætter sammen hos BM-Silo.

- Den kunne ikke det, vi ønskede, og derfor søgte vi den igen. Men vi vidste, hvad vi skulle bruge, siger Dorthe Martensen.

I 2013, købte virksomheden

robotterne. - Jeg ville gerne prøve noget nyt - og så fik jeg lov at være med. Det er spændende at være med til at finde løsninger, siger Jacob Pedersen, som kom i smedelære i virksomheden som 16-årig - og nu er i gang med en 6-årig uddannelse.



*Visit by the Minister for Trade and Development  
Mogens Jensen*



*BM Silo had great  
succes with LEAN in  
production*



*50th anniversary and launching of our fully-  
automatic robot line.*



*Nominations from 2013-2021 for:  
Fighter trophy for Turn-a-round, Best LEAN  
workplace, Automatiction with robots, Best  
student workplace, Best robot student, CSR*

*6th grade from the local school is learning  
"everday mathematics" at BM Silo....*

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