

ICC GEARS UP TO TACKLE THE EUROPEAN BREWING INDUSTRY'S CHALLENGES

 ANDERS KISSMEYER, TECHNICAL EDITOR, E-MAIL: ANDERS@KISSMEYER.DK

When we at the SBR became aware that the powerful, St. Louis-based American consultancy group ICC, through hiring former Danbrew CEO and Alectia Director Anders Hummer, is embarking on an ambitious venture to enter the European brewing consultancy market, we obviously found this news so interesting that we had to investigate and report on it further. From the press release issued by ICC on this occasion, some additional comments from Anders Hummer and a 'long distance interview', your technical editor has compiled the following.

In the shadow of the majestic St. Louis Gateway Arch, ICC Management has spent the past 26 years building a solid track record of engineering success stories. Originally launched by four Anheuser-Busch engineers, ICC's expertise in the brewery industry remains strong. However, as the company has grown and expanded, it has branched out into additional FMCG (Fast Moving Consumer Goods) industries. Along the way, ICC has hired new specialists, product managers, engineers and developers to help assist its clients through the 21st century and beyond.

Today, the company's client list spans the globe, and ICC has established a foothold in the manufacturing world as an important player and partner for companies, regardless of whether they are looking to shape a long-term investment plan or adjust a single packaging line.

Anders Hummer joined ICC as a Partner on January 1, 2013. In addition to Anders Hummer, the partners of ICC now include Mike Robson, President, and Alex Alexandrov, Partner, who joined ICC in April 2012. 'I am pleased to have completed the transition of the Partner structure of ICC and feel confident that the new group of partners can secure the continued growth and development of the company', says Mike Robson, 'Anders brings new competencies and solid experience to the management team, in addition to his knowledge of the best-in-class international operating methods of larger engineering firms. This will definitely boost the development of ICC with

regards to key account management, competence development and quality of services'. Anders will focus on establishing an international platform for ICC in parallel with the ongoing development of business activities in the United States. 'I am very grateful to be able to join such a dynamic and successful company where the clients' interest is the most important focal point', says Anders Hummer, 'At ICC we have a unique value proposition for global customers – industry specific process engineering competences combined with strong project management skills – all at a more reasonable cost than I have experienced elsewhere'.

Recently, I asked ICC Partner Anders Hummer to take the time to answer a few questions about the ICC's range of capabilities and their plans for future growth outside USA in the global markets, including as a novel strategy the Scandinavian and Nordic markets.

SBR: When do you expect to be able to offer your full pallet of services to your Nordic and other multinational customers in the brewing industry?

Anders Hummer (AH): ICC is ready to go at this point. With a strong team and a solid vision for the future, we're fully geared up to offer a full suite of services internationally. We've partnered with international engineering firms and have hired additional team members with extensive experience working

HOW WE DELIVER

ICC'S HEDGEHOG CONCEPT

"We deliver projects to selected industrial clients where we can be the go-to-partner"

TRANSLATION:

"Hedgehog Concept..." Jim Collins:
Good to Great – The One Big Thing that will allow us to transition ICC from a Good company to a Great company"

**BUSINESS
ACUMEN**

**DELIVERY
MANAGEMENT**

**PROCESS
ENGINEERING**

WHAT DO WE DELIVER?

"We deliver Process Engineering projects with optimal impact"

TRANSLATION:

"..optimal impact.." – Our projects needs to have an optimized impact for the money spend by our clients"

ICC itself describes its business idea as shown in the figure:

on international projects. We have the capabilities to provide our full pallet of services starting with clarifying the technical and business rationale for given projects all the way through to ensuring that implementation is sustainable, and that the projects are delivering the stated technical and business results. ICC's detail design capabilities within automation and Mechanical & Electrical engineering ensure that we engineer and implement lasting results that are based upon hands-on operational experience.

SBR: Can you be more specific about which services ICC offers to the Nordic and multinational brewing industry?

AH: We offer both collaborative advice and engineering. Some consultants just give clients directives and leave them to execute independently. We believe our value lies in our dedication to providing a complete solution. We work with our clients to identify opportunities within their organization that will increase efficiencies, improve processes and increase profitability. We clearly explain why acting upon our recommendations makes good business sense, showing them where tangible Return-on-Investment can be recognized, and we then design solutions that will deliver as promised. Finally, we can manage the build-outs, employee training and the process implementation in order to ensure success. Clients can start with a 'Fitness Assessment' that allows them to understand what improvements and/or changes are needed

as well as what is possible without making a long-term, high-budget commitment immediately. These assessments define exactly how our clients can make their operations more cost effective, and to provide smoother transitions, we incorporate shared risk, as well as shared reward implementation models. We also provide strategic master planning of client facilities to ensure that site developments are carried out in a logical, step-by-step manner. The main point is that ICC maintains responsibility all the way through implementation, making sure that the newly installed equipment is performing as it should to deliver the results promised.

SBR: Are there any areas that you wish to highlight as areas where ICC offers competencies that clearly beat what the Scandinavian consultants can offer?

AH: It is hard to compare 'apples with pears', but two things which I believe differentiate ICC from its competitors is the operational experience upon which the process engineering capabilities are based, and secondly the generally lower costs of services. The operational experience comes simply from the way that ICC has operated through its 26 years, where technical design developed by ICC has been done in conjunction with suppliers in contrast to more high-level engineering firms. ICC's lower cost of services is a function of the global competition which all Scandinavia companies are faced with, aggravated significantly by the high costs of living →

and running a business in their part of the world. This naturally makes the Scandinavian domiciled companies more expensive compared to their international competitors. Additionally, ICC is managed based on the simple belief that every individual has both project and managerial duties, which takes the overheads down to an absolute minimum.

SBR: How do the qualifications of your consultants cater specifically for Scandinavian and Nordic needs and conditions – do you have any people on board with specific Scandinavian and Nordic experience?

AH: ICC delivers to any client through a combination of permanent staff and what we call 'fit-for-purpose' consultants, which enables us to deliver the unique know-how required for any particular job. This unique know-how can be recent experience in either Green-field or Brown-field projects which can be required during a Value Engineering exercise, or it could also be specific local understanding for a project. Additionally, among the current permanent ICC staff, we have consultants on board who have spent several years in the Scandinavian brewing industry with experience from Carlsberg Breweries and Danbrew A/S.

SBR: The industry in our region is undergoing some fundamental changes during these decades. Is ICC tuned to address the needs of the craft-brewing segment?

We are very passionate about giving the craft brewers the tools they need to create the wonderful brews that they are dreaming up. This means rolling up our sleeves to work with the small breweries. We're not just going to give them equipment that is thrown together, but instead it will be thought out to fit their specific needs and installed for maximum operational efficiency. With craft breweries, even more so than with any other, cost is crucial. So, we actually do all the detailed design and implement the solution with our sleeves rolled up. We don't mind getting our hands dirty to ensure success regardless of whether our client is producing in small batches or turning out millions of bottles a day.

Anders Hummer (recently named a Partner at ICC) draws on 20+ years of international management and consulting experience and is educated in Chemical Engineering, Master Brewing and Business Administration. Previous employment includes a partner position at the Alfred Jørgensen Laboratory and international management positions at Danbrew A/S and Alectia. Anders also obtained management experience from Carlsberg Breweries and GlobalBrewer. ▽

