



As featured in
The CEO Magazine
For more info visit
theceomagazine.com



RAISING THE Standards IN ROOFING

Icopal Group delivers high-end products for flat and pitched roofing and offers a broad range of services such as installation. With more than 160 years of experience, Icopal is setting the global benchmark for the industry.

Images courtesy of Icopal, Iwan Baan, and Stephan Falk

Ole Rosgaard, Group Managing Director in Icopal Group, has had experience with companies in the US and the UK before joining Icopal Group. In the UK, he built up a window company from zero turnover to approximately €50 million in sales, and in Icopal he has been delivering EBITDA improvements in excess of €25 million by creating best-practice models.

For Ole, developing high-performance teams is the cornerstone of a forward-thinking, global manufacturing company and an essential tool for a dynamic CEO. He joined Icopal in 2005 and has helped the group grow into a leading global roof manufacturer that operates in more than 90 countries with almost 40 factories worldwide, and a workforce of almost 4,000 people. Icopal projects include the Allianz Arena in Munich, the UN building in New York, and the Louvre Museum in Paris.

Icopal Group has a history of acquisitions, which has expanded

the company's footprint into new markets globally. Ole has been instrumental in developing numerous business regions for Icopal. "I have done successful turnarounds in major SBUs [strategic business units] in the Netherlands and the UK and returned two others to former profitability.

"In the past, in a quest to turn around underperforming businesses, leadership has gone away from the core business and tried to find the Holy Grail to achieve quick salvation, but this meant steering the businesses away from what we have been for 160 years. We are a roofing company and we're one of the biggest in the world. When companies go hunting outside their core competencies they take attention away from what they are best at, and importantly their most prized asset—employees and loyal customers—ultimately accelerating their own demise.

"As these business units steered away from their primary activities, leadership teams have also been

dragged along into these side—and sometimes strange—business areas. What we have done in each company is basically to get the business back to its roots and to its core business. Every time this is done, we have found the majority of the managers are engaged and competent managers; most of whom are still with Icopal Group and are very successful.

"Every time we have realigned the strategy or realigned the business into what we're good at, we also spent time developing and communicating with the management teams. Creating a motivated team is fundamental to the realisation of any vision, mission, goal, or change. My style for developing a motivated team is to be supportive yet empowering. This is how I drive profitable growth. I cultivate and lead team members to career advancement by investing time and education but also by expanding their areas of responsibility outside their comfort zone so that they must strive to achieve set goals. When leadership shows that they value >

"We are a roofing company and we're one of the biggest in the world. When companies go hunting outside their core competencies they take attention away from what they are best at, and importantly their most prized asset—employees and loyal customers."

- Ole Rosgaard



According to Ole, Icopal Group's flat structure has been paramount in creating a culture of teamwork and directness. "Since we have been owned by different private-equity firms for years, we don't have a huge hierarchy. For instance, in management terms, we are very small; we don't have an army of secretaries and we don't have a lot of layers. We are very focused, customer- and process-oriented and very direct, not only with issues but also with each other. We don't do politics; we say things as they are. I see that in many places in the group and that's probably a hallmark of our global business."

their employees by supporting them in the right ways then the motivation comes automatically.

"We work with the warrior versus victim philosophy, promoting a proactive behaviour amongst our managers, and encouraging them to make a choice. To me, it is

important to identify and promote the behaviours that lead to success. Daily, we must make choices and ultimately, take personal responsibility for the consequences. Helping an employee make the right choices and experience success is an important function of my role."

Despite Icopal Group's long history, Ole joined the company and set about defining the organisation's values and vision. "When I started more than nine years ago, the company was not value driven and it was very silo oriented. My priority was to bring down the silos and centre the organisation around a common



"We have almost 100 people in our group R&D function, working on new products, new raw materials, and solutions to today's issues."

- Ole Rosgaard

goal. So, I started by creating a compelling vision together with the managers and set about defining the core values of the organisation.

"We went in and analysed our past successes, and then brought the core values up to the top, defined them, and spread them throughout the organisation. This process unified and focused the team. With the invigorated and top motivated Danish team we increased our EBITDA by more than 52 per cent over the following three years. Now, nine years later, when you go into most of our companies, you can see the core values on the wall, being acted out, and you hear people talking about integrity and customers, which are two of our core values."

The Icopal Group invests heavily in its employees' training and development. "For instance, at the moment we're focused on annual appraisals for everybody. That doesn't just mean doing my annual appraisals with the managing directors that report to me; it also means that the foreman in production holds appraisals with the guys on the line. It may not be for two hours, maybe only half an hour, but the fact that people have the opportunity to give and receive feedback and plan future development is important to us. >

"For two decades Icopal and Huhtamaki Films have been collaborating successfully on customising products for market and customer needs. Both companies focus on innovative products for different applications. Huhtamaki Films and Icopal are internalising the concept of Collaborate + Innovate." - Markus Peske, Sales Director Industrials EMEA, Huhtamaki Films

HUHTAMAKI FILMS

COLLABORATE + INNOVATE

Where will your next product innovation come from?

Partnering with you to deliver market success

We work with you to turn challenges into opportunities and ideas into reality.

Switch on to collaborate + innovate
www.collaborate-innovate.com

Glass Textile Solutions for Reinforcement

We Strengthen Your Position in the Market



Roofing



Thermal insulation



Construction boards

www.adfors.com

©CertainTeed (USA) - ©Isover (FR) - ©George Mayer-Fotolia.com, ©rossler-Fotolia.com





HERBST

TRANSPORTE GmbH

Quality in
transport + logistics

- fleet > 100 trucks
- warehouse > 80.000 m²
- turnkey logistic projects
- herbst-fullservice-logistics



Laubanger 24 · 96052 Bamberg · Germany
Tel. +49 (0)951/9 66 26-0

www.herbst-transporte.de



“We do a lot of in-house leadership seminars; in the past 12 to 16 months, we retrained almost 200 managers in leadership. We have specialised leadership programs that we send our talent to, we always try to promote from within when we can, and if you look at our group and the average tenure of our people, I don’t think I’ve seen so many 40-year anniversaries as I’ve seen in Icopal before.”

“Developing leaders is critical for our business, so I have developed a no-nonsense leadership program, and delivered this to the leaders and talents in the companies that I have been responsible for. This program was so successful that the entire group has now adopted it; and in the past 12 to 16 months, we have trained almost 200 managers in best-practice leadership. We have also introduced a training program in transformational leadership focusing on the personal development of our talent.”

“When people come here, they tend to stay. When I look at our group and the average tenure of our people, I see more 25- and 40-year anniversaries than I have ever seen in other companies. I think the fact that people stay for such a long time when they come to work for us is a great achievement for our group.”

Icopal has had a strong history for innovative solutions and products. “One thing that has always kept us in front of the game is innovation—it’s something that we focus on every day. For instance, we have almost 100 people in our group R&D function, working on new products, new raw materials, and solutions to today’s issues. We have developed a list of megatrends that we believe will occur in the industry over the next 10 years, and we proactively gear our R&D to come up with products that address these trends.”

“Icopal has never hesitated to work with family-run SMEs. The direct and personal contact with the decision makers characterises the decades we have worked together with trustful cooperation.” - Frank Herbst, Executive Director, Herbst Transporte

thecomagazine.com



fact, we treat most of our suppliers as partners in business, and therefore have dedicated lead buyers on our most important raw materials. We have regular meetings all over Europe with our key suppliers, just like we have with our customers.”

Collaboration is also vital to Icopal’s customer relationships. “As the CEO for central Europe, I go out of my way to meet with our top 25 customers two or three times a year. I do this so that I receive direct feedback and have my finger on the pulse of what’s going on in the market. As ‘customer’ is one of our core values, customer visits are an important way of me living the values.”

Icopal Group has the ambition and capability to become an international benchmark in the roofing industry. The future will see the company increase its capacity through further expansion and new technologies. “We have a very clear vision: we want to be the world reference in waterproofing technology. So, when a Japanese architect is specifying a waterproofing solution, he would automatically think, ‘I want a standard that only Icopal can deliver’. When an architect anywhere in the world starts using Icopal as the benchmark for their buildings or roofs, then we have reached our goal.”

Technology has also played a substantial role in Icopal’s growth. “In terms of the product as such, Icopal has invented a number of new technologies which add unique features and benefits to our product lines. On the production side, we invest significantly each year in new factories and new technologies to keep a competitive advantage.”

“If you look at our newest production plant in Bamberg, Germany, we built this plant ourselves, we do the technology ourselves, and we have accumulated great experience in that. When you look inside our plants you’ll see the very latest production technology, not only in terms of the raw materials we use, but in terms of how we treat the raw materials, how we mix them, how we produce on our production lines. And I think that is a big element of what has kept us at the forefront and has driven prices down.”

“As an international business, Icopal Group seeks long-term relationships with its suppliers. In

World class in high performance technical textiles

Bonar is a leading producer and supplier of high-quality synthetic nonwovens, wovens, three-dimensional polymeric mats, construction fibres and composites for agro, automotive, building, civil engineering, filtration, flooring, industrial and roofing applications.

 **Bonar**
partners in performance

Bonar B.V.
P.O. Box 9600 / 6800 TC Arnhem / The Netherlands
T +31 85 744 1300 / F +31 85 744 1310
info@bonar.com / www.bonar.com