



Active around the world

Hubert Mildner and Ulises Lorente are our two team members responsible for subsidiaries and distributors at EVVA. Their working life is dominated by travelling, conference calls and handling the most diverse cultures.

Ten subsidiaries, supplying EVVA products in 11 countries plus distributors in 48 countries – how do you organise collaboration and most of all make sure that we are all working towards the same objectives?

Mildner: In this context we closely follow a certain structure. The key to continuous development is our corporate strategy that profoundly involves all departments with the objective of preparing them for a successful future. We operate our own strategies for products, HR, financial matters and production. They define how we want to configure the future and this alignment forms the basis for annual plans that are also binding for subsidiaries. The corresponding framework agreements, product portfolio or pricing complement these strategies. This is how we aim to meet the financial targets specified by management.

How do you communicate with subsidiaries and distributors on an everyday basis?

Mildner: Here, we follow a clearly defined process too. We hold weekly video conferences with subsidiaries.

In this process, we mainly focus on exchanging information about marketing promotions, new products or sales plans. As part of monthly web reporting, each subsidiary provides the current business development figures for the corresponding budget. Consequently, we are always informed in detail about the current development and can intervene when necessary. We organise special subsidiary conferences twice a year. Furthermore, some subsidiary managers have been integrated into EVVA's strategy team to actively participate in this forum.

Lorente: Different rules apply to communication with distributors as they are external partners. We primarily focus on a direct face-to-face contact. For myself and my team this means around 60 travelling days per year. However, we also welcome customers to Vienna for training sessions or meetings. Any other necessary issues will be discussed via email, phone and video conferences. Maintaining a high presence at international trade fairs in regions important to us is also a paramount factor. We cultivate and foster not only existing business contacts, but also aim to conclude new partnerships.





»EVVA follows the strategy of a project-based partner sales: from a certain project size the EVVA sales team will support planning stages. Customers then deal directly with our partners«

Hubert Mildner, International Sales Division Executive at EVVA

Does establishing a subsidiary mean there will be no partners or distributors in a certain country?

Mildner: No, not at all, our partners are an essential part of our company. They are on site, are familiar with local conditions and have also been trained so that we can rely on successful project implementation. We also operate on the same basis within Austria. In most cases we collaborate with partners to also safeguard aftersales services, such as maintenance, battery replacements, etc. for customers.

Our partners operate in countries that may seem a little exotic to us Europeans. How do you avoid misunderstandings on the basis of country-specific circumstances?

Lorente: My team and I consider ourselves to be representatives of our

partners from other cultural backgrounds. We aim to mediate between our customers' and markets' sometimes unconventional demands and central European expectations within EVVA. In many cases it's about closely analysing our partners' expertise: many can rely on plenty of skills, even without factoring in EVVA-specific training sessions. In this context, we need to ask ourselves whether the performance is up to standards. Can different skills compensate for the deficit in other areas?

Mildner: By moving these regional characteristics to the top of the agenda we can manage collaboration throughout the company. Elements that are customised products in Austria may be standard in other countries or regions. In this context we need to watch out and most of all consider both the

Hubert Mildner, International Sales Division Executive, and Ulises Lorente are familiar with the challenges of an international company like EVVA

advantages and disadvantages – and obviously figure out the costs.

Internationalisation and globalisation are everyday buzzwords. Do you have the impression that legal framework conditions foster this development?

Mildner: On the contrary, administrative costs are on the up. Nowadays we must comply with even more stringent export checks as part of export compliance. These include: who is actually ordering? Are there any inconsistencies? We also need to take into account current embargos.

Lorente: We always need to keep Dual Use trade controls in mind. It all centres around the question whether our products could also be used for military purposes. Especially in terms of electronic solutions this is often very hard to rule out because microchips are so versatile.

Mildner: I am confident that our jobs will continue to be very diverse. ♦

PORTRAIT

Hubert Mildner

Joined EVVA in 1998 as an economics student

 Group Sales Division Executive at EVVA Group, specialising in strategic issues

 He enjoys travelling professionally and privately.

Ulises Lorente

Born Madrid/Spain

 Came to Vienna in 2007 as part of a graduate exchange programme and never left again because he found the love of his life here

 EVVA Regional Sales Manager CEE/SEE since 2009, Export Manager since 2012

 In his spare time he likes to spend time with his 14-month-old daughter. He has been practising hard ever since he took some time off when she was born.