

Insights

THE MAGAZINE



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IN GERMANY



Factory N°09: Villeroy & Boch's new office and conference centre in Mettlach

EDITORIAL



Dear Readers,

Our world of work is changing - the traditional model of working alone at a desk all day is now more the exception than the rule. Instead, our working day tends to consist of a number of different activities. We increasingly find ourselves working on projects and in interdisciplinary teams. This is why it is extremely important to offer the employees of today a working environment that gives them the right conditions for every task.

This is what we have achieved with the inauguration of our new office and conference centre at our headquarters in Mettlach. Factory N°09 - a former factory building - is home to a new working environment that offers the right space for every task. Our employees can take advantage of state-of-the-art group work areas and project rooms for teamwork, Skype rooms for teleconferencing, silent rooms for concentrated work, and numerous areas for networking and the spontaneous exchange of ideas. The latter

was particularly important to us in designing the building, as new ways of thinking and creative ideas are inspired by unplanned communication in particular.

There is no doubt in my mind that any company wishing to retain qualified employees and attract new talents needs to offer them a state-of-the-art working environment - and Factory N°09 represents an important step forward in this respect.

This year's Insights magazine paints a picture of the new world of work at Villerooy & Boch (page 6). I hope you enjoy reading this and all the other articles contained in these pages.

Yours

A handwritten signature in blue ink, appearing to read 'F. Göring'. The signature is stylized and fluid.

Frank Göring

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A MODERN OFFICE CONCEPT AT THE FORMER FACTORY

The ideal workplace for every task: With this aim in mind, Villeroy & Boch has opened its new office and conference centre, Factory N°09, in Mettlach and completed an important element of its “Mettlach 2.0” site development project. Modern workstation concepts promote innovative, creative thinking and facilitate the cross-departmental transfer of expertise.

Only the name, Factory N°09, suggests that this was once home to warehouses and production facilities. The new building replaces traditional office structures with a wide range of workstation concepts. Open spaces and varied working areas promote communication and cooperation among all employees.

The centrepiece of the building, which covers more than 4,000 square metres across three floors, is a large oak staircase in the new entrance area. It connects the ground floor to the upper levels and ensures visibility between the floors. But the staircase is more than just an eye-catching meeting point. It also symbolises the new working environment created by Villeroy & Boch at Factory N°09, which is characterised by open communication and creative exchange. Three zones – “marketplace”, “working” and “networking” – provide working space for more than 200 employees from the various communication departments in the areas of marketing, the online unit, PR, and product development and management.

“I am proud that we have created a modern working environment for our employees with the completion of Factory N°09. We are promoting networked cooperation, communication and the exchange of in-

formation in a variety of work and project spaces, particularly across departmental and divisional boundaries,” explains Frank Göring, CEO of Villeroy & Boch AG. “Factory N°09 offers the right space and the right working situation for every task. For example, teamwork can be done in group work areas and project rooms, the silent rooms are suitable for work requiring a high degree of concentration, and the networking spaces can be used for temporary work between two meetings or for exchanging ideas.”

In order to meet the requirements of a modern office concept, the company worked with more than just its own in-house architects and planners. “When it came to designing the workspaces, we also drew upon the expertise of leading office specialists. This allowed us to create areas that are suited to every task,” explains Dorothea Ott, who played a central role in shaping the new Factory N°09 office concept for Villeroy & Boch.

CEO Frank Göring:

“OUR EMPLOYEES ARE OUR MOST VALUABLE ASSET. WE WANT TO OFFER THEM IDEAL WORKING CONDITIONS AND ATTRACT TALENTED PEOPLE FROM ALL OVER THE WORLD TO METTLACH. I HAVE NO DOUBT THAT FACTORY N°09 REPRESENTS AN IMPORTANT STEP TOWARDS ACHIEVING THIS AIM.”



THE WORKING AREAS

Factory N°09 aims to promote flexible, project-based cooperation by eliminating the concept of designated desks. The desks are electrically height-adjustable to allow them to be used while standing. The building also offers excellent acoustics: Small separating walls between the desks, the carpeted floor, sound-insulated ceilings and felt curtains

around the open project areas all help to regulate the sound level. For more intensive calls and conversations, Factory N°09 offers telephone booths and Skype rooms with large monitors and wide-angle cameras for video-conferencing. Project and conference rooms with writeable walls and big flat-screen monitors have been installed for meetings and

creative teamwork. And employees can make use of silent rooms when they need to write, do design work or create a presentation in peace.



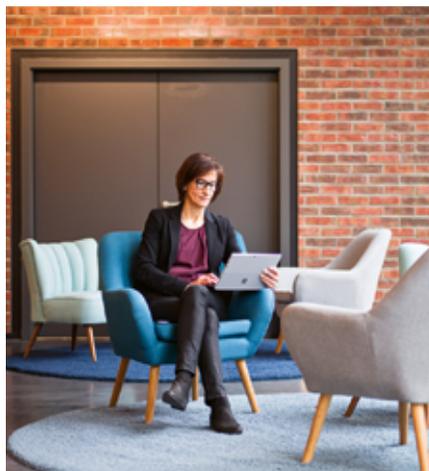
THE NETWORKING SPACES

It is common knowledge that around 85 percent of all innovations result from spontaneous communication rather than a planned exchange of ideas. This is why the creation of networking spaces was a high priority. With temporary workstations, tea and coffee stations and a lounge area, the networking spaces are suited for quick work between two meetings, as well as providing an informal place to encounter colleagues and spontaneously exchange ideas over a coffee. They have been installed centrally in areas with plenty of footfall, such as by the staircase in the upper floors of Factory N°09, and they all come fitted with power sockets and USB ports for charging laptops and other devices.



THE MARKETPLACE

The centrepiece of the ground floor and the mezzanine level at Factory N°09 is the “marketplace”. This area, which extends around the central staircase on the ground floor, can be used by all Villeroy & Boch employees. On the ground floor and the mezzanine level of the marketplace, they can relax and do work between meetings or participate in one of the employee events that are held there. The marketplace features an “arena” with two levels of seating and a writeable wall, as well as wood-edged meeting alcoves, telephone booths, and four large conference rooms on the ground floor.



FACTORY N°09 – LEADING THE WAY IN ENERGY CONSUMPTION

Factory N°09 is fitted with more than 550 measurement and control elements. They form part of a building control system that is used to centrally control the temperature, oxygen levels and lighting in the building. The temperature is regulated using around 25 kilometres of underfloor heating pipes. What makes the building special is that the water used to heat it in the winter and cool it in the summer comes from the company’s own well.

The windows are automatically shaded in strong sunlight. Sensors also continuously monitor the oxygen concentration in the air. If the CO₂ level gets too high, more oxygen is added via a ventilation system.

**INNOVATIVE
IDEAS
NEED
SPACE.**



The toilet facilities in Factory N°09 are a particular highlight. No two bathrooms in the building look the same. There are a total of seven toilet facilities – all of them fitted exclusively with Villeroy & Boch products, of course – and designed using themes developed specially for Factory N°09, with matching music: from energy boost rooms with strong colours or a metallic look through to the zen garden and an Amazonia or jungle bathroom.

Mettlach 2.0:

**THE AIM IS TO MODERNISE THE APPEARANCE
OF THE TOWN, MAKE METTLACH A
MORE ATTRACTIVE DESTINATION FOR
SHOPPING AND INDUSTRIAL HERITAGE
TOURISM, AND CREATE MODERN WORKING
ENVIRONMENTS FOR VILLEROY&BOCH'S
EMPLOYEES.**

THE VISIONARY "METTLACH 2.0" SITE DEVELOPMENT PROJECT

Villeroy & Boch and Mettlach: A company and a location that have been inseparable for over 200 years. In 1809, Jean-François Boch purchased the former Benedictine abbey, which had been extensively damaged during the War of the First Coalition from 1792, and restored it. The Old Abbey is still home to the company's headquarters today. With the company's success leading to a need for increased production facilities, a dense network of buildings soon arose on the site of

the abbey. The redevelopment of the headquarters is a central element of "Mettlach 2.0", a visionary site development project initiated by Mettlach municipality and Villeroy & Boch. The aim is to modernise the appearance of the town, make Mettlach a more attractive destination for shopping and industrial heritage tourism, and create modern working environments for Villeroy & Boch's employees.

"NEW WORK"

"New work" is often mentioned in the same breath as phrases like "open-space office", "clean desk" or "desk-sharing". The amount of time spent working at a desk is decreasing and interdisciplinary, cross-departmental project work is becoming even more important. Alongside traditional desks, Factory N°09 contains project rooms, Skype and meeting rooms, think tanks for concentrated work,

temporary work areas and places to engage with colleagues in spontaneous communication. After all, innovative ideas need space. A change of perspective and an exchange of ideas with colleagues from other departments or teams is often exactly what it takes to inspire creativity.

FACTORY N°09 IN FIGURES

4,500

square metres
of office space

203

employees in
Factory N°09

12

departments

444

seats

8

Skype rooms

25

kilometres
of underfloor
heating pipes

60

meeting
locations



Blog: Frau Herzblut
Country: Germany
Number of fans: : 508,000 (blog), 52,000 (Instagram)
Collection: Wildrose combined with Colourful Life and Artesano



#VBCLASSICS: THE REVIVAL OF TABLEWARE CLASSICS

*Bloggers are today's online opinion leaders.
Six-digit fanbases are by no means a rarity.
Capturing the imagination of these stylish,
trend-aware fans is the aim of creative partnerships
like Villeroy & Boch's #VBclassics campaign.*

Highlighting traditional tableware collections in a new and modern environment - this was the task of the international blogger campaign launched by Villeroy & Boch in September with lifestyle bloggers from five focus markets: Germany, France, the UK, the USA and Japan.

From rustic afternoon coffee to cosy picnics and colourful late summer fairs, the bloggers were encouraged to use their imagination to

the fullest. Old Luxembourg or Wildrose were given a cool, modern look that inspired numerous fans and followers of the bloggers.

And “numerous” is the word: On Instagram alone, the bloggers involved in the campaign have around 1,2 million followers between them, with their posts being liked 27,000 times. More than 600,000 fans and followers were also reached via reposts to Villeroy & Boch’s Instagram and Facebook accounts.



Blog: The Lovely Drawer

Country: UK

Number of fans: 109,000 (blog), 24,000 (Instagram)

Collection: Old Luxembourg combined with Artesano and a vase from the Verso collection



Blog: Our Food Stories
Country: Germany
Number of fans: 971,000 (Instagram)
Collection: Petite Fleur



Blog: Coco + Kelley
Country: USA
Number of fans: 53,000 (Instagram)
Collection: Audun combined with Colourful Life, Boston Smoke glasses and cutlery from the S+ series



Blog: The Other Art of Living
Country: France
Number of fans: 6,000 (blog), 54,000 (Instagram)
Collection: French Garden combined with Clever Cooking



Blog: Rainbowholic
Country: Japan
Number of fans: 27,000 (Instagram)
Collection: Old Luxembourg combined with Pasta Passion

VIRTUAL REALITY FOR THE HOME

The Online Bathroom Planner from Villeroy & Boch lets people design their new bathroom from the comfort of their own home. The popular planning tool was expanded in 2017. Thanks to virtual reality, users can now experience their dream bathroom in three dimensions.



Villeroy & Boch is the perfect partner for people who want to design their bathroom on their computer or tablet. The intuitive Online Bathroom Planner tool has already been used to plan countless bathrooms. “We want to let customers experience their new personal dream bathroom as realistic as possible,” explains online marketing manager Volker Krumrey. “After they have planned their bathroom, they are given a floor plan, a 3D view and a checklist and product list to print out. We have also enhanced the Bathroom Planner so that users can experience their bathroom in three dimensions.”

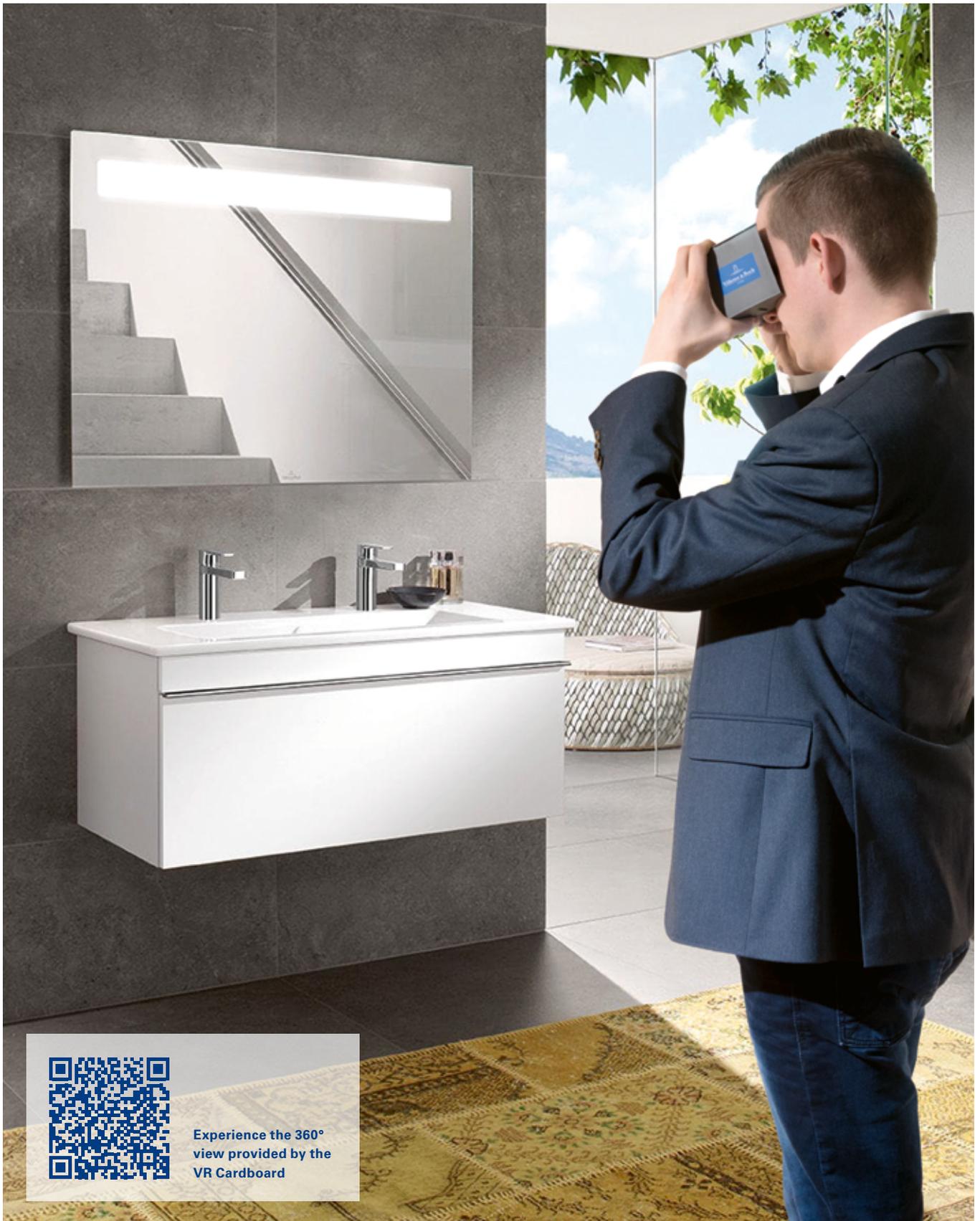
And all thanks to virtual reality. Since March 2017, users who have planned their

bathroom online have been able to order “Virtual Reality Cardboard” free of charge: a high-quality cardboard viewer with two lenses that combines with their smartphone to become a pair of VR glasses. This allows customers to walk through their desired bathroom in virtual reality. Volker Krumrey: “Users receive an e-mail link to the VR view. The VR Cardboard arrives by post a few days later. All they have to do is insert their smartphone and open the e-mail link, and suddenly they will find themselves in their dream bathroom – an innovative customer experience from the comfort of their own home.”

Dealers are also benefiting as a result. “VR Cardboard gives customers an excellent first impression of their bathroom and ensures

they are well prepared for their consultation with the dealer – making it a win-win for all concerned.”

The concept was introduced at the ISH in Frankfurt in March 2017 and enjoyed an extremely good response from the trade fair audience. It was subsequently rolled out in the European focus markets of France, Italy, the UK and the Netherlands in October 2017. As a delighted Krumrey explains: “We have sent out more than 3,000 VR Cardboards in just eight months – well in excess of our expectations. By directly connecting the VR Cardboard to an online planning tool for customers, we have created an all-in-one solution that is truly unique within our industry.”



Experience the 360°
view provided by the
VR Cardboard

WHEN IN ROME ...

Whether due to cultural factors or “merely” a question of habit or taste, tableware and bathroom cultures can vary a great deal from place to place. We identified particular features of different markets.



FRANCE

The French love their food and are known for their *savoir vivre*. White crockery like NewWave and floral décors like Amazonia and Mariefleur are frequently encountered on French tables.

Almost every French bathroom contains a bidet. Another particular feature is that their shower trays are often made of ceramic - whereas other countries tend to prefer acrylic or Quarryl®. The French are true trendsetters when it comes to design, and Villeroy & Boch's procedure for printing ceramic shower trays with all-over décors means there is now even greater scope on the design front.

GERMANY

Like their neighbours in France, the Germans are particularly fond of white crockery like NewWave or Royal. Things become more colourful during Advent, when collections with nostalgic décors find their way onto many German tables. From roasted goose to sausages with potato salad, when the family comes together for Christmas, a big communal meal is all but mandatory. In addition to the festive table, however, casual occasions like barbecues and brunch are becoming increasingly popular. This is where Villeroy & Boch's Food Specials are particularly suitable.

Even today, visitors to Germany from other countries are occasionally caught off-guard

by the traditional shelf-style toilets. Although they date back many years, nowadays they are mostly only found at medical facilities and in older private bathrooms. Instead, today's Germans prefer a more practical approach: Washdown toilets, wall-mounted and rimless WCs with which Villeroy & Boch has set new standards in terms of comfort and hygiene.

ASIA

A typical Chinese dinner setting? A round table, a big tray with different dishes, and everyone with their own bowl of rice. This means bowls are especially important in Asia. Tableware often has a floral decoration. Popular designs include the classic Old Luxembourg décor, as well as Amazonia and Althea Nova.



Gold-decorated porcelain is often found on tables in the Middle East. Pictured: the Anmut Samarah collection.

In many upscale Asian bathrooms, the toilet is the centrepiece of bathroom planning, more precisely, the shower toilet, which is part and parcel of everyday bathroom hygiene. Asia is several steps ahead of Europe in this respect – and has exacting requirements when it comes to design and technology. For this market, Villeroy & Boch offers models that integrate innovative technology into the ceramic.

MIDDLE EAST

Traditional meets modern. Diners in the Arab nations love eating at large, decorated tables. And as every guest knows, the finer the porcelain, the more prestige for the host. In this way, the table becomes a status symbol – whether it is set with the classic Old Luxembourg or the premium series Samarah

and Samarkand. The same collection is used throughout, and platinum or gold are commonplace. However, bright modern colours are also becoming increasingly popular.

Bathrooms in the Middle East are also a matter of sophistication, and premium fittings are popular. Hotels in the region often seek to meet Western and Asian requirements, so shower toilets play an important role, among other things.

USA

Casual lifestyle is popular on tables in the USA, with tableware culture driven by versatility and comfort. Rather than sitting down to an extravagant dinner, Americans tend to prefer relaxed, family-style occasions like bar-



Generously sized bathrooms in a country cottage style are popular in the USA.



Shower toilets are popular in Asia. Pictured: the ViClean-IR model.

becues. This is where Villeroy & Boch's Food Specials come in, such as specially designed barbecue tableware.

From opulent bathrooms with the charm of a historical country house to state-of-the-art designer concepts, the ideal bathroom in the USA is an extension of the user's living space. Typical features include surface-mounted washbasins, recessed mirror cabinets and floor-standing toilets with concealed cisterns. Another special characteristic of toilets in the USA is their (rather loud) suction flushes.



HANDCRAFT MADE IN GERMANY

*If you had to describe Artesano Nature in a single word,
“unique” would be a good choice.*

*The tableware collection is entirely decorated by hand,
making each item one of a kind.*

Painting porcelain requires a steady hand and a lot of talent. At the Villeroy & Boch plant in Merzig, ten employees ensure that the décor for items such as cups and plates from the Old Luxembourg collection are painted by hand. However, it is unusual for an entire tableware collection to be decorated in this way. “With most collections on the market, only the plates are hand-painted,” explains production manager Timothy Dodd. The new Villeroy & Boch collection Artesano Nature is the exception to the rule: Every item, from mugs to bowls, comes with a handcrafted finish.

Artesano Nature echoes the trend for authenticity, with a spiral décor in warm colours that symbolises originality. Timothy Dodd explains the high standards the décor painters are expected to meet: “A uniform look, a pleasant feel and a consistent colour gradient must be guaranteed for every item.”

Decoration by hand is not the only thing that makes Artesano Nature special. Hand-painted spiral décors are more commonly seen on earthenware. Villeroy & Boch is now applying this traditional handicraft to premium porcelain, which is considerably longer-lasting, as well as dishwasher and microwave safe.



How is the Artesano Nature collection decorated?
Scan the QR code to access a video telling you
all about it.



INTERFACE OF LATHE, LAPTOP AND TEAMWORK

The German training system enjoys an excellent reputation around the world. And companies like Villeroy & Boch are playing their part. Take the training workshop in Mettlach, for instance, where practical experience is key – and the changing nature of the professions is clear to see.



Trainee industrial mechanics learn about metalwork from scratch at the training workshop.

How did things look in the early days of training and apprenticeships at Villeroy & Boch? Reiner Schmitt, who has been with the company for 41 years, has a few stories to tell: “Practical training began here in the 1950s and was limited to production.” Once an apprentice himself, Schmitt is now a trainer. He heads the Villeroy & Boch training workshop together with the electrical engineer Johannes Stass.

“Electronics technicians for industrial systems, mechatronics engineers and industrial mechanics – these are the three main occupational groups we train,” Johannes Stass explains. Training lasts three and a half years. Around two-thirds of this time is spent at the training workshop: Following this basic training and an initial final exam, the apprentices enter the Bathroom and Wellness and Tableware production areas. “Young people leave the training workshop with an extremely broad range of fundamental knowledge. They then put this into practice at the machines in order to assist their colleagues,” explains Reiner Schmitt.

The well-equipped training workshop covers around 1,000 square metres. Reiner Schmitt: “The specialists of tomorrow need to have certain basic skills. Mechanics are one focal point, and that means manual labour!” Industrial mechanics learn about metalwork from scratch: milling, drilling, turning

**“YOUNG PEOPLE
LEAVE THE TRAINING
WORKSHOP WITH AN
EXTREMELY
BROAD RANGE OF
FUNDAMENTAL
KNOWLEDGE.”**

and polishing. The training content also includes topics such as control technology, pneumatics and hydraulics. Trainees are also given experience of cross-departmental cooperation – teamwork is key.



Practical training at the hydraulic test stand: Reiner Schmitt with one of the Mettlach trainees.

Digitisation has become a feature of everyday life at the training workshop. The classroom is equipped with computer workstations and laptops, which are also used in the workshop. Designs are drawn up using the EPlan software for the digital creation of large-scale schematic drawings, and the test phase of the “e-Cademy”, an e-learning pilot project, has been in progress since this year.

The world of work is changing, and the training workshop has to ensure that it is always at the cutting edge. “We make substantial investments in state-of-the-art technology,” explains Johannes Stass. “We want to reflect real-life conditions as accurately as possible so that our trainees can experience the reality of production.” This year, the trainees constructed a miniature tableware production facility. The automated model faithfully replicates all of the techniques and processes used in production, right down to the NewWave cups specially manufactured by the modellers.

More than 30 young people are currently being trained at the workshop. When it comes to the training workshop and the com-

pany, Johannes Stass understands the secret to success: “We ensure that young people feel happy and that they are given in-depth training that prepares them perfectly for

their future career. At the plants where they subsequently gain hands-on experience, they realise that they are needed, they fit in with the team and - just like us - they enjoy their work.”

Reiner Schmitt and Johannes Stass agree: “Young people are the future of our company. We are training the generation that will help to shape production over the coming years.” And they are both proud of what their “boys and girls” are achieving. “We have excellent apprentices and excellent skilled workers. And we hope we are giving these young people something they can take with them for their whole lives.”



Laptops are an integral part of the training workshop. Among other things, they are used to draw circuit diagrams.

DESIGN AWARDS 2017

Villeroy & Boch again received a number of design awards in 2017. Insights presents a selection of the award-winning products.



CLEVER COOKING TWO-IN-ONE STRAINER AND SERVING BOWL

Turn a strainer into a serving bowl in one simple movement? This is the feat achieved by the Clever Cooking strainer and serving bowl from Villeroy & Boch. At the Ambiente trade fair in 2017, it was not only voted by consumers as the Kitchen Innovation of the Year®, but also received the prized Golden Award - Best of the Best in the Accessories category with the highest total score of any product.



The strainer is used to drain pasta, rice, or vegetables.



Inverting the silicone shell turns the strainer into a serving bowl.



FINION

Delicate and clear-cut – these are the design principles behind the premium collection Finion. Villeroy & Boch developed the collection in cooperation with designer Patrick Frey. The result was a big hit with the juries of the iF DESIGN AWARD and the Red Dot Award, both of which recognised the vanity washbasin and the vanity unit. The free-standing bathtub and the toilet with complementary seat also won the iF DESIGN AWARD.



NEUFCHÂTEL CARE

Neufchâtel care combines aesthetics, ergonomics and functionality. The tableware concept was specially designed for the needs of the elderly and people with physical impairments in conjunction with experts from the hospital Evangelisches Klinikum Niederrhein. The tableware series was a threefold winner at the Universal Design Awards. In addition to the Consumer and Expert Awards, it won gold in the Universal Design Award, which is given to the product that best combines usability and aesthetics. Neufchâtel care also won the German Design Award.

2017 IN NUMBERS

670,000

was the number of Villeroy & Boch Facebook fans at the end of 2017 – an increase of around 170.000 fans or 34 percent compared with the previous year.

568,000

people searched for a Bathroom and Wellness dealer via the Villeroy & Boch website in 2017, up 26 percent on the previous year. Meanwhile, the number of bathroom plans forwarded to dealers increased by 260 percent.

50

outdoor working spaces were available this summer to the employees in the park of the Old Abbey in Mettlach. The outdoor areas with their wicker swing chairs, wooden tables and benches and a pond-side lounge area offer ideal conditions for various work situations, from open-air team meetings to working on designs and developing ideas.

15

years of NewWave were celebrated at the 2017 edition of the Ambiente trade fair. The anniversary was marked with the launch of a new variant of the tableware series, NewWave Stone. In 2004, the design, and the new production technique that was required for the NewWave cup, were recognised with the German Industry Innovation Award. NewWave remains one of Villeroy & Boch's most popular tableware collections.

4.8

stars out of 5 is the average product rating awarded to tableware products by customers of the Villeroy & Boch online shop. Apart from product ratings, customers can also view comments from other buyers.



PROJECT BUSINESS HIGHLIGHTS

Numerous high-profile hotels and restaurants use Bathroom and Wellness and Tableware products from Villeroy & Boch. Insights presents two highlights from 2017.



HAMBURG, GERMANY: ELBPILHARMONIE

Hamburg has a new landmark: the Elbphilharmonie. The unique nature of the façade and concert hall are echoed in the hotel bathrooms at “The Westin Hamburg”, whose 244 rooms occupy the upper 14 floors of the eastern section of the building. The bathrooms are fitted with Loop & Friends washbasins and toilets from the Architectura collection, while floor-to-ceiling windows provide breathtaking views of the Hamburg harbour.



PARIS, FRANCE: DISNEYLAND

Disneyland Paris is visited by millions of guests every year. At the restaurants and bars of Disneyland Park and Walt Disney Studios Park, dishes are now being served on Villeroy & Boch porcelain. Exclusive designs for plates, bowls and cups have been developed to reflect the Disney motto of the respective restaurants and cafés. Villeroy & Boch had already provided tableware for Disneyland in Shanghai one year previously.

HIGH VOLUME, HIGH CLASS: VILLEROY & BOCH IN BELGIUM

Bathtubs and shower trays made from acrylic are the speciality of the Villeroy & Boch site in Roeselare. A visit to the plant answers the question of how it manages to stand out in a market characterised by intense competitive pressure.

A three-hectare site, a 11,000 square metre plant building, well-tended outside areas: The Roeselare site gives a good first impression. And this impression is not inaccurate. Roeselare stands for the systematic pursuit of quality - in every respect. The colours of black, gold and red proudly symbolise “Made in Belgium”.

A look at the production facility confirms the high standards. Acrylic bathtubs and shower trays are designed using thermoforming. The “raw material” is polymethylmethacrylate (PMMA) sheets with a thickness of between three and four millimetres - and their quality control alone encompasses 22 different points. One sheet is processed for each tub. It is placed on an aluminium mould and heated before suction is applied. The vacuum then forces the sheet to take the shape of the mould, where it then cools off. The result: a bathtub with a perfectly smooth interior.

Its stability comes from the reinforcement process, in which glass fibres, curing agents, polyester and base plates are applied to the outer surfaces manually or automatically. In Roeselare, this industry-standard procedure is performed using specially developed robots. Unlike other companies that use

THE COLOURS OF BLACK, GOLD AND RED PROUDLY SYMBOLISE “MADE IN BELGIUM”

wood-based reinforcement, Villeroy & Boch uses metal, which is more stable. The tub is then cut to the required edge height and the drain and overflow holes are cut by the robots - quickly and with absolute precision.

Final quality control is resource-intensive but indispensable. “Our customers expect



Plant and production manager Nicolas Elleboudt has been with the company since 2003.

us to deliver quality, and with good reason,” explains Nicolas Elleboudt, who serves as both plant and production manager and has been with the company since 2003. Acry-



A look at the production facility: Thousands of bathtubs and shower trays are produced in Roeselare every year.

lic is a high-volume business: the market is large and competition is intense. Roeselare demonstrates how these challenges can be overcome.

Nicolas Elleboudt describes the plant in Roeselare as a “dynamic, process-oriented site”. Among other things, this is thanks to the workforce of around 100 employees from eleven nations. Roeselare is managed

**“PRODUCTIVITY
AND QUALITY
IMPROVE ONLY
WHEN EMPLOYEES
FEEL HAPPY,
CONTENT AND
MOTIVATED.”**

with a people-focused approach. HR manager Tineke Declercq: “Productivity and quality improve only when employees feel happy, content and motivated.” Training and further education help to achieve this motivation, while open communication is given central importance. “We encourage our employees to identify potential improvements. After all, they are the experts in their field,” Declercq adds.

Safety in the workplace and sustainability are an everyday reality. The BOB programme (which stands for “bewust ongeval vrij blijven”, actively preventing accidents) has produced around a dozen potential employees who are tasked with identifying risks in a targeted manner and developing solutions for improving occupational safety. As part of the government-initiated Green Mobility Challenge, many employees have swapped their cars for e-bikes and public transportation. Old PCs, laptops and mobile phones are being collected and new trees planted in their place - around



Flawless surfaces are ensured thanks to state-of-the-art equipment and great care on the part of the employees.



The plant in Roeselare is located on a three-hectare site.

50 every year. And material consumption and waste generation are being continually optimised.

The production site in Roeselare is a high-quality facility that has found its own path thanks to a clear focus, excellent productivity and fresh ideas for the workforce. The location’s quality strategy has a number of facets, and it is paying off: Villeroy & Boch, made in Belgium.





PUBLICATION DETAILS

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