Everything revolves around filtration and teamwork at MANN+HUMMEL, 24 hours a day. From morning to evening, employees work together to put innovative ideas into practice. An insight into the day-to-day work of the filtration specialists.
Dear readers,

Seeing challenges as an opportunity to grow as a company and seeing the changes in underlying conditions as an incentive to forge new paths – these have always been guiding principles at MANN+HUMMEL throughout 76 years of company history. Today, these challenges include megatrends such as digitization or increasing environmental and health awareness in society, as well as economic and political developments – challenges that will influence the future direction of the company. But this by no means dilutes our vision of “Leadership in Filtration,” on the contrary: we know that filtration addresses just those issues that keep the world moving. After all, filtration is what drives our business, is what unites us and is what we do 24 hours a day.

This issue of Fast Forward offers an insight into our day-to-day work and the responsibilities we face. One thing is certain: we can only meet them if we work together as a team in a concerted effort to tackle the transformation that lies ahead.

This transformation is also at the center of the interview with Alfred Weber, Chief Executive Officer of MANN+HUMMEL, and Emese Weissenbacher, the company’s Chief Financial Officer. In Fast Forward, they explain how MANN+HUMMEL is responding to societal developments and take a look back at the past fiscal year (page 2).

In 2016, MANN+HUMMEL set a course for greater growth and competitiveness and took the company to a new level with the acquisition of Affinia Group’s global filtration business. Since then, a dedicated team has been working to merge various areas of the business. Fast Forward was on the ground in Gostyn, Poland, and Gastonia, U.S., and paid a visit to the new colleagues and the post-merger team handling the merger activities.

Organized in global teams, we’re working on the latest, intelligent filtration products at the MANN+HUMMEL Internet of Things Lab in Singapore. Ping Kian Bee, Director MANN+HUMMEL IoT Lab, shows how digital collaboration works and reveals the projects that employees are engaged on across national and cultural borders (page 30).

Working in intercultural teams is also nothing new for Martin Walter, Vice President Finance and Controlling Asia Pacific, and Fua Nipah, Vice President Global Shared Services. In an interview with Fast Forward, they tell us about their notions of employee management and the daily challenges associated with being a young manager (page 50).

Last but by no means least, MANN+HUMMEL is a family business – in more ways than one, as in addition to the owner family, there are also others who have remained true to MANN+HUMMEL for many years. Fast Forward met up with a very special family (page 38).

On behalf of MANN+HUMMEL, we hope you enjoy reading the magazine.

Fast Forward online

More background information, films and editorial articles on the topic of teamwork at MANN+HUMMEL can be found online at fastforward.mann-hummel.com.
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The digital transformation and a wide range of societal trends are high on MANN+HUMMEL’s agenda. In this interview, Alfred Weber and Emese Weissenbacher talk about the challenges that lie ahead for the company.
Mr. Weber, Mrs. Weissenbacher, everyone’s talking about the digital transformation, the Internet of Things and Industry 4.0 are all around us, and the world is becoming ever more interconnected – our lives are changing at an astonishing pace. Is it too fast for MANN+HUMMEL?

Alfred Weber: Not at all. It’s true that the innumerable developments we’re seeing in the field of digitization are changing many things, for MANN+HUMMEL, too. These include new ways of working together and the strategic orientation of our company. But we can’t just sit back and hope that the world will wait for us. We also cannot think in terms of multi-year strategic cycles anymore. Instead, we need to work on many different projects at the same time, keeping multiple balls in the air. We’re aware of this and have adjusted to the rapid pace it demands.

Emese Weissenbacher: I can second that. It’s a very exciting time, with us tackling many different things at the same time. This doesn’t mean, however, that we don’t want to commit to one thing, rather the opposite: whatever comes our way – filtration is our business.

You mentioned the company’s strategic orientation. What strategy will MANN+HUMMEL be pursuing in the future to live up to its vision of Leadership in Filtration?

Weber: We set out our vision the way we did for a good reason. We’ve long since known that filtration is a key technology. Now we need to do more to communicate this view to the outside world.
Many societal megatrends – health and environmental awareness, urbanization, changing mobility patterns – depend on filtration in one way or another. People want to breathe clean air, both outside and inside, they want to drink clean water and save resources. Filtration separates what’s useful from what’s harmful. Filtration is our core area of expertise. We want to make this clear. We will develop new business models and tap into new areas of business. That will involve a transformation within the company. And this transformation is influenced by three key drivers: alternative transport solutions, the digital transformation and sustainability. On that basis, we’re now already working on a multitude of measures we’re fully convinced will move MANN+HUMMEL’s business forward.

Could you give us an example?

› Weissenbacher: Last year, we opened the Internet of Things Lab in Singapore, which aims to introduce intelligent filtration solutions to the market. Our employees possess wide-ranging expertise in software and hardware development, data analysis and IT, which they can contribute to this rapidly changing environment. Then there’s the fact that the IoT Lab is very well integrated in our overall development network and also cooperates with external scientists, companies and start-ups. As a result, the additional expertise we require doesn’t need to be built up in-house.

› Weber: This “partnership model” is also part of our company’s transformation. We have our own first-rate engineers and developers, of course; we continue to invest around four percent of our annual revenues in research and development; we hold over 3,000 patents and we constantly work on developing new ones. The difference, though, is that our key aim in the past was to generate all our knowledge within the company, whereas now we know that there are people and companies who can develop certain things faster and more efficiently than us. So that’s why we work together with external partners – to great success, if you look at the IoT Lab.
In addition to working with external partners, internal cooperation is also changing. What will it be like in the future?

Weissenbacher: In the future, our work will be increasingly interconnected. National borders are already no longer an issue; we don’t need to be physically together in meetings. In part, even time differences are irrelevant. The coming generation is already more networked and well-informed than any before it. And that will shape the future of the company.

Weber: Irrespective of time difference and physical boundaries, the boundaries of our own jobs are not so clear-cut anymore. These days, an employee no longer exclusively works in one specific area but tends to cooperate with others on overriding issues. It’s no longer a question of what the next product will be, but rather of what the customer wants and what might be a new business model. That, too, requires a new way of thinking for us and our employees.

Weissenbacher: We’re aware that uncertainties may arise, at all levels of the company. What’s most important is to engage in a frank discussion of the topics that inspire us and how we intend to address them. Not least, it’s about seeing them as a challenge and an opportunity.

It’s not only societal trends or the digital transformation that are currently affecting the company’s direction. How do political or economic developments influence MANN+HUMMEL’s outlook? I’m thinking of Brexit, signs of protectionism in the new U.S. administration or recession in China and Brazil.

Weissenbacher: We’re keeping an eye on these developments, but specific impacts on our business results are hard to predict. We see no reason to be worried. We’re used to thinking through scenarios and can adjust to changing conditions.

Weber: In general, it’s not necessarily a good thing that politics and legislation are increasingly assuming the roles of market and customer. But if you look at the last 76 years of our company’s history, there was always something like this going on somewhere in the world. Even though many things are happening at the same time now, we’ve always been able to handle it. With our company spread over more than 70 locations, the likelihood of ideal conditions existing everywhere is relatively low. Our strategy therefore remains focused on growth and competitiveness.

In terms of competitiveness, it’s important to meet the high quality requirements of customers and business partners.

We see the changes as an opportunity and are addressing them in a concerted effort.

Emese Weissenbacher
Chief Financial Officer of the MANN+HUMMEL Group
These requirements have grown in recent years, not least due to corporate responsibility guidelines. How important is this topic at MANH+HUMMEL?

Weber: Throughout our company history, we’ve always actively embraced what is now defined as corporate responsibility: handling resources with care, treating employees in a fair and socially responsible way, protecting the environment around our locations, promoting partnerships with their cities and ultimately also achieving economic success. These requirements are nothing new. What we’re going to do now, though, is place these activities within a framework and realize them in the form of a strategy. We’re working very hard on this right now.

Growth and competitiveness were also the reasons behind the biggest transaction in the history of the company last year. On the acquisition of Affinia Group’s global filtration business, MANH+HUMMEL grew by 4,500 employees and 10 locations, and also greatly expanded its product range.

Looking back, what’s your view of the acquisition?

Weissenbacher: The acquisition has turned MANH+HUMMEL into a new company. It’s true that we didn’t have any experience of something on this scale. Essentially, though, the size of the acquisition doesn’t make any difference, as the procedure is always the same. We worked long and hard on this transaction, as we do on any acquisition. And the development of business has met our expectations in every respect.

Weber: At the end of the day, whether a merger of this type is successful or not is certainly down to the employees themselves. We were very warmly welcomed and accepted by our new colleagues, and both sides had a strong sense of pursuing a common goal: Leadership in Filtration. That made many things easier.

At last year’s annual results press conference, the forecast for the 2016 fiscal year looked rather subdued. Has it turned out that way?

Weissenbacher: We’re satisfied with our operating results for the fiscal year. The last quarter gave us a good boost and we managed to meet our forecasts.

What’s the outlook for 2017?

Weber: At present, 2017 is already a very exciting year. We’re keenly working on topics like the digital transformation, sustainability, growth and competitiveness, which will require a few changes. Growth without change isn’t possible – and the more than 20,000 drivers of change who work at our company know this, too. I’m sure we’re well on our way to making 2017 a success.

Many thanks for the interview.
MANN+HUMMEL at a glance

MANN+HUMMEL is made up of four businesses: Automotive Solutions, Industrial Solutions, Intelligent Air Solutions and Water Solutions. Each business has its own specializations, but they all have one thing in common: top product quality. We devise solutions for our automotive customers. We supply OEM quality spare parts to dealers and garages. Ships, rail vehicles and construction machinery are fitted with our filters. Our membrane filters help to ensure clean water. And our products are also used in segments such as heavy-duty and hydraulic filtration. Get to know our businesses and their distinctive aspects.

Automotive Solutions

MANN+HUMMEL develops, coordinates and delivers complete air and liquid filtration solutions. Our extensive product portfolio and its strong brands cover a wide range of applications for the automotive aftermarket. We offer superior customer service, wide geographical coverage, a quick turnaround and high fill rates.

Industrial Solutions

Custom solutions for various framework conditions

We provide robust and powerful filtration systems to our customers, specifically designed to suit the various applications and requirements. With products in modular kit form or with customer-specific developments, we offer many different filtration solutions: air filters, oil filters, fuel filters, air-oil separator elements, spark erosion filters and crankcase ventilation systems. Our range of applications is just as extensive.

Intelligent Air Solutions

Intelligent Air Solutions – clean air indoors

Outdoor air pollution is a subject of interest to the general public, but it’s easily forgotten that air pollution indoors, where we spend 90 percent of our time, may actually be much more dangerous. With its OurAir Intelligent Air Solutions brand, MANN+HUMMEL provides solutions to transform these spaces into clean and healthy environments, with monitoring devices, indoor and automobile air purifiers and digital services.

Water Solutions

Water Solutions – water is life

Water is a precious and exhaustible commodity. Handling this resource responsibly so that everyone on earth has access to clean water means saving, recycling and treating water, thus restoring and sustaining the water cycle. Membrane experts, simulation specialists and plastic engineers from MANN+HUMMEL are constantly working to make more clean water go further.
Time for the next shift in Gostyn: employees on nights are setting off for home while early shift colleagues are taking up their positions at their workstations.
6:00 am in Gostyn. It’s time for the next shift at MANN+HUMMEL Filtration Technology’s Polish site. The plant has only been part of MANN+HUMMEL for a few months and is thus involved on the global project to integrate 4,500 new employees following the biggest transaction in the company’s history. The team handling the merger is on-site today.
‘m always happy to see the colleagues here. They’re all so kind,” says Danielle Silvester with a smile. This kindness she sees in her Polish colleagues is also written all over her face. Her big, blue-green eyes light up and mask how tired she must surely feel. It’s early in the morning and, following eight hours’ travel the day before and only a brief sleep, she has arrived at Wrocławska Street 145 in Gostyn, Poland. This is the home of MANN+HUMMEL Filtration Technology Poland. Around 1,950 people work at the Gostyn site, which has been part of the MANN+HUMMEL Group since May 2016.

A HISTORIC TRANSACTION

Looking back: In 2016, MANN+HUMMEL acquires the global filtration business of U.S. company Affinia Group, thereby completing the biggest transaction in the history of the family-run company from Germany. MANN+HUMMEL adds the WIX Filters and FILTRON brands to its product portfolio and grows to become a new company: In addition to the two new product brands, over 4,500 new colleagues instantly become part of the group on May 4, 2016. More than 20,000 employees now work for the filtration specialist at over 70 locations – one of which is Gostyn in Poland.

This is Danielle Silvester’s third visit this year. As a Project Manager on the post-merger activities (PMA) team, her job involves bringing together the new locations and colleagues with the parent group, especially the sites in Europe as well as the Human Resources and Communications departments. Silvester supports the various PMA teams in deploying MANN+HUMMEL’s expertise for their work to ensure the merger is a lasting success.

For everyone involved, it’s a mammoth task. The coming together of German company MANN+HUMMEL and the very American Wix-Filtron business unit represents a meeting of two very different corporate cultures. Silvester is aware that this factor plays a major role in the merger: “Culture influences the way we work. Everyone has a different approach to tasks, everyone has their own strengths. We need to know what they are so that our work together will be even more successful than it was as separate companies. That’s a big challenge, but it’s not insurmountable.”

Cultural integration is a topic close to Silvester’s heart. That’s because it’s one she also has to deal with in her personal life: Silvester was born in Canada and spent most of her life in a multicultural environment near Ottawa. For the last seven years, though, the 28-year-old has lived in Germany, where she found a home from home after spending an exchange year in Stuttgart and completing a master’s degree in Munich.

We speak the same language. We’re all filtration experts.

Sigfrid Steiner
Group Vice President & General Manager Wix-Filtron Europe
A stimulating environment: Sigfrid Steiner (top left) is responsible for MANN+HUMMEL Filtration Technology’s European locations and has relocated his workplace to Poland.
Timeline: the merger in five stages

One year has passed since MANN+HUMMEL acquired Affinia Group’s global filtration business. On concluding the legal process in May 2016, more than 4,500 employees, 10 locations and the WIX Filters and FILTRON product brands became part of the MANN+HUMMEL Group. As did a wide-ranging portfolio of filtration products. Fast Forward presents the five stages of the merger.

1. **APRIL 2015**
   - Announcement of the sale of Affinia Group’s global filtration business
   - **Affinia Group**’s global filtration business is offered for sale. Initial speculations naming MANN+HUMMEL as the potential buyer circulate.

2. **AUGUST 2015**
   - The agreement to acquire Affinia Group is signed
   - **MANN+HUMMEL** signs a binding agreement to acquire Affinia Group’s filtration business. The acquisition is seen as laying the foundations for further growth and competitiveness.

3. **BY MAY 2016**
   - End of pre-closing phase
   - In the pre-closing phase, the MANN+HUMMEL management devotes its attention to antitrust rules. Up until conclusion of contract, MANN+HUMMEL and Affinia Group’s businesses continue to operate unchanged.

4. **MAY 2016**
   - Successful completion of the acquisition
   - **MAY 2016 to TODAY**
   - Post-merger activities
   - The regulatory authorities approve the acquisition. MANN+HUMMEL officially announces conclusion of contract, and employees from both companies celebrate the successful merger. The acquisition gives MANN+HUMMEL access to market segments such as the heavy-duty sector in the U.S. and hydraulic filtration. The Group now has more than 20,000 employees at more than 70 locations.

5. **MAY 2016 TO TODAY**
   - The merger of the new locations and employees, together with the WIX Filters and FILTRON product brands, with MANN+HUMMEL is in full swing. Company heads explore potential synergy and growth options.
Day-to-day production: the Gostyn plant mainly produces FILTRON filters.

CULTURAL CHALLENGES

Silvester is fluent in German. You can hear her Canadian accent, but there’s also a touch of Swabian in her voice. That’s no surprise, as she lives near Stuttgart with her husband and has been working for MANN+HUMMEL in Ludwigsburg for four years. “Of course you can learn about international cooperation and cultural differences in theory, but I know from experience that it’s really important to actually get involved with a new culture so that you feel, and truly become, integrated,” says Silvester. “And you need a lot of patience, too.”

Ralph Müller, Director of Post-Merger Activities, is also in Gostyn today. He agrees with Silvester: “A culture emerges from interaction among people; that’s true in both personal and business life. For the merger, we must take the time to understand the differences in culture at Wix-Filtron and MANN+HUMMEL. Only then can we build on their strengths and use them to our advantage.”

Müller works with Silvester, colleagues from the PMA office and the PMA teams in various departments to achieve this. He guides the different teams and coordinates planning, tracking and reporting of the global post-merger activities. Many things are done from the business unit’s American headquarters in Gastonia, North Carolina – but also while on the move or directly on-site at the various locations. Traveling is therefore part of Müller’s daily work. “It’s almost an improvement,” he laughs.

Before moving to the U.S. with his wife and two children, Müller worked as Manager of Engineering, Technical Services and Operations at locations including Bad Harzburg and Sonneberg in Germany. After starting his career in engine development, the graduate engineer spent seven years working in application development and technical sales at BorgWarner before joining MANN+HUMMEL.

You only have to look at Müller to see that he’s had many years of experience in project management. In a calm and confident voice, the 35-year-old talks
about the integration task facing MANN+HUMMEL now and in the months ahead. He knows there are many factors that can influence the success of a company acquisition, for example whether employees identify with the new company, the long-term corporate strategy or indeed the corporate culture. “First we have to know what these factors are if we’re going to leverage them for success,” says Müller.

But what’s written on paper is only half the story. “At the end of the day, what really counts is how our employees act. From the word go, we want to give the colleagues lots of responsibility and benefit from their experience. After all, it’s our employees who’ll decide if or not we’re successful,” adds Müller. “Day-to-day business needs to keep running smoothly alongside the general integration process. That’s a challenge. We must work together as a global team and keep talking to the colleagues.”

Steiner’s move was a clear sign of commitment to the merger. “You need to be on-site as much as possible to make sure work puts the interests of the company into practice. That, of course, demands some readjustment and an open mind. But I feel at home here and the teamwork is going smoothly.” The 61-year-old businessman has always had an open mind. After 14 years in a range of managerial roles in the automotive aftermarket business at Robert Bosch GmbH, Steiner joined MANN+HUMMEL in 2000. Here, he’s headed the Automotive Aftermarket business unit for almost 16 years, and was the project manager responsible for the acquisitions of Helsa GmbH, Purolator Filters and not least the Affinia Group.

You can genuinely sense his enthusiasm for his new work in Poland and his new colleagues. “I always think it’s fascinating when employees from different locations come together and get on well straight away because they speak the same language. That’s got nothing to with Polish, German or English. We’re all filtration experts who get straight to the point.”

4,500 new colleagues at 10 locations are now part of the MANN+HUMMEL Group.
As does Steiner: “Trust. Teamwork is always based on trust. And mutual trust takes time to grow. But when it’s there, we can look forward to excellent, successful teamwork. And that’s what you see here.”

**ACHIEVING MORE TOGETHER**

It’s a view Danielle Silvester shares: “Whether it’s at home or work: Teamwork is everything. We can achieve much more together than we can alone – that’s always been my experience. Those around you bring out strengths and fill gaps where you’re not quite up to speed. The best results can only be achieved in a team.”

The global MANN+HUMMEL and Wix-Filtron team is working well – despite the former rivalry between the companies. “Throughout the company, we work really well together. The colleagues here are open-minded and honest, which we really appreciate. And it’s wonderful to see that we’re all pulling together, even though we were competitors before the acquisition,” says Silvester. “It’s like we were predestined to work together.”
What does teamwork mean for you? Part 1/2

Teamwork is an idea that triggers countless different associations. Fast Forward asked employees at MANN+HUMMEL Filtration Technology in Gostyn about what they understand by teamwork.

“Thanks to teamwork we do everything better and faster. What’s really important are an open mind and focusing on the force of argument rather than the argument of force.”

Marta Janikowska
Quality Specialist / Quality

“Every member of the team contributes to our success and takes responsibility for it. That’s why we all aim to support, motivate and help each other.“

Monika Konieczna,
Sales Manager / Western Europe Sales

“Complex work methods and production processes are increasingly becoming the norm. This demands teamwork across national boundaries and business units. I see it as a positive development that helps us to learn more from and with each other.”

Julita Jagodzińska
Packer / OE ECO Filters Production
“To me, a team means a group of people working together to pursue a common goal of the organization, regardless of the place of work or position held. In such a team each member is responsible not only for the quality of their own work but also for the quality of the whole team’s achievement. Teamwork motivates you to take greater responsibility for the results of the entire organization and – in turn – being a team member motivates you to take greater accountability for the quality of your work.”

Maciej Lemański, Senior Controlling Specialist / Controlling

“What’s great about a team is that people with different perspectives meet and combine their views to form a common vision. Creating innovation means broadening your horizon and getting away from the daily routine.”

Joanna Szymańska, Forewoman / Cabin Filters Production

“The team can only move forward if everyone completes his or her work reliably and according to the general schedule. The expression ‘a team is only as good as its weakest member’ seems quite apt to me.”

Sebastian Markowski, Machine Operator / Air Panel Filters Production

“I think that an individual succeeds by sharing knowledge, experience and energy with their colleagues. Good teamwork is about delivering the best result as a group.”

Wojciech Feledziak, Design Engineer / Product Design

“In a team everyone counts and benefits from the spirit of cooperation – each person is an expert in their own area.”

Dariusz Frąckowiak, Process Engineer / Technology

“It’s good to talk with each other – after all, our work can only be a success if we put our heads together, discuss opinions and share ideas.”

Barbara Sikora, Accountant / Financial Accountancy
Have a break

Einstein did it, Marilyn Monroe did it and 65 percent of us do it, too: doodling during meetings or on the telephone. Sometimes, the result is a little artwork. Doodle your own piece of art on the right and send it to fastforward@mann-hummel.com

There’s a MANN+HUMMEL set of pencils to be won.
United we play, united we win

PHOTOS: THORSTEN FUTH / TEXT: SINIKKA KENKLIES

1:00 p.m. Central European Time. In Gostyn, Poland, employees at MANN+HUMMEL Filtration Technology (MHFT) are returning from their lunch break. At the same time, Keith Wilson, President of MHFT on the other side of the Atlantic in Gastonia, North Carolina (U.S.), is getting ready for his first appointment of the day.
GASTONIA, U.S. 1 PM TO 3 PM
KEITH WILSON
We all pursue one common objective: Leadership in Filtration. This demands an atmosphere of trust.

Keith Wilson
President MANN+HUMMEL Filtration Technology
Deep in concentration: a trusting relationship with the team is Wilson’s overriding priority.

We share common values, ensuring common success.

Keith Wilson
President MANN+HUMMEL Filtration Technology
At MANN+HUMMEL Filtration Technology’s (MHFT’s) American head office, Keith Wilson is sitting at his dark brown solid wood desk, which is practically hidden beneath a pile of work documents. Next to the pile is a thermos flask with WIX Filters product branding and a photo of Wilson, his wife Kim and daughter Lauren. An array of awards, books and filters lovingly adorn the glass cabinet behind the desk. They’re all testament to the 33 years that the American has worked for MHFT and its predecessor, Affinia Group. “Over time, it all adds up,” Wilson laughs.

**A COMMON OBJECTIVE**

It’s infectious laughter that doesn’t sound forced. And anyone who works with him knows that he rarely appears stressed or in a bad mood. The 55-year-old is full of energy and motivation, and spreading this motivation to his staff is something Wilson sees as part of his job. In the little time he has between conference calls, meetings, desk-bound work and numerous business trips, he therefore enjoys visiting the four MHFT sites in Gastonia and seeing his staff. “I want to make sure that we’re all pulling together in an atmosphere of trust. As the head of the business unit, it’s my job to make this happen. And that includes knowing what employees need, listening to them and telling them about both minor and major changes,” he says. The acquisition of Affinia Group’s global filtration business by MANN+HUMMEL last year marked a big change for Wilson and his team. The merger of around 4,500 new employees and 10 sites around the world with MANN+HUMMEL is now in full swing. Joint distribution centers, brands and customer meetings already exist. The potential to create synergy and generate growth is being reviewed and leveraged in all areas of the business – from finance and HR to marketing and IT and ultimately production. It’s an intensive process with one clear aim: to form one entity from two former competitors with 150 years’ combined experience of filtration and thus tap into new markets and segments, for example the heavy-duty sector in the U.S. and hydraulic filtration. Alongside those with management responsibility at MANN+HUMMEL, Wilson also works closely with the post-merger activities team headed by Ralph Müller and Danielle Silvester (see page 17).

Wilson and his team are fully aware that there’s more to this work than simply merging departments and their tasks. “We also need to share our corporate values,” he says. “Up till now, this has gone extremely well. Of course it helps that we already had similar values and are confident of achieving success together. It’s a bit like in sport,” he says. “My old basketball coach once said that every member of a team must work for the others, and regardless of whether we encounter ups or downs, successes or failures, everyone must know that his team members will be there for them – know, not just hope. And that’s what we have here.”
What does teamwork mean for you? Part 2/2

For many people, teamwork means trust; for others, it means support or a common objective; and for some, it means the ability to take a step back. Fast Forward asked around at MANN+HUMMEL Filtration Technology’s headquarters in Gastonia.

“Teamwork is a common goal those with you want just as much as you. It doesn’t take a motivational speech but is a fire that burns in each member of the team. I have been lucky enough to work on these types of projects already in my infancy at MANN+HUMMEL.”

Donald Chilton
Director, Product Management

“Teamwork is doing your job with pride, trusting others to do the same and working together to exceed expectations.”

Jolene Hopper, Corporate Tax Manager

“Teamwork is the ability to work efficiently as a group while occasionally making personal sacrifices to ensure success. Teamwork is crucial in my role as a Project Manager and I have seen my colleagues repeatedly offer their time and resources to meet the demands of our business initiatives.”

Dan Alliss, Logistics Project Manager/MDC

“What does teamwork mean for you?

“Teamwork – A group of unique individuals using their specific skills to help the team achieve its goal. As a former collegiate basketball player, I value a team that pulls together their strengths, assists each other and reaches their goal through a collective effort. During my time at MHFT, it became clear to me that our team believes in the strength of teamwork, which enables us to work as efficiently and effectively as possible.”

Josh Wittensoldner
Controller/MDC

“Teamwork is essential in an individual’s personal and professional life. As the challenges of life present itself, the strength of teamwork will enhance each member of the team to perform, and use his or her ability to overcome any obstacle - whether it’s an issue at home or on a production floor. However, in order for teamwork to be effective it requires open communication, respect, and action within the team.”

Dee Dee McCorkle
Production Supervisor/Allen Plant, Line 40
“Each of us has a different job, but we all share a common objective and never lose sight of it: Leadership in Filtration.”

Mary Catherine Walker, Executive Assistant

“It is clear that teamwork is critical to success. Throughout my life, my accomplishments have been achieved with support of the teams around me, from both colleagues at work and the endless support from my wife, Misty. I’ve been fortunate to be on some great teams, which has made the difference between success and failure.”

Greg Phillips
SAP Core Team “Project Nexus”

“Leadership is the ability to acquiesce to an idea greater than the sum of your own visions when the outcome is beneficial to the success of your team.”

Nicholas Rosensweig
International Shipment Coordinator/MDC

“I believe teamwork happens when our incredibly talented and uniquely diverse employees join forces to value differing ideas and perspectives, overcoming the desire to be right, and ultimately moving forward to do what is best for our customer.”

Marvin Dixie
Engineering Program Manager
A clear vision of the future

MANN+HUMMEL’s Internet of Things Lab, which opened in October 2016, is located at the heart of the vibrant city of Singapore. Its raison d’etre is a cutting-edge topic: the development of intelligent solutions for filtration, MANN+HUMMEL’s core area of expertise.

Let’s enter the stylishly furnished open-plan office that also houses his desk. A number of employees are just holding a video conference to report on the progress of a project, while others are engaged in animated discussion at a whiteboard covered in writing. “Things are rarely quiet here,” says Bee with a smile. He’s wearing black cloth pants and a bright blue shirt. No tie, no jacket. The atmosphere is relaxed at the MANN+HUMMEL IoT Lab. “We feel a bit like a tech start-up here. Most probably because of the topic we work on.”

FULLY NETWORKED

This topic is called IoT – the Internet of Things. IoT refers to the networking of physical devices with the Internet, allowing them to communicate independently and transmit data to users or complete tasks for them. These devices cover everything from refrigerators that can order food themselves, to light switches and radiators controlled by smartphones, all the way to self-driving cars. According to a study conducted by U.S. company Business Insider, some 24 billion devices around the world will be internetworked by 2020 – equating to around four per person. In the same period, they will be complemented by a further 10 billion smartphones capable of expanding the potential applications of the IoT.
All in all, this is a meteoric development that both society and business – be it service providers or industrial operations – have been working to adapt to for some time. “The world turns very quickly, whether we like it or not. But we have two options: Either we shut our eyes to what’s coming, or we take an active role to ensure a leading position in the field,” says Bee.

MANN+HUMMEL has its eyes wide open and has therefore set out a clear objective for its IoT Lab as part of the company’s digitization strategy. “To assert our position as a market leader in filtration, we want to develop intelligent technologies and link them to our existing expertise,” explains Bee. He sees fears that digital technologies might make present-day products as unfounded. “We believe that digital technologies can boost and complement our capabilities in machinery engineering and filtration. We don’t want to play them off against each other; on the contrary, we want them to intermesh even more strongly than before.”

As a result, Bee and his team of seven are not working on an isolated IT solution, but rather look at the big picture, from sensors to interfaces and all the way to Cloud solutions – allowing them to genuinely think outside the box. “We want our work to help put each of MANN+HUMMEL’s business units in a position to develop new solutions. We therefore don’t only look at our traditional business areas such as the automotive sector or industry, but also critically engage with societal developments and their impacts on everyday life,” says Bee.

One of these societal developments is growing air pollution. According to estimates by the World Health Organization (WHO), 80 percent of the world’s population are affected by air pollution that exceeds recommended safety limits. Media reports of smog and fine dust warnings are increasing, not only in Asian megacities such as New Delhi or Beijing but also in towns around the world, from Stuttgart to Cape Town, Los Angeles to Moscow.
Creative atmosphere: in order to develop intelligent filtration solutions, employees at the MANN+HUMMEL IoT Lab work together with established tech firms and innovative start-ups.
It seems like there's a news story every day on the devastating effects that air pollution has on our health. But while much of the focus is on outdoor air quality, it's indoors – where we spend 90 percent of our time – that pollution is often at its most dangerous. That's why MANN+HUMMEL developed OurAir (ourair.info) to transform those spaces into the clean and healthy environments that they should be.

OurAir uses the latest technologies that allow us to take control of the air around us.

**OurAir Node**

The OurAir Node continuously checks air quality in indoor spaces by measuring the values of the most common and dangerous pollutants. This information is fed back to a big data system via a secure connection.

**OurAir FreciousCare**

The OurAir FreciousCare is available for indoor spaces and automobiles. It removes 99 percent of all harmful gases, allergens, bacteria, formaldehyde and fine dust, and provides effective protection against hazardous pollutants.

**OurAir app and portal**

External air quality data is combined with readings from the OurAir Node to offer recommendations on improving indoor air quality. All the measured values are clearly presented on the portal.

7 million people died as a result of air pollution in 2012

Air pollution is the 4th biggest likely cause of death worldwide

Indoor air pollution is 2 to 5 times higher than outdoors

$225 billion lost income due to air pollution in 2013

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An average of over 3 million people die as a result of air pollution every year, according to the WHO. What’s remarkable is that the pollutants additionally emitted inside buildings mean that pollution levels in enclosed spaces are sometimes many times higher than outside. This is where the OurAir strategic initiative comes in – one of the IoT Lab’s showpiece projects. With this and similar projects, MANN+HUMMEL is treading a path on which end consumers come into contact with the company’s products more explicitly than before.

DIVERSE EXPERTISE

Ping Kian Bee explains the thinking behind it: “The question we always have to ask ourselves is: What issue do we want to solve for our customers? The product or service only represent the means to perform a specific task. As an example, most people are not interested in what an air filter looks like. But they’re very interested in breathing in clean air. If we really focus on customers and their needs, how they live and what they expect, then we can make an even better value proposition. My colleagues and I are working at full speed to achieve this.”

Bee’s team is made up of system, hardware, firmware and software engineers, as well as data scientists. They come from Australia, China, India and Singapore. Bee himself comes from Singapore and has many years’ experience in managing technology roadmaps, programming platforms and system architectures, particularly in the fields of smart TV, lighting and consumer electronics. He only recently joined MANN+HUMMEL, in February of 2017. The IoT Lab is home to a broad range of expertise, aided by ongoing information sharing with the business units and locations. The IoT team know what’s happening at MANN+HUMMEL around the world and which topics are currently on the agenda. “There’s nothing we don’t want to know and nothing we won’t look at,” says Bee.

That can be seen from the variety of projects the IoT team work on: More than 10 innovation projects are now underway, with another 30 in the pipeline. There are also cooperation arrangements with external partners. The MANN+HUMMEL IoT Lab can already count on seven partnerships with established technology suppliers and start-ups. "Working with external partners gets us even closer to the topic of innovation. They contribute valuable opinions and help us to be even more creative and develop new ideas," says Bee.

That said, communication with colleagues or external partners is rarely in person: Video conferences, messaging services or Skype meetings are instead the methods used for day-to-day collaboration across national borders. “We’re part of a big virtual team,” says Bee.

Quick facts
Internet of Things Lab

The Internet of Things Lab in Singapore was officially opened in October 2016. Globally interconnected, eight employees from various business areas work here to develop intelligent filtration solutions.
Three questions for Ping Kian Bee

The Internet of Things is now also omnipresent at MANN+HUMMEL. In a brief interview, Ping Kian Bee, Director MANN+HUMMEL IoT Lab, talks to Fast Forward about his team’s work in Singapore.

What’s the aim of the IoT Lab?

Ping Kian Bee: The IoT Lab aims to develop intelligent technologies for the market that both support and complement our existing solutions. MANN+HUMMEL possesses outstanding expertise in machinery engineering and expert knowledge in the field of filtration. We believe that we can further boost our market position by taking advantage of the digital transformation.

How does the IoT Lab work?

Ping Kian Bee: In a sense, we work like a startup. We’re a small team that’s linked up with all of MANN+HUMMEL’s businesses and locations around the world. This means we have to be flexible and agile, and also maintain this agility when carrying out our projects. In all our work, we always have our customers and their needs in mind.

Where do you draw inspiration for your projects?

Ping Kian Bee: We look at the world and societal trends with open eyes. As a result, we’re involved with many external partners – be they startups, scientists or major technology companies. This gives us insights into their portfolios and ideas, helping us to develop our own solutions. Singapore, a multicultural and highly networked location with influences from all around the world, is a further source of inspiration.
An impressive entrance: the MANN+HUMMEL Internet of Things Lab is located at the heart of the vibrant city of Singapore.

national company must come to terms with.” Bee laughs as he shrugs his shoulders and casts a quick glance at his smartphone.

In rare cases, when on vacation for example, he treats himself and his family to a few days’ peace and quiet, enjoying complete isolation with no digital networking. “Sometimes that does me good. But I can’t go too long without technology. I need to know what’s going on.” He adds: “And of course what we’re up to at MANN+HUMMEL.” Ping Kian Bee winks knowingly.

One thing is clear: The digital transformation is in full swing and MANN+HUMMEL is ideally prepared for it – at the IoT Lab and all around the world.

Read more in our online magazine
Picture galleries, videos and more information on this feature can be found at fastforward.mann-hummel.com.
MANN+HUMMEL has been run as a family business for four generations, and the Lachmann, Klamert and Geiger families that work for the filtration specialist are presently in their third generation. *Fast Forward* met up with them.

A special connection: it’s not just that Barbara Lachmann and Klaus Klamert both work at MANN+HUMMEL. Their children Ralf and Ines are also married and brought the two families together.
Memories you can touch: the Lachmann family brought old photos and keepsakes to the family get-together.

1 Rudolf Lachmann, now retired after 28 years with the company
2 Barbara Lachmann, at MANN+HUMMEL from 1978 to 1980
3 Ralf Lachmann, with the company since 1999
4 Ines Lachmann, at MANN+HUMMEL since 2001
5 Josef Klamert, at MANN+HUMMEL from 1965 to 1987
6 Klaus Klamert, now in partial retirement after 40 years with the company
7 Siegfried Geiger, with the company from 1950 to 1988.
Siegfried Geiger was the first to speak. “Even today, I still dream that I’m at work at least once a week,” says the 92-year-old with a smile at the family get-together in Ludwigsburg’s Residenz-Café. Starting in 1950, nine years after MANN+HUMMEL was founded, he worked for the filtration specialist up until his retirement 38 years later. To the present day, he and his relatives have been witness to practically the entire history of MANN+HUMMEL.

“If you’ve worked for one company across several generations, you automatically start reminiscing at a reunion,” says Rudolf Lachmann, a certain sense of pride audible in his voice. He’s brought along some mementos to the café, among them family photos and old documents from his 28 years of service at MANN+HUMMEL in Marklkofen. “We can see the plant clearly from our terrace,” he says, while his son Ralf adds: “When we heard fire truck sirens outside, we’d always look over to see if it had something to do with the plant.” The two men have a strong sense of attachment to MANN+HUMMEL, and that’s hardly surprising, given that numerous members of their family worked at the company.

Ralf Lachmann works at headquarters in Ludwigsburg. This is where he met his wife Ines. Beginning with her grandfather’s generation, members of her family have also been or still are employed at MANN+HUMMEL, grandfather Josef Klamert for 22 years, father Klaus for the last 40 years. Siegfried Geiger is her great-uncle. “Working at MANN+HUMMEL was definitely not a criterion for choosing a partner,” says Ines Lachmann, née Klamert, with a grin on her face. “When we got together for the first time, though, it certainly was amusing to see how many people from our family have worked here. With this shared background, it’s probably normal that the company is a frequent topic of conversation – as you can see here at the table.”

Ines Lachmann points to the center of the table. Lying between china cups and plates of cakes is the chronicle MANN+HUMMEL released last year to celebrate 75 years of the company. Some of those present are gathered round the open book, talking excitedly among themselves. To date, there is no chronicle for the Geiger, Lachmann and Klamert families, but one thing is certain: MANN+HUMMEL would be a big part of it.
1) Barbara Lachmann
   Joined 01.11.1978
   Left 31.10.1980

2) Rudolf Lachmann
   Joined 01.04.1966
   Left 31.08.1994

Grete Holzleitner
née Lachmann
Joined 03.05.1965
Left 18.12.1973
Joined 14.03.1994
Left 31.08.2006

Adolf Lachmann
Joined 05.10.1964
Left 31.01.2001

Ruth Klamert
née Geiger
Joined 14.08.1950 (Pamina Mann Moden)
Left 31.12.1951 to move to Wilhelm Bleyle

Siegfried Geiger
Joined 01.03.1950
Left 31.03.1988
Else Gangkofner
née Lachmann
Joined 26.03.1973
Left 31.03.2002

Ines Lachmann
née Klamert
Joined 03.09.2001

Ralf Lachmann
Joined 19.08.1999

Josef Klamert
Joined 15.03.1965
Left 31.03.1987
Partial retirement 01.09.2015

Siegfried Geiger
Joined 01.03.1950
Left 31.03.1988

Klaus Klamert
Joined 01.09.1971
Left 30.06.1974
Joined 15.11.1976
Partial retirement 01.09.2015
More than 20,000 MANN+HUMMEL employees around the world share a passion for filtration. Many of them are also united by a love of sport. Seven employees give us an insight into their sporting lives and report on why teamwork is just as essential there as anywhere else.

Teamwork – it’s hard not to associate it with sport. Soccer, handball, hockey – the list of popular team sports is almost never-ending. And sport is also an integral part of life at MANN+HUMMEL. Regular basketball tournaments inspire colleagues from Spain, France or China. In the U.S., a team from MANN+HUMMEL has even played in the adult league of a local soccer club. And there was recently a special event in the United Arab Emirates: the indoor cricket MANN-FILTER premier league, at which employees of customers, suppliers and MANN+HUMMEL competed with and against each other in mixed teams. The focus is on fun, but success also counts. And teamwork, of course, is essential.

THE sport at MANN+HUMMEL is running. All around the world, many employees take part in a wide range of running events – for example the World 10K Bengaluru in India, the Zaragoza Marathon in Spain or the Motorman Run Heilbronn in Germany. But running? It’s not a typical team sport! As Harry Wang, Industrial Solutions Sales Manager at MANN+HUMMEL, shows, that’s a fallacy, as runners achieve more when they support each other. Other colleagues, from Brazil to the Czech Republic, see it the same way.

Sitting is the new smoking – they say. Exercise is therefore essential, as we’re all getting older and working longer. Scientists from the U.S. have even come to the conclusion that sitting for too long can reduce your life expectancy by approximately 20 percent. This can’t happen to the sporting aces on the following pages, all of whom give it everything they’ve got after work.
Apart from the flags, the most important piece of equipment in flag football are the cleats. They provide the traction to move where you need to, and should be light enough to enable rapid progress up the field. A “tackle” is removing a flag from the opposing player. As many of our opponents are major athletes, that’s pretty difficult. Quite literally, good equipment allows you to take a big step forward.

Teamwork’s not only important to win in flag football, it’s essential, period.
Sailing is all about experience, equipment and teamwork. Everyone on board has a job to do.

This rope is from my own boat on Lake Garda. That’s where I learned to sail when I was 12. Since then, I’ve sailed the Mediterranean, the Atlantic Ocean, the Great Lakes in North America and also in China and Australia. Sailing is pure pleasure to me, but I also enjoy competitions.
My dance costume brings out all sorts of emotions in me. Every time I hit the dance floor, I know that everything rests on a few minutes of passionate expression. It’s not about dancing to perfection but rather about the feelings you release in yourself and others.

_Salsa spreads passion._

_In my team, everyone helps each other. We complement one another and can achieve so much more this way._

Ruben Carlon, Mexico
I bought my first boxing gloves second-hand. Back then I wasn’t sure if Muay Thai was right for me. Now I’ve already been using them for two years.

In Muay Thai boxing, you can’t be successful without the help of others. Mutual respect is essential.

Bruna Vessio, Brazil
During a race, I share everything with my co-pilot and navigator. We’re both equally responsible for what happens.
Hiking on a narrow ridge in the fog, keeping an eye on everyone else, allowing for the pace of the slower members of the party – that’s teamwork.
Runners motivate each other. That way, we can run another kilometer and do it one second faster.

Harry Wang, China

I've run over a thousand kilometers in my shoes – which included my first marathon. They've covered every meter of my street in Shanghai. My motto is: keep running!
As a manager, you need to learn to take responsibility and decisions for a group.

Following roles in Germany, India and China, Fua Nipah is now Vice President Global Shared Services at the Ludwigsburg location in Germany. The 40-year-old heads a team of around 460 people at the two MANN+HUMMEL service centers in India and the Czech Republic.
“Anyone who isn’t willing to learn will get left behind.”

Martin Walter, Vice President Finance and Controlling Asia Pacific, and Fua Nipah, Vice President Global Shared Services, gained experience as managers in an international environment very early on in their careers. They speak to Fast Forward about intercultural challenges, management styles and teamwork.

Martin, are you a good manager?

Martin Walter: The people I work with would have to judge that. One thing’s sure: I don’t get up in the mornings and think I’m a good manager. It’s something you need to work on the whole time. I look at myself, think about how and why some situations worked out better than others – and I do this regularly, not once every six months but while traveling to work, on my way home, during breaks. A good manager today is not necessarily still a good manager tomorrow, and anyone who isn’t constantly willing to learn will at some point get left behind.

Fua, have you ever felt that you were left behind?

Fua Nipah (laughs): Sometimes, when doing sports. Not so often as a manager. But I also had certain inhibitions on my first managerial task. As Martin says, you need to work constantly on being a good manager. I had a great deal of luck with my own managers, which initially made me worry about whether I’d be able to live up to the role myself. My father, who has always been an important role-model when it comes to questions of leadership, told me to be myself, not put on an act and not underestimate myself. I still try to do this today, and I think it’s worked out very well.

Both of you took up managerial roles while very young. Did you feel that your age influenced your work and how you were perceived by others?

Fua Nipah: I’ve not yet had the feeling that age plays any role. When I started my first managerial role in India, most of my manager colleagues were older than me. I knew that they were more experienced and that I could learn from them, especially when it came to local aspects. Maybe it is unusual for someone of my age to have the kind of responsibility I do in this job, but ultimately it’s about the quality of your work and the performance you put in – then you’ll be respected as a manager.
Walter: Young or old, everyone must earn, and sometimes fight for, their position and the respect of others. I’ve always tried to lead by example, clearly say what’s important to me, consistently embody these values and demand them of others. If employees feel that you’re interested in them and give them encouragement, you win their respect and the firm backing of the team.

Do you think anyone can be a manager?

Nipah: To be honest, I don’t think that everyone is born to be a manager. You need the passion and the ability to lead people. Being a manager also means taking responsibility and decisions for a group, which is something that shouldn’t be underestimated.

Walter: I think the willingness to request ongoing feedback is very important for your professional development. No one is born a manager, but hard work can take you a long way. And, of course, luck also plays its part in making the leap to becoming a manager.

Nipah: That’s true. In my case, it was a lucky chain of events that lead to my current role. Prior to China, I had a coordinating role in product development in Germany. At lunch one day, I got talking to the Asian regional manager, which resulted in an offer for my position in China. There, in turn, I had the chance to talk to a manager from Group organization, who told me about the position in India. This was a very different job from my prior positions, but as he knew my working methods and outlook, I was still offered the role. Luck, therefore, is not undeserved but rather a combination of preparation and opportunity.

What are the main qualities of your management styles?

Walter: I’ve got very clear ideas of the values I want to exemplify and also see in my team and work environment. Transparency, respect, integrity – these are not just empty words. It’s important to be consistent, to a certain extent even predictable, so that people around me feel secure. At the same time, we need to keep an eye on our targets and, no matter how serious our work is, have fun and be able to laugh together.

Nipah: I’m an open-minded person. On the one hand, I communicate clearly and openly with my direct reports and motivate them in their daily lives. Dedicated, entrepreneurial and qualified employees are a guarantee of success. But I’m also performance-oriented. A pleasant atmosphere and a good team culture alone are not enough in the long term.
No one is born a manager, but hard work can take you a long way.

Martin Walter is Vice President Finance and Controlling Asia Pacific at MANN+HUMMEL in Singapore. The 35-year-old previously worked at MANN+HUMMEL locations in Germany, Brazil, China, India and Great Britain.
Managers of tomorrow

According to a recent study compiled by international consulting firm Ernst & Young, management needs to break with many of its established patterns. 262 students and graduates aged between 18 and 30 took part in the study entitled “The managers of tomorrow.” Those asked said that key management tasks include “taking responsibility” (85 percent), “team leadership” (84 percent) and “motivating employees” (75 percent). “Visionary ideas” (38 percent) are clearly not quite as important, as a vision is not the work of a single person but rather something that emerges and grows within a team. This, in turn, makes clear that a manager can only be successful if he or she is able to put together and motivate the right team.

As managers, what influence do you have on team culture?

/> Nipah: A big one. It’s not just about how you deal with your own team, but also how managers act among themselves. If they don’t get on, that rubs off on the whole team and also impacts the rest of the organization.

Is the team culture different in the various countries you’ve got to know?

/> Nipah: Teamwork is important to everyone, no matter in which country. On almost all major projects, we work in one global team, pursuing one common objective. But cultural differences must be understood and accepted if we want to be successful.

/> Walter: There is a certain common denominator. Our FILTER values put it in a nutshell. Many people want to and can live by these basic values, all over the world. The differences lie in how the values are understood. Respect, or how you show it, may be very different in China, India or Germany. Here in Germany, we tend to address matters directly, even if they didn’t go so well. In China, that could mean losing face. These cultural differences make our work together incredibly exciting, and intercultural skills are becoming an increasingly important success factor for managers and companies. Every single day, it’s important to push at the limits and never stand still.

Many thanks for the interview.
MANN+HUMMEL is synonymous with an attention to detail and a rich imagination. This is also reflected in our publications. You can find the latest editions of our most important publications at publications.mann-hummel.com – from the annual report to our customer magazine Automotive News and our employee magazine Filtermedia. Find out what motivates us at MANN+HUMMEL and how we are changing the world.
Teamwork around the clock

Finishing time at one location is the start of work at another. At MANN+HUMMEL, the world never stops turning to ensure one clear objective: Leadership in Filtration.