

# **GLOBALCIRCUIT**

DEDICATED TO THE MEN AND WOMEN THAT ARE SERVING THE NEEDS OF THE ELECTRICAL CONSTRUCTION PROFESSIONAL ALL OVER THE WORLD

2021 ISSUE 14

# 30<sup>TH</sup> ANNIVERSARY SPECIAL EDITION READY FOR THE NEXT DECADES



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Global Circuit would love to **picture your organisation in the next issue.** If you are interested or wish to contribute to the editorial content of the Global Circuit's next issue, please contact us at **marketing@IMELCO-solutions.com** 

# EXPERIENCES THAT SHAPE US

In September 2021, IMELCO should have been celebrating its 30th anniversary in Dubrovnik. Unfortunately, we had to postpone the event until the end of September 2022, a date we are now very much looking forward to. In the relaxing atmosphere offered by the stunning location on the shores of the Adriatic Sea, we will reflect on what we have jointly achieved over the past 30 years, discuss the latest market developments, and prepare for the future, together.

I have been with IMELCO for almost 20 years now, ten of which as Managing Director. I can say, my whole career has been shaped by my professional experience with the group.

I am delighted to know that I have always been an active contributor to what IMELCO has become; through enlarging our activities, expanding our geographic spread, or identifying the value in addressing certain business issues at the IMELCO level that were previously viewed only as local level matters. What has excited me the most was not only the opportunity to expand my skills in different areas, which is an absolute necessity given IMELCO's lean structure, but the various human experiences that I have enjoyed along the way. Some of them were very tough and I had to fight, some of them taught me to first listen carefully.

Looking at what IMELCO represents today, I feel joy and deep thankfulness for all lessons learnt, friendships and professional experience acquired, and new alliances built. Our members and partner suppliers share the same sentiment about what IMELCO is - the community of people having common visions and values.

We can all be happy to be an active part of this ongoing journey, whatever the future may bring!



Managing Director, IMELCO



#### To celebrate this milestone year, IMELCO's Elena Reignier and the ABB team reflect on the key highlights of this successful partnership and aspirations for the future.

#### **The Foundations**

ABB and IMELCO's relationship began in 1996 and has evolved to become a strong and powerful global collaboration, which now serves all members in all countries. As Torsten Nolting, ABB's IMELCO Account Manager until the end of 2014, explains: "A shared sense of direction and professionalism has always been the backbone of ABB's collaboration with IMELCO, combining a global approach with the needs of each local market."

From the outset, Torsten and team developed a strong relationship with Elena, who was instrumental in shaping the strategy and managing the relationship. "ABB gave our members access to the broadest range of innovative and sustainable products and solutions. At the heart of our success are the personal relationships and emotional connections we have built over the years, which make a huge difference to our family-owned wholesalers at a local level," adds Elena.

Vincent Hurel, ABB Head of Distribution Channel, highlights how IMFLCO has evolved from three groups of independent family-owned wholesale businesses to the largest international marketing group of independent electrical distributors. "In the beginning, IMELCO had a European focus, with no access to key territories. Now IMELCO operates in 22 countries and consolidates its forces. allowing all members to benefit from the power of the community. In this way, IMELCO supports ABB's access to a much broader global footprint."

#### Thinking global, acting local

When Massimo Lattuada took over the relationship, ABB raised the bar even further, moving IMELCO from Key Account Management to the next level of Group Account Management. Since then, the value of the ABB business has grown seven-fold.

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"From ABB's perspective, IMELCO gives the company a single-entry point to communicate with independent wholesalers around the globe and the ability to transmit one central message to them consistently. It is an evolving relationship, where ABB listens to what members need and responds, whether that is through the development of supporting marketing collateral or the creation of innovative technical and digital solutions to meet core customer needs," comments Massimo.

This sentiment is echoed by Elena: "Ultimately the key to our relationship is that we both share one









common goal; to improve the level of satisfaction with ABB as our key strategic supplier through the connections we create together on a bilateral basis. We think globally but act locally."

Over the years ABB has grown its product portfolio, with key acquisitions in the US including Thomas & Betts in 2012 and General Electric (GE) in 2018, giving IMELCO access to a much wider range of products and solutions. "This shift has evolved the relationship into a much broader strategic one, where we can now reach most of the world and provide access to thousands of products," adds Massimo.

#### **Partnership Highlights**

During the past three decades, ABB and IMELCO have enjoyed many highlights including ABB's 125<sup>th</sup> Anniversary celebrations and the launch of the IMELCO Supplier Award Program.

More recently, the team managed to transform ways of working during the COVID-19 pandemic, creating innovative new ways to keep the lines of communication open, including Executive Forums for MDs across the IMELCO global network and expert talks on added value topics such as EVCI and ABB Ability<sup>™</sup>.

#### **The Future**

Of course, it has not all been plane sailing and there have been some challenges along the way, but the mindset of collaboration and a shared sense of direction have always allowed for constructive debate and resolution.

Having more central support with a dedicated structure for high growth vertical sectors such as EVCI or IoT is an opportunity which should help to grow sales in these key growth markets. "It would be great to develop a global hub to spread the strategy and knowledge on these key topics for the future to all the membership," adds Massimo.

Elena would like to add even more value for ABB and IMELCO. "As our relationship is built on a strong foundation of trust and understanding, I am confident that we will continue our constructive dialogue to shape a bright outlook for all of us."

The ABB Team past and present would like to share their best wishes to the whole IMELCO team on reaching this milestone.

HERE'S TO CELEBRATING ANOTHER 30 YEARS TOCETHER,





# WHAT DOES CONNECT US

Craft has shaped and inspired us humans for hundreds of years. It fills us with happiness, pride, shapes our character and makes a team a family. Craft connects and becomes a tradition for many people. It gives us the feeling of doing the right thing.

We think: Only together we are strong and congratulate our partner IMELCO on the 30th anniversary of the company! IMELCO and its team always stand by us as a reliable and international partner in all matters and many a personal conversation gives us stimulation and inspiration for further development.

We are looking forward to further years of good cooperation.

Thank you IMELCO! The CIMCO Werkzeugfabrik

#### **30TH COMPANY JUBILEE!**

:hager

ON THIS SPECIAL DAY WE WISH YOU ALL THE BEST



### **TOGETHER WITH IMELCO** REASONS TO BE CONFIDENT IN THE FUTURE

Hager will continue to count on the professional electrical distributor as its principal route to market: this is anchored in our strategic roadmap, Project 2030.

Independent wholesalers, and particularly IMELCO, are especially important to us, as a family company. This is proven by the sales growth in our partnership. We know your members are close

to the market and have strength.

It positions us well. And we are particularly confident in the future, which we see as "electric", driven by:

Medium-term: the new electrical

world is no longer "future music" but becoming a real market : electric vehicles, PV, heat pumps, energy management. The outlook is definitely of opportunity and growth.

Short-term: renovation as salesdriver – a great opportunity over the next 1-3 years (following the shift of focus from travel to cocooning at home) with our core installer customers having strong order books.

Change-driver digitalisation: we are on track - together with IMELCO-we see electrical wholesalers moving, and making good progress, to capture the new young digital-native installers... I would like to thank all at IMELCO, for your support and drive over the years, as I hand over my key account responsibilities to Roger Claessen, to continue developing our partnership.

**Peter Caldwell** 



# haupa

## **30 YEARS INELCO!** THE WHOLE HAUPA TEAM SAYS: CONGRATULATIONS! WOW-WHAT AN ACHIEVEMENT!

# In the 60 year history of HAUPA we have cultivated a strong export presence.

That is why we have been of course - interested in the development of IMELCO since the early 2000s. The success of the rapidly developing IMELCO did not remain hidden from us; That is why our branches and partners made an early effort to establish contacts and enter into individual partnerships with local members. The results in sales were very neat and important for HAUPA even before the official contract was signed.

However, the market penetration of the HAUPA brand is much better and more effective thanks to the contract of the preferred partnership concluded last January!

This privilege - and this is how we really understand it - gives us further access in many countries and continents, with IMELCO groups / members that HAUPA has not yet supplied.

Our thanks especially goes to Co Braber, who, in the relevant committees, brought the HAUPA brand closer to the members!

The more than double-digit growth within this short period of time proves the particular efficiency.

Countering the pandemic creatively and implementing speed dating sessions with IMELCO members has proven to be very helpful for us - completely new and interesting business areas have already opened up for HAUPA, not least through the takeover of the long-established HVC-heating & plumbing brand BRINKO, also based in Remscheid / North Rhine-Westphalia.



In addition to Co and Elena, our special thanks also go to An and Anja, who make every effort to ensure optimal, successful networking.

Thank you very much - also as feedback from our international employees.

We are only at the beginning - but it can go on like this! We are sure that we will grow together and we are really looking forward to get to know the IMELCO family in person and in presence soon.

#### All the best and congratulations again from the entire HAUPA TEAM



HAUPA: Jens-Ole Paas – CEO, Kerstin Uebbert, IMELCO: Co Braber

Your's **Kerstin Uebbert** Head Of International Sales Haupa





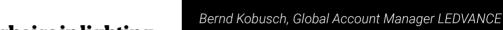


# **M**exans

## **IT ALL STARTED WITH LIGHTING**

Looking back 30 years ago, we have been one of the first preferred suppliers signing an international agreement with IMFI.CO.

Starting as Osram and as LEDVANCE today, we are proud of our trusted relationship and close collaboration with all members around the globe.



LEDVANCE - your best choice in lighting.

### **ELECTRIFYING THE FUTURE WITH IMELCO!**

#### **Dear IMELCO friends, In the Nordics we** have the pleasure of working closely with the prominent IMELCO-member Ahlsell.

business was even acquired by account management program. Ahlsell soon after Nexans was spun out of Alcatel a little less than 20 years ago. So, since the establishment of Nexans. Ahlsell has been a strategic account.

Since Ahlsell has been a very important member of IMELCO, Nexans in the Nordics has had the pleasure of following-up

In Norway Nexans' distribution our agreement through our key IMELCO has always been transparent, easy to discuss with, courteous and welcoming.

> We remember with great pleasure meetings in Hannover and Amsterdam.

> Our only wish now, which will not be fulfilled unfortunately, would be to celebrate IMELCO 30 years and

Nexans 20 years in a brilliant 50 combined year's event with plenty of well deserved Champagne.

Congratulations to IMELCO from your cable partner Nexans - we will Electrify The Future with IMELCO!

Truly yours,

**Jon Seip Sales Director and Deputy Board Member Ex. KAM IMELCO Nexans Norway AS** 





# INTERNATIONALISM, INDEPENDENCE AND THE SPIRIT OF INNOVATION

### **OBOBettermann** looks back at decades of successful cooperation with IMELCO

#### IMELCO stands for values that we also support at OBO: independence and internationalism. As an independent family company, with 40 subsidiaries in 60 countries, OBO embodies what it means to be international. But there is another golden thread running through the company's history: the spirit of innovation. And IMELCO? Such a wide-ranging market perspective as theirs can really only be described as innovative.

### The spirit of innovation as a maxim

Upuntil 1952, anyone wanting to fix an anchor in a wall had no other choice: they had to drill a hole. OBO engineers were not satisfied with this and developed a metal anchor which could simply be knocked into the wall. From this moment on, the spirit of innovation was not only a fixed part of our company, but also a part of our name: OBO - ohne bohren (without drilling). Countless further innovations followed, not only in the form of products, but also with service tools and digital initiatives, such as the online seminars. These are also offered in the context of the e-academy from Mitegro.

#### **Decades of partnership**

In our joint history, it is naturally also the awards that OBO has received in the scope of the "IMELCO Supplier Award Program" that remain in our minds. For us, the awards were not only a great honor, but also provided the impetus to expand our successful partnership with IMELCO yet further. This is something

> that will also apply in the future: We look forward to the next 30 years of cooperation and send heartfelt congratulations to IMELCO on its anniversary!

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# **GREETINGS FROM PRYSMIAN**

"Congratulations on the 30 years anniversary!. We are proud of our successful and pleasant collaboration and we want to thank you for the trust. Today, we are facing three great challenges, all of which have significant implications for the construction and installation sector: Energy transition, Global digitalization and Electrification. With this brilliant future we are convinced that we are able to continue our strong cooperation".

HAP

Birtl

IMELCO To: From : Rob van Veen SVP Energy & Infrastructure, Prysmian Group

IMELCO

From: Francesca Novelli

Customer Centricity and

International Key Account

Senior Manager, Prysmian Group

To:

Prysmian Group

"IMELCO Group is a Key Partner for us in many geographies and the journey we started years ago is getting into further steps on digital as well as innovation. Our partnership has been reinforced during Covid-19 time, where IMELCO has proven to be a solid and resilient Partner. Many thanks to Elena, Co and all IMELCO's MDs and Members for the continuous support and trust. Congratulations for the 30<sup>th</sup> Anniversary to the IMELCO Family !!!"



# CELEBRATING 30 YEARS OF PARTNERSHIP



#### For many years, Schneider Electric has enjoyed an excellent and highly valued partnership with IMELCO, one of the most important players in the electrical wholesalers business.

On the occasion of IMELCO's 30th anniversary, we want to thank everyone in their organization for the confidence they place in the Schneider Electric brand. Our professional collaboration has brought our companies to different countries and regions, to mutual benefit.

When IMELCO was founded, Schneider Electric was refocusing its business on the electric industry by divesting non-strategic assets and undertaking a series of strategic acquisitions. These included Télémécanique in 1988, Square D in 1991, and Merlin Gerin in 1992. Our moves on this front were paralleled by IMELCO's growth in the early stages of its entry into the electrical market. Today, IMELCO is a vital partner for us in multiple businesses covering many geographies. We especially appreciate the recognition we have received in their Supplier Award Program. In addition to shining a light on the good things we are doing as a partner, IMELCO is a constant source of vital feedback, which helps us to constantly improve while reinforcing our partnership moving forward.

Thousands of electricians, OEMs, and contractors rely on the IMELCO-Schneider Electric alliance and partnership daily to get the job done for their customers. The visibility and access that IMELCO provides to our different offers is invaluable and sincerely appreciated.

At Schneider Electric, we believe teaming with partners like IMELCO will enable all of us to help drive the change needed to realize bold climate ambitions. Smarter, more efficient energy infrastructures are critical to this effort. As the transformation to all-electric, all-digital power accelerates worldwide, we have put initiatives in place to enable our partners to become more digital, more specialized, more efficient, and more customer-centric - values we believe are critical to the evolution of our industry.

Electrification, digitalization, and decarbonization are key strategies for achieving a more sustainable world. We are committed to continuing to partner with IMELCO to make such a world possible.

Happy 30th anniversary to the IMELCO community. We look forward to continuing on our shared journey for another 30 years!

Thomas Pétuaud Létang SVP Commercial Home&Distribution





### **IMELCO** ANNIVERSARY

# SIEMENS

#### We celebrate 30 years of excellent cooperation between Siemens and the IMELCO wholesalers



On behalf of Siemens, I express my special thanks to all members of the IMELCO Group for your open-minded and trustful partnership, combined with an innovative and business-focused environment.

Each individual family-owned company with its unique value contributes to the success within the IMELCO Group.

More than ever, it is essential to anticipate market trends at an early stage and transform them into new innovative business models. The interplay between electrification, automation, and digitization throughout the entire value chain of the respective market plays a crucial role in this.

To leverage significant efficiency and productivity potentials, the digital twin, such as in buildings or production, will play a decisive role in the future. At the same time, we are all called upon to make a valuable contribution to sustainability for our society and environment.

These requirements - and I am absolutely convinced of this - are only possible by bundling strengths in market communities such as the IMELCO Group to maintain or further expand competitiveness. Working with the IMELCO Group has been a real honor and we value every day of our long-lasting partnership.

We would like to thank IMELCO once again for 30 years of mutual growth and wish IMELCO, its employees and affiliated wholesalers a successful as well as exciting future for the next 3 decades and more!

#### **Alexander Frisch**

Siemens AG – Senior Vice President Global Head of Siemens Partner Management



Congratulations for a great achievement and the fruitful collaboration together!

#### Sabina Cristini Siemens Italy, DI S Partner Development



#### Happy 30th Anniversary!

Being successful for 30 years in a very competitive environment proves that IMELCO can provide added value for its stakeholders around the globe.

When IMELCO was founded in 1991, the business of the electrical wholesalers was mainly driven by traditional electrical installation products. Nowadays, customers expect much more than just reliable technical infrastructure for their buildings and industrial processes.

Electrical wholesalers are playing an important role in that development, combining customer proximity and the knowledge about the available solutions in the market. This offers great opportunities for new data driven business models connecting the wholesalers closer to the electrical contractors and the end customers.

IMELCO is well prepared to support their members while adopting the upcoming opportunities and dealing with the new challenges.

Wishing you all the best for the future.

Valentin Dinkelbach

Corporate Account Manager



#### **Congratulations** !

The relationship between Siemens and IMELCO group is mainly supported by the commercial relationship with the company Govaerts located in Antwerp.

We would especially like to thank Govaerts for their performed worked within the Belgian subsidiary Gibed and we hope that this relationship will extend throughout other Siemens departments.

We congratulate the IMELCO group for their 30 years of activity in a field where success is built on continuous innovation and sustainable partnerships with global leaders providing cutting edge technology and products.

**Denny Decorte** Siemens Belgium, DI S Partner Management Olivier Baguet Account Manager for Gibed in Belgium

Signify

# **30 YEARS OF IMELCO**

#### 1. Short bio from Frank

48 years, married, two kids, two dogs, happy family 21 years breathing Philips and Signify Happy IKAM for IMELCO

#### 2. Evolution of trade business in the last years

Lighting Industry is transforming fast and heavily via several (disruptive) paths simultaneously:

- 1. From conventional to LED
- 2. From non-connected to connected
- 3. From just on/off to data driven business
- 4. From pure offline (via branches) to either omnichannel or pure online shopping experience
- 5. From pure manual-to-manual to "touchless" operations

#### 3. Vision on where trade business is evolving

I believe trade business will remain important in its core competencies: inventory management and important entry point for Installers/Contractors (delivery and consultancy). Following the digital savviness of the new Installer/ Contractor generation and the changing industry landscape: "Digitalization" will be the key investment in two ways:

- 1. digitalize the commercial operations (cost savings and efficiencies) and
- 2. digitalize the shopping experience via best-in-class web shops and digital marketing.

### 4. Collaboration with IMELCO: memories and highlights, etc.

The best memories are always related to people. I remember well the first meeting with Elena and your warm welcome in Hannover as I was appointed to the new IMELCO IKAM at that time. Meeting the IMELCO family regularly at various occasions is something which connects us not only from pure business perspective but also from the human factor and having a lot of fun together. Here I look back mostly to the various supplier meetings in front of EUEW or to the remarkable travels to Sydney and Washington. What I love is to connect with all of you no matter if it is with family and friends from international/national headquarters or from IMELCO member companies. The world is colorful and full of inspiration and so are my friends from IMELCO.

### 5. Frank's vision on the future of the IMELCO partnership

It is in the interests of both IMELCO and Signify to manage the Lighting Transformation, set the pace and offer the best services in a changing industry landscape. For our partnership it means to invest in the web shop experience and new digital marketing tools. Furthermore, we need to increase the project capabilities to sell more connected products, especially to small and midsized enterprises. Naming here especially Interact Pro System, which is the right solution to further deploy.

**"Dear IMELCO, HAPPY BIRTHDAY.** To all of you. To all of you in the countries, in the branches, in the project teams, in the headquarters. You are IMELCO and you are the sum of all cultures and colors. You make the difference from Americas, Europe, Russia to the long way to Down Under. I am thrilled being part of the team. Enjoy your colorful birthday and have a lot of fun". **Frank Suntinger** 





# **DEAR IMELCO FAMILY...**

... We warmly congratulate you on your 30<sup>th</sup> anniversary. For 30 years now, you are the world's leading organization of independent wholesalers.

You represent entrepreneurs around the globe that are at the forefront of technological development in the world of professional electronical solutions. You have shown like no other supernational organization in the industry how to join forces and people for greater and better ideas and results.

We are very appreciative for your advice, your warm and people-driven way of communication, your pragmatism and for the many doors that you have opened. We at STEINEL are honored to be part of IMELCO as a preferred supplier and we are looking forward to the upcoming years of continuous successful cooperation.

With our very warm regards, Martin Frechen for the Steinel Team around the globe



Weidmüller 🗲

# **WORKING IN STRONG** PARTNERSHIP IS THE BASE FOR LONG-TERM SUCCESS

Just as IMELCO developed, also Weidmüller has developed hand in hand with IMELCO to support our common customers in transportation, process, industry or renewable energies: We help our customers to meet their challenges in the best possible way with innovative products and future-oriented solutions - of course always in close cooperation with partners like IMELCO and their excellent services.

From the inventor of a terminal block, over the legendary Stripax (invented by Weidmüller 30 years ago) up to a global player of digitalization with products like u-remote (Modular I/O system) or max-Guard & top-Guard (load monitoring systems) & PROtop (IoT Power supplies), we have the right solution for your customer challenges.



Weidmüller 3

#### **Roger Kroon**

Vice President Global Distribution Management - Weidmüller

Weidmüller and Imelco have been working hand in hand for 30 years now. Much has developed during this time and Imelco has grown into a global player in the distribution industry. We congratulate them and are happy to be part of this development.

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# **DEAR SUPPLIERS,**

On behalf of our members, we at IMELCO thank our partner suppliers for the contribution they have made to our growth and success over the past three decades.

In the true spirit of partnership, we have found ways to grow together, to bring solutions to the market that meet the needs of our customers in an ever-changing industry.

And we thank our suppliers for the human element the friendships made, founded on our desire to see each other succeed.

And the best thing is, there is much more we can and will do together.

Let this just be the beginning!

**IMELCO HQ** 





Raymond Salentey, Managing Director at foundation

#### **Raymond Salentey:**

"The story started a long time ago and you will forgive me because, given my age, my memory sometimes misleads me.

Thanks to a project of our German friends, who were part of the ELTKONTOR Group, the first steps were taken by Mr. Müller and Mr. Du Teilhet . The idea of initially setting up a European structure was born".

#### Friedrich-Wilhelm Hörr:

"Yes, my brother Wilderich Hörr studied at the EAP (Ecole des Affaires de Paris) at that time. At my instigation, he prepared a seminar paper on the electrical wholesaling in Europe.

The subject was highly topical back in 1991, with the opening of the European Single Market pending.



To carry on the task, my brother contacted English and French electrical wholesalers. Our German cooperation ELTKONTOR was already in contact with them anyway.

After he had finished this work, I showed it to Mr. Müller, the Managing Director of ELTKONTOR, who found it very interesting and suggested to further elaborate the subject. So, he contacted the management of EMMA and SOCODA, and together they considered whether the time was right to establish an international purchasing operation. With the opening of the European Single Market just around the corner, the decision was made to proceed."

#### **Raymond Salentey:**

"Why France was so influential in making these decisions at the beginning? Because in comparison to other countries our electrical distribution market was rather unique, with two Giants already representing 70 percent of the French market: REXEL and SONEPAR.

On the other side, France was also strongly dominated by two manufacturers, SCHNEIDER and LEGRAND, which held an approximate market share of 80 percent in the range of comparable products.

Hence, the idea was born to found a group which would act as a counterweight vis-à-vis them in the European market, in the hope that other manufacturers would recognize the opportunity to expand their business with ELTKONTOR and SOCODA, in particular. For the full success of this project, it was decided that each adhering country should have a voice regardless of its importance and all communications would be held in three languages: English, French and German."

#### Friedrich-Wilhelm Hörr:

"For at least 1.5 years, the basic principles of how we wanted to work together were discussed so that everyone had a clear understanding of them before negotiations with suppliers started.

It was agreed that everyone should have a voice, no matter how big they

### **IMELCO** ANNIVERSARY

### FOUNDING FATHERS

were, and that the organisation had to consist of a collaborative group of companies. For this reason, after initial negotiations, we did not accept the company called Spanworld (from North America) which was run by only one owner."

#### **Raymond Salentey:**

Under the main impetus of Mr. Müller, Managing Director of ELTKONTOR, IMELCO was launched and has continuously outperformed our expectations since!

I admit that we had heated discussions with Mr. Müller but, ultimately, his actions in the 15 years during which he accompanied us, were largely positive. Thanks to him, IMELCO marches like a conquering army!"

#### Friedrich-Wilhelm Hörr:

"Since Brussels was supposed to become the capital of Europe, we moved our headquarters to Brussels in order to make our European aspirations clear. The structure was determined by the Supervisory Board and the Management.

The Managing Directors at IMELCO's foundation were: Mr. Bernd Müller (ELTKONTOR, DE), Mr. Du Teilhet (SOCODA, FR) and Mr. Clive Knibbs (EMMA, UK).

On the shareholders' side these were Raymond Salentey for France, Mr. Jenner for UK and me for Germany.

Mr. Jenner also became the first Chairman of IMELCO. Since he was already in his late 60s, he left relatively soon, and it was then decided that one country should take over the presidency. By unanimous decision, Germany was selected as such, and the daily work of the organization was put under the energetic leadership of Mr. Müller.

Herewith, I took over as Chairman and held this position for the following 15 years or so, until a regulation was introduced that the presiding country should change every 2 years."

#### **Raymond Salentey:**

"The first announcements and negotiations with suppliers took place at the Hannover Fair in 1993. Some suppliers quickly placed their trust in us, such as OSRAM and THEBEN, others followed, and they are still with us to this day. Obviously, further countries also joined in the next years like Sweden with SKOOGS, then Spain and Italy.

The first IMELCO convention took place in Bruges, with 6 countries. I remember that day well as I had to hold my speech on the platform in front of an audience that I could not distinguish and in what could best be described as school English!!! I don't think I've ever sweated more in my whole life!!!"

#### Friedrich-Wilhelm Hörr:

"One of the big difficulties in the meetings was that most of the attendees could only communicate through interpreters. An interpreter was provided for each language, which was sometimes very for cumbersome an ad-hoc translation and often resulted in misunderstandings. Moreover, it was also quite expensive.

Today, IMELCO's language is English, as almost everyone can understand and speak it sufficiently well.

At that time, I was the only one who spoke German, English and French. As a result, I always had good personal access to all members."

#### **Raymond Salentey:**

"The strength of IMELCO is the combination of several commercial cultures as well as completely different suppliers from one country to another, which has allowed us to progress both on the suppliers' side and on the members' side.

IMELCO can be proud of having been able to bring together so many countries, which, of course, was not envisaged at the start of this adventure.

I deeply regret that COVID-19 is preventing us from meeting again at this time, at least once a year, because these various contacts were enriching in many ways.

Unfortunately, I realize that I am one of the last members of the founding team. So, I feel like a dinosaur taking part in the race that many of you know will soon end."

#### Friedrich-Wilhelm Hörr:

"The time has not come yet, Raymond, mon ami! So, the race is still on!"

TESTIMONIALS BY IMELCO CHAIRMEN

# SIMON BARKES

I assumed the Chairmanship of four-year stint, Italy stepped up IMELCO in 2008, having been the UK representative on the Board for six years. I had a growing feeling that IMELCO should project a more international image of itself. This seemed to me difficult when the Chairman, office and executive were all German or based in Germany. I was also aware that at that time the 'international' in IMELCO was really 'European'. Countries outside of Europe were expressing an interest in joining and being encouraged to do so by international suppliers.

This gentle reordering of IMELCO's image was agreed, after much discussion, and I volunteered to be the first of a rotating two-year Chairman. Needless to say it took some persuasion to find my replacement but happily, after a

and we have progressed steadily from there. Australia became our first non-European member and they have been followed by the USA and Russian Federation. This has also seen something of an internationalisation of the office with our principal executives based now in both Germany and Holland.

We live in extraordinary times and know that there is much change coming down the road. IMELCO continues to provide help and guidance to its members in the independent sector and remains an important element in our efforts to remain competitive.

Many congratulations for the successes of the first thirty years, and good luck for the next thirty!





Günther Pernthaler, Chairman 2012-2014

# **GÜNTHER PERNTHALER**

On behalf of Elex Italia, I served as member of the Supervisory Board of IMELCO for more than a decade until 2017 as well as its chairman for the period 2012-2014. I found it fascinating to work in this worldwide growing organization, to meet and interact with people who were on one hand all active in the same technical sector and on the other hand were coming from a variety of nations

with their cultures and languages that sometimes were new to me. Within this precious diversity I learned how important it is to keep the focus on the common goals, still developing more and more intercultural competence and tolerance for national needs and constraints. This experience has broadened my personal horizons: thank you for this, IMELCO. Ad multos annos!

JOAN GARCIA WHEN SUPPLIERS ARE TREATED AS CUSTOMERS

TESTIMONIALS BY IMELCO CHAIRMEN

IMELCO is the BIGGEST and the BEST global organisation of electrical wholesalers, something that definitely didn't happen by chance.

Our success is built on the cumulative efforts of each individual member, while respecting a key business principle: understanding the needs of and delivering results to our key business partners, our preferred strategic suppliers.

Key to our collaborative approach toward our preferred strategic suppliers is the way our pyramid structure allows the benefits of an international group to flow down to the local level. IMELCO's regional organisations are made up of local wholesalers, who are sales leaders in their areas.

Our structure allows the different agreements reached between IMELCO and the best worldwide electrical manufacturers to be applied between those suppliers and individual members, thereby quickly and efficiently moving the focus on to sales success.

Consequently, key manufacturers (and, at the same time, suppliers of IMELCO's local members) are motivated to become customers of IMELCO itself. But why?

IMELCO promotes the acceptance and sales of products from our preferred strategic suppliers through the various companies within our international network.

Suppliers welcome this collaboration with IMELCO, given our proven ability over many years to demonstrate our understanding of and ability to influence key markets. It is true that IMELCO operates in different markets under different names. But that's part of our recipe for success!

This ability to adapt our presence to meet local needs is core to the success of all. IMELCO brings together global brands with local distributors, who have deep knowledge of the territory in which they operate.

And now, the key ingredient: treating IMELCO's suppliers as customers, because that is a real and valuable part of the relationship! Via IMELCO's HQ, suppliers are able to continuously access market data and intelligence at the national and local levels across various geographies.

By providing our suppliers with timely and objective information from their specific markets, they stay ahead of the pack. In funding this service, our relationship is further deepened, for they then also become our customers. And if there is one thing IMELCO are really experts in (alongside electrical materials!), it is knowing how to make our customers satisfied. Regardless of whether they are installers or electrical equipment manufacturers.

And we are the BEST in that. Circle closed!



Joan Garcia, Chairman 2014-2016

TESTIMONIALS BY IMELCO CHAIRMEN

### **"WHO CONTROLS THE BURNER?"**

he story goes that if you drop a frog into a pot of boiling water it will immediately jump out, but if you drop the frog into a cool pot of water it will stay and if you gradually increase the heat, the frog will perish. The question one must ask themselves in wholesale distribution is are we the frog being boiled to death and cannot feel the gradual increase in heat?

C. Assess your investment needs, shortfalls, and tackle the key critical areas you can afford to: Software, warehouse systems, employees with new expertise along with training, end customer / contractor impact sessions where you learn about any shortfalls or trends you might be missing.

First look at consolidation and those wholesalers who have left us. How many of those wholesalers who sold or went out of business because things just got tougher, margins got tighter, and they had no plan to propel the business forward? How many were unwittingly impacted by the big boxes? Technology lag? Customer and contractors whose sophistication outstripped them? Ask vourself: Are customers telling me what to do to serve them better, time after time? OR. Are you anticipating their needs and bringing forth ideas and solutions to make their life easier? If the former, then you are slowly boiling to death.

Second, those wholesalers left standing; large, medium, and small need to take hold of their future by developing a multi-prong approach. But first they need to determine if they want to be in business for years to come. If not, they need to clean up their inventory and supplier line card, clean up their financials and pay down dept, secure their existing customer base and good employees (who will be an asset when selling the business) and finally get industry



advice on the company's realistic value. After this you can seek a buyer (hopefully within your marketing group, where you network) and get a maximum return for you and a home for your good employees.

If you determine your business is to carry on for generations to come or via employee owners, then your multi-prong approach comes into play.

A. Develop your future leadership, cultivate them, and listen to them (as well as your employees) for new thoughts and ideas.

B. Constantly assess your overall employee talent pool and upgrade where you need to. As example, are some of your customers looking for an integrated supply solution, where they want you to partner with wholesalers in related industries? Do they want you to ship multiple vertical products on one truck and bill them with one invoice? What about national end customers getting a directive from above to support a nationwide provider for their electrical supplies? Do you have a solution?

Assess your buildings and all that goes on within that space and your e-commerce web site capabilities. But do not get in over your head and tackle more than you can.

### TESTIMONIALS BY IMELCO CHAIRMEN

This is where IMELCO, NAED, Electro Federation Canada, EUEW, ETIM, IDEA and your in-country marketing group comes into play.

Third and finally, as with most wholesalers, you cannot conquer the world on your own. For if your company is to survive for the long haul, you will need all the help you can get!

As example: IMELCO gives wholesalers in the U.S. a handle on trends happening on a global basis, what technology we should be considering as an investment being part of the largest network of Global Distribution. Thus, we are effectively and collectively able to best serve local and international end customers.

Our in-country marketing groups (IMARK Electrical and our multi vertical solution "IMARK Group") help us learn from each other and challenge us to invest in a multi-vertical marketplace to service existing linier customers / contractors. And to prepare us for the growing requirements of a demanding multi-vertical service model. It is incumbent upon us in our respective countries as well as internationally to continue to rally and encourage investment in the future. Thus, to best serve the end customers and fulfil the market penetration desires of our International and country specific suppliers!

Our suppliers look for channel and market leaders. We accomplish this through sound investment from the incentives they graciously provide us! After all, we have global wholesalers as competitors, not to mention online providers, who are carving away at our business and harvesting AI (Artificial Intelligence) to infiltrate our end customer base.

In the end, we must go beyond products and combine products with services; software and decision-making support to name just two. Investing in omni-channel mechanisms for existing products is an expected ante, not a life flowing growth and profit engine.

Our suppliers and customers require efficiencies and efficiencies

flow from having more capabilities in a wholesaler's tool kit. New competitors are emerging that are integrators who do the intellectual work and can also sell the products they are integrating versus a product selling wholesaler who cannot sell the intellect necessary to make it (integration) all work.

Therefore, PE's (Private Equity firms) are pouring money into integrators right now! Because they believe they are valuable, and they are producing numbers such as 15 X EBITDA's!

So, the challenges and opportunities before us are set! As wholesalers we need to make investments that we might not readily be able to afford to do on our own. But through the power and resources of IMELCO and our own Group, we can accomplish this together!

Let us control the burner and have our competitors in the pot!!

**Robert P Smith IMARK Group** 



Bob Smith, current Chairman and Zsolt Mentes, incoming Chairman



### **MY EXPERIENCE WITH IMELCO**

GIRFD⊗

My experience with IMELCO began more than ten years ago. Over time, it has been a continuous enrichment. I could define it as a positive spiral that has steadily grown.

from different countries, I have enriched my experiences! Not only in a professional or business sense, but also and especially for me personally.

It has been many years in which I had the opportunity to grow at both, human and professional level.

I would also like to thank IMELCO for the open conversations that have given me many important impulses

Through the meetings with people for my work and for the time that the IMELCO team have dedicated to me. I have numerous memories that I have been carrying with me for years and they will surely shape my future undertakings. From Amsterdam to Washington, every place was a breeding ground for great experiences.

> Unfortunately, pandemic the changed our lives dramatically last year. Social distancing practically

nullified any opportunity to meet. However, technology allowed us to stay in touch and see each other, even if through a screen.

#### **Emanuela Maggi**



# **SHARING KNOWLEDGE IS OF IMMEASURABLE VALUE**

#### I joined Gibed, and thus IMELCO, 3.5 years ago. Gibed was founded in 2007 and joined IMELCO in 2008.

The biggest added value is for certain Anja, Elena and Co, are important for the possibility to share experiences with our colleagues in other countries. Not only do we have the same suppliers, but we also have the same type of clients, and we encounter the same challenges. Open discussions and sharing knowledge are highly appreciated and are of an unmeasurable value. Especially for a smaller country like Belgium it is a huge advantage to be in IMELCO and to receive support, when necessary. Every issue or every question can be shared with like-minded associates. And you can be sure that you will obtain an answer: either from other IMELCO countries or the colleagues in our network! The team involved, An,

every country and deliver added value by always trying to help.

IMELCO succeeded in becoming an international group with a family spirit. Between the countries there is a lot of interaction, discussions, help, trustful

professional relationships and in many cases friendship. It is always a pleasure when the countries get together. As much as we appreciate the possibility to meet and discuss online. I am sure that almost every member has been missing the interaction and real human contact with their IMELCO colleagues during Covid times and we certainly hope to see each other really soon.

Nico Vanhove. **Managing Director at Gibed** 







**BUSINESS COLUMN** 

#### HERE'S TO THE NEXT 30 YEARS AND BEYOND!

1991 was the year that changed the world. No, I am not only talking about the fact that this was the year I started as head of customer service at Sylvania, and with that entered the business that I now love. It was the year that the map of Europe was redrawn, the first GSM call was made, something called the World Wide Web took off and of course: The year IMELCO was founded by Friedrich Wilhelm Hörr, Raymond Salentey and Clive Knibbs.

A recent study by McKinsey found that the average lifespan of companies today is less than 18 years. We have long passed that mark. So, what is our strength? I believe it lies in the fact that we are a family of entrepreneurs. This specific kind of people is known to have a strong survival instinct and has the capabilities to spot opportunities and act on them fast. But also, entrepreneurs tend to be stubborn, determined, persistent and individualistic. Exactly that is where our strength lies. In our capability to unite all those entrepreneurial skills and minds and empowering them to cooperate and collaborate. This enabled us to be ahead of the curve in bringing new innovations to market, adapt in challenging times and find synergies to become more efficient.

In our business, this is much needed. Over the last decades, there have been huge developments in automation, energy needs, sustainability, convenience, robotics and many more. We have seen the lighting industry completely shifting towards LED and witnessed the fast development of alternative energy sources like solar and wind.

Today we find ourselves only at the beginning of the automatization and digital transformation era.

Smart sensors, IoT and AI have become part of daily life and could not operate without our business. These developments make me excited to see what is ahead in the years to come.



I have been amazed by our journey so far, yet I believe we have barely begun. Many thanks to every member and supplier of the IMELCO FAMILY. Here's to the next 30 years and beyond!

Co Braber President IMELCO

#### IMELCO'S RECIPE FOR SUCCESS: COLLABORATION ACROSS COUNTRIES

At Grudilec, we are very pleased with the journey we have had since we became members of IMELCO in 2007.

The exchange of information and experiences has been very enriching and rewarding at different levels: at the personal level, due to the relationship with other members, and on the professional basis as the result of learning every day about how diverse topics are dealt with in different parts of the world.



In IMELCO, we have experienced political and economic changes in various countries, even a global pandemic, and we have witnessed the effect of globalization (which is evident in our sector). Right now, we are facing a crisis of raw materials and transportation.

We are learning a lot every day from other members, and it has been a very significant decision for IMELCO to include America, Australia, New Zealand, and Russia among its members.

IMELCO is a very professional organization, and we benefit enormously from their good work. The collaboration across countries and understanding between the members are of inestimable value. This is the secret of the proper functioning of the organization.

Grudilec has tried to contribute as much as possible for the cause of IMELCO and we hope that the organization, the suppliers and the other members, just like us, enjoy this experience.



# **30<sup>TH</sup>ANNIVERSARY**

I can still remember the time when Bob Smith shared with me the IMELCO business model. It was 2012 and he had just started the conversations concerning IMARK joining IMELCO. It sounded like a fascinating business and one that I was quite interested in learning more about.

As we got engaged with the suppliers and members, I could see the value of these relationships. Overtime, I learned that electrical wholesalers around the world have the same exact issues and opportunities running their businesses. I guess I thought that European, Australian and Russian wholesalers would operate differently and have different experiences than US wholesalers. Was I wrong! The challenges of running a profitable wholesaler are the same worldwide. The managing directors all enjoyed meeting and discussing what we could do together to help independent wholesalers be successful.

I have a strong recollection about international travel. Prior to IMARK joining IMELCO, my international travel experiences were limited to a few vacations in Italy. When we joined IMELCO and begun making the trips to Europe, I got pretty good at sleeping on the plane, catching a few hours of sleep the next morning after we landed and pounding down espressos. Caffeine became my best friend traveling to Europe for our twice per year meetings. No offence Bob. I still marvel when a colleague has a double espresso at 10pm!

We developed some very meaningful relationships with the European based suppliers. In many instances they were quite helpful solving various international issues. They have a worldwide view and challenges that are unique to Europe, Russia and Australia. I still marvel at the notion of creating documents and marketing material in over ten languages.

The glue that makes IMELCO effective lies in the strong working relationships between suppliers and members. We create opportunities and solve problems that would not be possible without IMELCO bringing together some of the best wholesalers and suppliers in the world. Collaboration and a willingness to work together makes it all possible.

Jerry Knight IMARK Electrical



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## SHARED EXPERIENCE AN INSPIRATION TO US OUR ACCESSION TALKS LASTED TWO YEARS.

The first meeting was held in Hannover, where Emil Paterek and I were in attendance. A friend helped us with communication. From a later meeting, I remember the very good sandwiches Elena provided us.

The journey from our base in Poland to Hannover lasted 11 hours, as we took the train. There were no flight connections at that time – and we went directly from the train to the IMELCO office. We needed these first two years to consolidate and strengthen the Inter-Elektro group (then there were 11 members) and work out the rules of financing, enabling us to cover the costs associated with joining IMELCO. We officially joined IMELCO at the general meeting in 2004 in Lausanne (CH), together with the Imagro Group from The Netherlands.

A funny thing happened after the meeting, as it turned out that our return tickets were issued for a wagon that was not on the train. However, we managed to return to Poland.

IMELCO inspired us to implement structural changes in the group. IMELCO's shareholders and their experience allowed us to set the right direction for the future development of our group. This consequently led to our current position on the market – one of the largest purchasing groups in Poland.

Dariusz Szydłowski Inter-Elektro







### **MORE THAN MEMBERS** THANK YOU ALL IMELCO MEMBERS FOR HAVING YOU IN MY LIFE!

Applause for Dariusz and Emil, for your decisions and dedication! Joining this outstanding international group was a real step into the future, incredibly brave and without complexes! Congratulations! I feel fortunate to have the opportunity to be surrounded by people filled with passion and vision every day! May this source of inspiration never seal up!

The IMELCO Convention Rome (2008) was my first experience with IMELCO. I went there with a delegation of several representatives from Inter-Elektro. At the airport – as a joke – Dariusz handed out the presentation about our group and said that I was supposed to show it at the meeting. I gladly agreed - of course - and I was very excited to be able to contribute to this event. I was proud to introduce our Inter-Elektro Group to the attendees.

It was a special moment in my life – I put on my thinking cap and asked myself if I really wanted to work in my own company and develop internationally if such opportunities were opening up for me: but having these great people next to me, I could only confirm my decision was right.

After my speech in Rome, Inter-Elketro decided to appoint me as a Managing Director to IMELCO. This was a great surprise that I accepted with joy!

in My first Managing Directors' rst meeting was in Amsterdam, at Schiphol Airport. At that time, al Oliver Schreckling requested me at the very beginning of the meeting to step forward and hold the first presentation: a big surprise and as the deep water feeling again!

> I was very stressed but at the same time it was an enriching experience, like a few semesters of study but all at one international meeting. Each IMELCO meeting is for me a gain of more personal and professional experience. Sydney, Washington D.C., New York with

Elena, Annika and Co, Barcelona, Madrid, Rome, Milan, Amsterdam, London, Brussels, Stockholm, Paris, Lisbon, Budapest... Elena and her staff have always organized our meetings extremely professionally, in all these exciting places. The bar for our company meetings is rising every time. We learn from Elena's iron discipline and commitment to her work.

Thank you all IMELCO MEMBERS for having You in my life! We are more than members of the group – of any kind – we are good friends with strong ties. Your knowledge and willingness to help in difficult times allows me to feel safer in difficult moments of running my business every day.



Paulina Pilarzcyk-Wcislek Inter-Elektro







RAEC is a member of IMELCO since December 2013. Being a young and ambitious association founded in February 2012, RAEC had a firm intention to become major, influential, and global. Uralenergo and Elevel were among that 2013 RAEC's member composition.

# How was made the decision to become the member of IMELCO?

### Anton Bork (Head of Elevel company):

We wanted to get the international status and we knew about two suitable international organizations: IMELCO and FEGIME.

Our German partners (ABL SURSUM) helped us to organize the meeting with both sides. So, we went to Germany and met with the representatives, at the premises of MITEGRO. As you can guess, we chose IMELCO, and this choice was undoubtedly the right one.



Anton Bork Head of Elevel company



Head of Uralenergo Group of Companies

### Igor Shadrin (Head of Uralenergo Group of Companies):

In 2013, the young RAEC was under massive pressure from our competitors and suppliers. Nobody believed in our success.

Becoming an IMELCO member was among those pillars or even bricks that helped us to build a successful association.

Our membership legitimised our international status. We also gained direct access to international suppliers.

This helped us to solve misunderstandings with their local Russian offices and make our work more efficient.

#### What are the added values and advantages of being an IMELCO member?

RAEC

#### Anton Bork:

The most precious thing is that we share experiences. We can ask questions and get the straightforward answer. We see representatives of the market from different countries.

We can compare our business activities and other parameters.

Thus, we have a very pleasant understanding that in some areas we are at the top.

#### Igor Shadrin:

I keep in touch with the European colleagues and meet with them (when it is possible). The possibility to share experiences is the most valuable thing.

Global and European business trends come to us in a year or two and sometimes even faster.

We can monitor and forecast changes, be ready to meet them and form the market according to them.





The meeting devoted to IMELCO's 25th anniversary was very interesting! We had lots of useful communications and meetings and enjoyed that unity and solidarity feeling.

#### What's more?... Which role can IMELCO play now and in the future?

#### Anton Bork:

Right now, we have challenges connected to eCom and supplierwholesaler relations. I see a great role of IMELCO in the increase of the qualitative level of eCom. IMELCO DIGILAB helps a lot in this sense.

The move of suppliers to having direct communications with the clients causes threats and directive relations with the wholesalers. IMELCO can also play an important role in the harmonization of these relations.

#### **Igor Shadrin:**

We feel the growth and the impact on the market of online marketplaces. I believe the same situation is on the front burner worldwide.



They are less professional, less individual but they are countless.

It is up to us with the help of IMELCO to de-escalate this impact and to build our own innovative and up-to-date environment.

#### **Our congratulations** to IMELCO!

#### Viktor Svintsov (RAEC Executive **Director**):

IMELCO provides an invaluable international experience of communication between suppliers and wholesalers.

RAEC, which was 5 years ago,

began in Hannover. It was a visit to the offices of IMELCO and MITEGRO.

Those 3 days gave me the unbelievable experience of the work of a national association. This helped to speed up the evolution of RAEC, saving us 2-3 years of additional work.

Living in a world where everything changes in no time, it is important to adopt experiences of other national associations and wholesalers.

RAEC will continue its activities focused on the strengthening of Actually, my first working day in IMELCO's image in the Russian market!



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### **IMELCO'S 30-YEAR ANNIVERSARY**

IMELCO was founded in 1991 with the main goal: to protect the interests of independent distributors and to ensure its persistence in the market. Electroclub (currently, AUNA) became part of IMELCO in 1994.

IMELCO is nowadays represented in 22 countries and on 3 continents. It has become the largest independent distribution group in the world.

Most of the companies that it consists of today are family-owned companies, which in recent years have demonstrated an enormous capacity to adapt to local markets, thanks to the action and relationship guidelines defined by IMELCO and its associated national organizations.

IMELCO is aware of the peculiarities of the individual markets in which its members operate (price diversity, different growth rates, different needs, ...) and, consequently, provides the necessary mechanisms to facilitate the development of each one of them, always being based on two important corporate principles:

- 1. The concentration of suppliers and also initiatives, at all levels (Commercial, Marketing, Communications, ...)
- 2. The independence of its associates. We can say that this represents the perfect example of the concept "think global, act local"

One of the reasons why Electroclub (AUNA) was originally established was the need to create a space where we could share experiences and find joint solutions to problems we had in common.



This same motivation and the belief to be able to contribute to the national market with good initiatives developed was what led AUNA to the decision to be part of IMELCO.

We made the right choices, as demonstrated by IMELCO's track record: it has become the most important independent distribution Group in Europe, with a market share of 15%.

IMELCO is an important driver for the further development of its member companies that make it up and has become the best forum where we solve issues and find solutions that are very useful to us and even, in many cases, are novelties to AUNA. IMELCO represents for AUNA an open window to Europe through which we can continue to contribute to the advancement in the sector as well as the national market.

We feel great pride and satisfaction in belonging to IMELCO. With much affection we wish you a very happy 30th anniversary.

We look forward to sharing many more years together. Because together we are better, together we are stronger.

Mariana Barrado, Electrical Division Marketing & Communication Manager Auna





# DEAR MEMBERS,

As we look back on the 30 years since IMELCO's inception, back in 1991, we reflect on the journey we have travelled. And along that journey we had constant companions – our associated members – who are IMELCO's reason for being. We can all be thankful for the foresight of our founding members, in establishing IMELCO to pursue common goals and shared prosperity. But we also reflect on the members who have joined along the way, as the IMELCO family has grown and matured. And how we have grown! We are now truly international, representing the interests of members from one side of the globe to the other. And we have adapted, and continue to adapt, to jointly meet the challenges of an ever-changing market environment.

So, to our associated members we say a big "thank you" for your commitment and contributions as part of the IMELCO family. Ideally, we would celebrate this occasion with you all in person. And we will. Just one year delayed. In Dubrovnik in September 2022. See you there!

**IMELCO HQ** 



### #winnersoftomorrow





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