

# ROUTE 77

1877

1903

1955

1961

1976

2008

2009

1895

1973

2017

THE INSPIRING ROUTE OF A. DE JONG GROUP FROM 1877  
INTO DISTANT FUTURES





## ‘It’s not just about the destination, the journey itself must be worth it’

ROUTE 77 is the journey that A. de Jong Group has travelled from 1877 until now. This jubilee magazine is a travel guide along cities, important years and various milestones. Because, although we set off in 1877, the end goal of this family business is not yet in sight!

Starting as a shipping company and ship builder in its early days, A. de Jong Group has grown into a large and valued partner in construction-related climate technology and a world player in the field of industrial combustion technology. But we’re not standing still; we’re moving forward. Our Research & Development department, for example, is researching innovative biomass processing techniques to further unburden the environment and our HR department is working on the implementation of sustainable employability for our employees. Corporate Social Responsibility is the new path we’re following.

Travel with us on ROUTE 77! Discover the values of this fourth-generation family business, read about the motivated employees who contribute to the organisation daily, laugh about failed inventions, lose yourself in the historic images, join us in fantasising about the De Jong Academy and get to know the cities that have played an important role in our organisation’s rich history.

When the roads we were walking along became too crowded, we ventured into new paths to survive. The company reinvented itself numerous times. And this is something we will continue to do. The future is now!

We wish you a pleasant journey!

**Albert de Jong**  
CEO A. de Jong Group

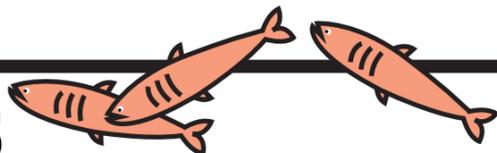


# 1877-2017

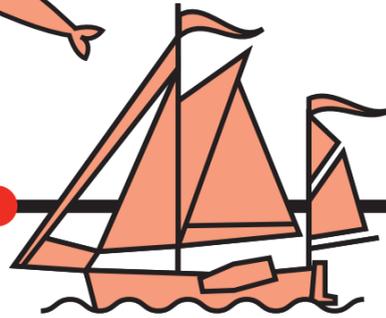
## 140 YEARS OF A. DE JONG GROUP IN 10 MILESTONES

**1895**

With the purchase of five shipyards in the Vlaardingse Havenstraat in the Netherlands, the A. de Jong Group shifts its focus to steel loggers; ships that were important for herring fishing.



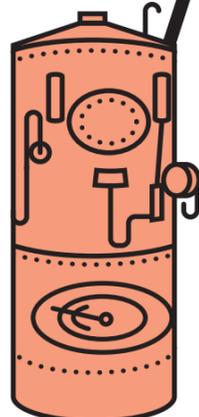
**1877**



Great-grandfather Albert de Jong started the family business with the purchase of a shipyard in Scheveningen. In the shipyard, bomschuiten (a type of barge) were constructed. In 1882, a shipping company was added to the business activities..

**1903**

A. de Jong Group broadens its horizon with the development and production of donkey kettles and steam pills.



**Schiedam**

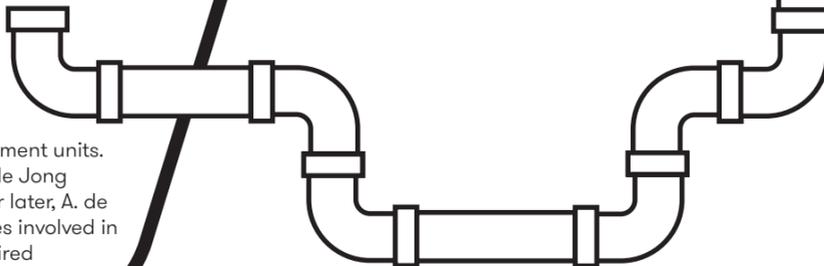
**1955**

Opening of the first branch in Schiedam. Thanks to the construction workshop and the machine factory, the company starts with the development and the construction of industrial air heaters here.



**1961**

Start production air-treatment units. Here lies the origin of A. de Jong Installatietechnik. A year later, A. de Jong Group also becomes involved in the development of gas-fired combustion systems.



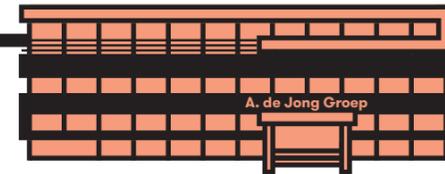
**1973**

A. de Jong Group start cooperating with Coen Company Inc., a burner company from the United States. The joint venture develops into a player of global importance. The partnership ends in 2010, and from it, De Jong Combustion, with which the Schiedam-based company focuses on the global market for industrial burners.



**1976**

The family business moves to its current head office in Schiedam, along the 's-Gravelandseweg.



**140  
YEARS!**

**2017**

Family business A. de Jong Group has existed for 140 years and is ready for the future.

**2008**

A time of growth arrives; following the takeovers of R&V Engineer (Hilversum, 2008), A. de Jong Installatietechnik Noordwest (Amsterdam, 2010) and Joost Naaktgeboren (Delft, 2013), A. de Jong Group strengthens her position in the market.



**2009**

A. de Jong Group has received various entrepreneurial awards. The technical company is especially proud of winning the Rotterdamse Ondernemersprijs in 2009. According to the jury, A. de Jong Group inspires and stimulates through its policy and the risks it has taken in the pasts.



# INDEX

## ROUTE 77

**10 'WE THINK IN OPPORTUNITIES'**  
Albert de Jong meets Bob Nolet

**16 1877**  
Facts & figures

**18 VERA SCHUIJN:**  
'CSR must come from within'

**22 FAMILY BUSINESSES**  
Working at the same company as your brother

**28 EXPERT COLUMN**  
Roberto Flören stands up for family business

**32 UNIQUE IMAGES**  
Historic marketing: advertisements

**40 THEY ARE DOING IT!**  
Meet the A. de Jong family

**48 BACKGROUND**  
Virtual reality as the foundation for reality

**52 IN THE SPOTLIGHT**  
2 special installation technology projects

**58 WALL OF SHAME**  
Inventions that missed the mark

**62 BACKGROUND**  
CFD modelling important for combustion

**64 IN THE SPOTLIGHT**  
8 global combustion projects

**74 INTERVIEW**  
Women in engineering

**78 SUSTAINABILITY**  
Learning at the De Jong Academy

**82 BACKGROUND**  
9 inspiring icons



### POINTS OF INTEREST

- 15 Schiedam**
- 27 Vlaardingen**
- 39 Scheveningen**
- 51 Amsterdam**
- 71 Hilversum**
- 81 Delft**

### COLOPHON

ROUTE 77 is a one-time jubilee publication by A. de Jong Group from Schiedam in the Netherlands, in honour of the family business' 140th anniversary.

ROUTE 77 was created in cooperation with Tien Producties.

**Photography**  
Maaïke Petri Fotografie, A. de Jong Group, Shutterstock.

**Design**  
Studio Fraaj Rotterdam.

**Printing**  
Het Staat Gedrukt.

© 2017 Tien Producties, A. de Jong Group. None of the content of this publication may be replicated in print, online, or in any other way without the written permission of Tien Producties and A. de Jong Group.

This publication cannot be bought at retailers and is not available for resale.



**We think in  
opportunities, not  
in limitations.**

ALBERT DE JONG, CEO A. DE JONG GROUP

# OPPOR- TUNITIES & NEW DIRECTIONS

Two family businesses, both based in Schiedam, the Netherlands, and two world players within their own fields. This is what makes the meeting between directors Albert de Jong and Bob Nolet in Nolet's cocktail bar, Ilery, so special. Even more so because, in a distant past, they could both be found playing on the fields of hockey club Asvion (HCS now) in Schiedam.

# ‘I WORE A BOILER SUIT AND TIGHTENED SCREWS: THAT’S HOW I GOT TO KNOW THE COMPANY’

ALBERT DE JONG

## Did you actually play hockey together?

Albert: “I was in a team with your brother Corel, but we did play together once at a tournament in Mannheim. You were quite good at the time”.

Bob: “Yes, I’m slightly younger and I was playing as the sweeper. You were still allowed to use your body back then. I was certainly combative. My technique was not my strong point”.

## Was it clear from the start that you’d go into family business?

Bob: “No, I never had the feeling ‘I will go into the family business now’. The company was always there; we were also always here. We lived behind here, so as a child I grew up between the kettles. I wasn’t pushed, but I always helped with the company. Maybe that’s why it became a logical step”.

Albert: “Retrospectively, I think that’s also how it went for me. My father always wanted me to be a mathematician, but I’m more into languages and didn’t have the knack for maths. At 25, I started working for my father, but that wasn’t the original plan: I really wanted to study history, become a professional cyclist and a sports journalist!”.

Bob: “In the end, I started at our company in the United States 25 years ago”.

Albert: “Ha! Me too! Where were you?”.

Bob: “In California. First, at the university, to learn proper English, and afterwards, to gain experience in sales. The Nolet sales office was in San Francisco at first, but later, it moved to a better location near San Diego. And that’s where Nolet Spirits USA still has a beautiful sales office. I also worked for a wholesaler in the United States; from stacking boxes to visiting catering establishments. That’s the only way to see how things work! That experience made me streetwise. I remember the day a French cognac supplier dropped by; they’d displayed his product throughout the store

to give him the feeling that cognac was going to conquer America. They only did that for that one day he was there. I learnt a lot from that. When my brother enthusiastically called us from New York telling us that three boxes of Ketel One Vodka had been sold, we kept a close eye on the situation. It was true; they had been sold, but all three of the boxes were sent back a week later. In short, no revenue. We were swindled by one of those salesmen. That’s why, up to this day, we keep an eye on all our sales. You only spot these kinds of things if you know the entire process”.

Albert: “I also started in California; a little to the south of San Francisco. There, I wore a boiler suit. Lacking any real talent for engineering, I spent my time tightening screws. Nonetheless, this is how I got to know our company. You mostly do that by talking to the men who’ve been working there for years. In the end, I passed through all the factory’s departments; an enormously instructive experience. I have never worked for another company. I don’t consider this to be a loss, although there are people who claim it’s not good. Due to my MBA at the Erasmus University, I have been able to experience the inner workings of many companies; see how they do things, and the experiences in America also brought me a lot”.

## Was it an easy ride after that?

Albert, fiercely: “No, I certainly have had to pull my own weight within the company. Sure, you may not have to apply for a job, but after that, it’s six times more difficult. You’re a caged bird and every mistake you make is magnified. I thought that was terrible in the beginning”.

Bob: “I didn’t think it was terrible, but I do recognise what Albert is saying. When you walk in somewhere, you feel them looking at you: ‘Here comes the boss’ son...”.

Albert: “Everybody looking over your shoulder on your first day of work...”.

Bob: “That burns! We really had to prove ourselves. Everything wasn’t done for me. There wasn’t much in 1991, and all the profits that were made were reinvested back into the company. My father started Ketel One Vodka in 1983 and when I joined the company in 1991, he’d just started conquering the American market with this product.”.



**A. de Jong Group**  
A. de Jong Group has existed since 1877. Albert de Jong (1967) is the current CEO and is the fourth generation of his family at the head of the family business.

# ‘THE BED WASN’T MADE FOR ME!’

BOB NOLET

Albert: “With us, things were going well when I joined the company. The challenge was to improve the business. In 2000, I took over the shares and around 2004, I was able to create my own management team, set the company up in accordance with my own views. Do you know what the Achilles’ heel of family businesses is? Multiple shareholders. That can cause significant problems. Imagine: you give each of your children the same number of shares. The first child wants to have nothing to do with the business, the second buys an airplane. In short, a lot of money leaves the business, and when this results in too little cash flow, companies go under”.

Bob: “That also happened to us. After the Second World War, my grandfather (Paulus, ed.) made everything here, from gin to Dutch brandy. As a result of the price war, these spirits were sold far below their normal price. No less than 38 distilleries went under and we also had a difficult time. This is when my father intervened: he wanted to go back to one good product. Ketel 1 Jenever (gin), and he wanted to buy all the family out (in the 70s, ed.). He said: ‘Either I take the reins or I quit’. Later, this turned out to have been our salvation, together with the development of Ketel 1 Jenever”.

Albert: “This is an example that shows that you sometimes have to go into new directions. A director/owner does that based on a gut feeling. At A. de Jong Group, we have also ventured into new directions every other 25 years. The company has reincarnated. Looking at the company’s history, you can see that a number of decisions have been crucial. In these situations, the owner saw that things were heading in the wrong direction. Bob’s story is also a good example of that.”

# ‘THE COMPANY WAS ALWAYS HERE, WE WERE ALWAYS HERE.’

BOB NOLET

## What is your strong side as director/owner?

Albert: “I know my limitations very well. I once read the phrase: ‘I’m very stupid myself, but I have a lot of intelligent assistance’. I’m well aware of what I can’t do and have good people for that. On the other hand, I think I make decisions quickly. I can switch gears fast and think in scenarios. Impatience can also be a pitfall though”.

Bob: “We always think in terms of the consumer and that is really my power. Conveying feelings and an experience through marketing. On top of that, I like standing in front of groups and presenting our family feeling. I just got back from Canada, where I visited four cities in five days. Each day, we had sixty people meet in a bar to try our Ketel One Vodka. I’m completely in my element in such situations. I get out the glasses, tell our story and do my utmost to give people an enjoyable experience. At home, I’m a lot calmer. I can easily switch gears after my frequent travels and love spending time with my family”.

Albert: “Finally, I think we have a good quality in common: we both think in terms of opportunities, not in limitations”.

## Are your children prepared to become the 12th and 5th generations at the helm?

Bob: “I think they are already prepared to enter the business. They are often here, because it’s about

family and experience. When I have a group of sixty people from all over the world visiting, the boys drop by. They are 10 and 12 years old now. I find it funny to see how the youngest is extremely driven by sales. We recently launched a new product, Ketel 1 Matuur, and each time we go out for a meal, he asks me whether the restaurant we’re in is already selling it. If they aren’t, I have to get a bottle from the car or, at the very least, give them my business card. My other son takes his cocktail shaker with him wherever he goes”.

Albert: “I have two daughters – one is 7 and the other is 12 – but I don’t have such an appealing product as Nolet. Should I start talking about burners and meetings when my girls asked me what I did at work? That’s not sexy! They help the secretary at work with watering the plants and making copies, but other than that, they aren’t showing any interest. The eldest wants to become a hairdresser and there’s nothing wrong with that, but secretly I would really like it if one of the girls once wanted to take over A. de Jong Group. I am a fan of girl power. I love women at the top. I hope that when they’re older, they will see what a special and multidimensional company A. de Jong Group is”.

## Nolet Distillery

Nolet Distillery in Schiedam has existed since 1691. Bob Nolet (1970) runs the family business with his father, Corel senior (tenth generation) and brother Carl (eleventh generation).



## Molenroute

There are many cycling enthusiasts amongst the people at A. de Jong Group; the 43-kilometre Molenroute Schiedam/Midden-Delfland cannot be left out. Of course, the grain mills are a remainder of Schiedam’s gin history and the rural route leads to Delft”.

“Start and end location: VVV Schiedam, the Netherlands  
[www.fietsenwandelweb.nl](http://www.fietsenwandelweb.nl)



## Head office

Since 1955, A. de Jong Group’s head office has been located in Schiedam, the Netherlands. Until 1976, along the Westerlandsedijk. The company moved to its current premises on the ‘s-Gravelandseweg – roughly 3.5 kilometres down the road – in 1976.

## Ketel 1

Are you curious about the Nolet Distillery, where the family personally checks each distilled batch? Reserve a guided tour and visit the distillery, the museum, the mill and more. (Minimum age: 18 years old).  
[www.ketel1.nl](http://www.ketel1.nl)



# SCHIEDAM



## Jenevermuseum

Would you like to know even more about Schiedam’s rich history as a gin-producing city, the development of medicine into gin and gin’s influence on export and industry? In that case, the Nationale Jenevermuseum is a good addition to your visit to the Nolet Distillery.  
[www.jenevermuseum.nl](http://www.jenevermuseum.nl)

Discover the city where the head office of A. de Jong Group has been for more than 60 years.

Imagery: A. de Jong Group, Maaike Petri Photography, Jenevermuseum/Gino van Meenen, Shutterstock/Jam Kranendonk

**51.146  
DAYS**

On the 28th of April 1877, great-grandfather De Jong signed his Scheveningen shipyard in at the Chamber of Commerce. This means that on the 28th of April 2017, A. de Jong Group will have existed for exactly 51,146 days. This is including all leap days (years starting a new century (1900/2000) don't have leap days, even though they can be divided by 400).

**ROB**

In 1877, the most popular male names were Adrianus, Gerardus and Hendrikus. John, Ron, and Johan are three of the most common names at A. de Jong Group in 2017, but the number-one position goes to Rob.

**9°C**

The average temperature in April is around 9°C. In 1877, this was 7°C. No surprise then, that A. de Jong Group is also active in searching for sustainable environmental technologies for their products.

**SAFETY**

The World Day for Safety and Health at Work is on the 28th of April annually. For A. de Jong Group, these themes are part of their DNA and integrated in their CSR policy.

**3**

A. de Jong Group loves to travel! In the 140 years of its existence, the company has changed locations three times. From Scheveningen to the Hoflaan in Vlaardingen via the Westfrankelandsedijk to its present location along the 's-Gravenlandseweg (both in Schiedam). The company has also had branches in San Francisco and Cape Town and stakes in various countries, such as Germany and France.

**PATENTS**

Thomas Edison invented the phonograph in 1877 and patented it in 1877. Albert de Jong Sr. also had inventors blood and requested various patents for clever inventions that have helped the company move forward.

**900.000  
KILO**

The Willemsspoorbrug over the Nieuwe Maas was commissioned on the 28th of April 1877. It connected Rotterdam with Moerdijk. The bridge, weighing 9 tons, was demolished and replaced by the Willemsspoortunnel in 1994.

**WIMBLEDON**

1877 is the birth year of the Wimbledon tennis tournament. Much like Wimbledon, A. de Jong Group has not stood still in its development. Tennis players now play in a covered stadium in London; A. de Jong Group is primarily focused on climate technology, combustion and environmental technology.

**300**

The number of employees at A de Jong Group has increased, from 100 employees in 1877 to approximately 300 today. The number of residents in the Netherlands has increased in the last 140 years from 4 million to approximately 17 million people today.

# 1877: FACTS & FIGURES

# CSR, IS MORE THAN TRANSFERRING MONEY



**Vera Schuijn**  
Marketing & Communication Officer

**A. de Jong Group has had an active CSR policy for years, but what does Corporate Social Responsibility really entail? And why would you engage in it as a company? We zoom in on the Schiedam-based company's CSR policy through five statements.**

## It is a challenge to find the right CSR project

"Yes and no. On the one hand, it's not, because we always have a preliminary feeling regarding any project or goal. On the other hand, it is, because we want the things we do to have added value. This could be an economic, environment-oriented or societal contribution. A nice example is our cooperation as name giver of the talent development programme Talent development = Top sport of Excelsior4All. Here, in addition to providing a financial contribution, we make use of our knowledge and time to assist women who are somewhat removed from the labour market in taking their next step. We work with criteria when selecting projects. When a project arises that we consider interesting, but which doesn't meet our criteria, we investigate it. In the future, we want to work from an A. de Jong Foundation, within which we release an annual budget for CSR. Employees will be able to give suggestions and propose these suggestions to the commission. In this way, we aspire to further forward CSR within the company."

## SR is only for sponsoring

"No! At least, not for us. It also concerns matters such as how you process waste, your purchasing policy, safety at work, the protection of your employees' privacy and clients and the contribution of our products and services to a healthy environment. Sponsoring is only a part of the contribution we want to make to people, the environment and society, flowing from these attitudes and the core values of our company. Matters such as educating people, providing opportunities for personal and professional development and motivating young people to move forward in engineering are of significant importance to us."

## The future for every company is a good CSR policy

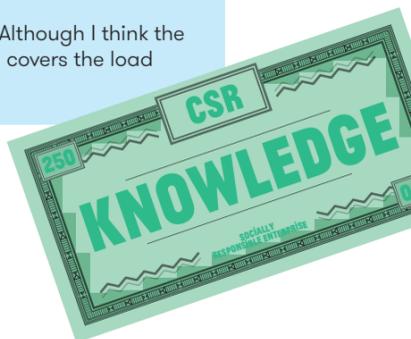
"I think there are many opportunities in relation to CSR for a company, but you must shape your policy coming from your own vision and company's culture. It must be part of your DNA. Without intrinsic motivation, you're bound to fail. It is not a marketing tool for us; we don't advertise our activities, but it is certainly nice if the people involved in what we do are given a positive feeling as a result of our societal input"

## CSR often remains limited to a small group of involved people

"Subconsciously, many people are active with CSR. If you agree with a supplier to ban child labour from the production process, this is a form of CSR. It sometimes seems like only a few people are consciously involved with CSR, but these numbers are actually much higher. On top of that, our products contribute to curbing damaging environmental effects. To give an example, our total CO2 reduction is 1,200 ktons a year. This is comparable with the average yearly CO2 emissions of a city the size of Arnhem, the Netherlands, which has around 150,000 inhabitants."

## CSR is important

"It certainly is! Although I think the word 'valuable' covers the load better."





ROUTE 77 VLAARDINGEN

**‘Family businesses  
live longer and are  
financially better’  
managed’**

FINANCIALLY BETTER MANAGED’  
ROBERTO FLÖREN, PROFESSOR FAMILY BUSINESS NYENRODE UNIVERSITY

# FAMILY BUSINESS

**They work for the same company and meet one another privately at the dinner table; employees with family ties. Brothers, fathers and sons, couples. Can our professional and private lives really be separated?**



**‘The human dimension is more important here than in non-family businesses’**

## Robin and Martin Stuy van den Herik

### RELATIONSHIP:

BROTHERS

**ROBIN (LEFT) EMPLOYED SINCE:** 2000 |

**JOB:** WORK PLANNER

**MARTIN (RIGHT) EMPLOYED SINCE:** 1990 |

**JOB:** ADVISOR

I worked evening shifts and went to bed when everybody woke up. When my wife became pregnant with our second child, working at night became untenable”, explains Robin (1969), looking back at his family situation in 2000. Brother Martin (1966), who had been working for A. de Jong Group for ten years at that time, walked into his former boss’ office and organised a job for Robin as a bench fitter in the machine factory. Today, Robin is in the combustion department at De Jong.”

“We really never meet in the workplace. I used to work in the field service a lot and travelled throughout the Netherlands. And that’s a good thing”, Martin winks, “because otherwise you’d have nothing to talk about when you see each other again.”

And vice versa, in their home situation, they rarely talk about work. “Once every two weeks we eat with our mother. If we do talk about work, it’s about the unusual things that happen”, explains Robin.

It is also here, at his mother’s house, that Martin, in the company of his brother, had a brain haemorrhage. Robin: “It was truly bizarre; one moment we were talking, the next, he had fallen over and was gibbering. We immediately called national emergency number.

Martin survived the cerebral haemorrhage, but was physically entirely rejected to perform labour afterwards. After a revalidation trajectory of 1.5 years, A. de Jong Group created a function specifically for him, because it wanted to continue to use his expertise as an installation technician. Now, Martin is involved in the family business as an advisor and experience expert. Martin: “The most important difference is that I no longer work in the field. I am now involved with work planning. Three days a week, the company comes and picks me up and drops me off at home, since driving a car is no longer an option”.

“That is what I appreciate about this family business”, explains Robin. “The human dimension is more important here than in a non-family business”

## Joop and Marian van Oostende

### RELATIONSHIP:

BROTHERS

**ROBIN (LEFT) EMPLOYED SINCE:** 1986 |

**JOB:** WAGE ADMINISTRATOR

**MARTIN (RIGHT) | EMPLOYED SINCE:** 1989 |

**JOB:** TECHNICAL COMMERCIAL EMPLOYEE



**‘Work is also one of the things that connects us’**

JOOP VAN OOSTENDE

**E**very day, Joop (1955) and Marian (1959) get up together, have breakfast and head to work. If the weather's good, they cycle. If not, they take the car. And that's where it ends for the couple, because weeks can go by before they see each other at work.

Joop joined A. de Jong Group after his wife had been working there for three years. For the company's management, it wasn't a problem that they were married. Joop and Marian didn't mind either. "In the beginning, I did think it was a little strange and for me it was exciting because I didn't know if Joop would like it here", Marian explains. But her worries were unfounded, we can conclude after roughly thirty years of loyal service from both.

"We work in different departments. During lunch, I play klaverjas [a Dutch card game] with three colleagues. We don't drink coffee together; at most, we only see each other two times a day", explains Joop. That separation of their professional and private lives keeps the situation manageable for Joop and Marian. During the short drive home, we talk about our work day, but at home we hardly discuss work.

"Well, sometimes you have to express your feelings about something that happened or is yet to happen", says Joop.

"Work pressure; things you have to do", explains Marian. "Still, we try not to talk about work too much. Occasionally, we have to keep each other in check, and we tell each other: 'And that's enough about it!'".

Because, whichever way you look at it, you always take a bit of your work home. Marian jokingly refers to their situation as a triangular relationship: "Work is simply a big part of our lives and we're very involved people. If something needs to be finished, I keep working, and if Joop is standing waiting for me, that sometimes causes friction between us".

Joop: "There's always a bit of A. de Jong Group between us, but at the same time, work is also one of the things that connects us".

## Johan and Jeffrey de Ligt

### RELATIONSHIP:

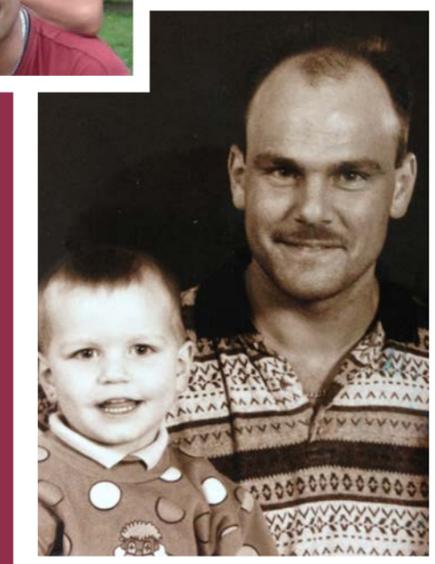
FATHER

**ROBIN (TOP) EMPLOYED SINCE:** 2008 |

**JOB:** WORK PLANNER

**MARTIN (BOTTOM) | EMPLOYED SINCE:** 1981 |

**JOB:** PROJECT LEADER



**J**effrey was ten when he came to work for A. de Jong Group. Ten?! Yes, unofficially. When his father Johan (1963) had to repair malfunctions, Jeffrey was sometimes allowed to join him. "His pager would go off, and we'd be on our way again; to Gouda, Sint Michielsgestel", Jeffrey remembers. "There was a hotel where I was given croissants and there was even a man who once asked me if I'd brought my swimming trunks, because there was a pool. I loved that!"

"Of course, he wasn't allowed to do any of the technical work, but I did give him a guilder to keep me company", Johan adds laughingly. He couldn't have predicted at the time that his son would become a future colleague, because by now Jeffrey has his own repair shifts at A. de Jong Group. "Jeffrey really wasn't a natural technician", Johan reveals.

"I preferred to break things and tune up scooters", Jeffrey, who now works as a work planner and mostly repairs things, admits. Although Jeffrey works in the field service, father and son are regularly on the same project team.

"Our cooperation goes well", Johan, who often heads various projects, explains. "There is often an intermediate employee who supervises the men in the workspace. In the end, everybody does what they're supposed to."

"The only thing my father doesn't do is evaluate me", Jeffrey explains.

"No, it might be allowed, but I would find it awkward", Johan admits.

During a job, they may meet each other regularly, but when they're not, months go by when they're not. In such cases, they may only see each other once every two weeks.

"I sometimes visit my father in his office for a cup of coffee, but that's mostly private", says Jeffrey. Johan: "Yes, but in private, we still often talk about de Jong, which drives my wife crazy".

Jeffrey: "Yep, our 'De Jong Talk' is renowned! We like to talk about things we see in the workplace; we keep each other up-to-date".

Johan: "And we mostly talk about the fun things that happen at work. That's why my son Julian also wants to come and work for A. de Jong Group. He already does holiday work here".

**‘My wife is sometimes driven crazy by our “De Jong Chat”.**

JOHAN DE LIGT

# Marcus and Philip Kroos

RELATIONSHIP:  
BROTHERS

ROBIN (LEFT) EMPLOYED SINCE: 2007 |  
JOB: PROJECT LEADER

MARTIN (RIGHT) | EMPLOYED SINCE: 2006 |  
JOB: EXECUTOR

Coincidentally, we're now working together on the STC project", Marcus (1986) grins. "But before this, we hadn't met each other professionally for 2,5 years. It just depends on which executor is free for the project that I'm on". For the STC (Scheepvaart & Transport College) project, Philip (1975) was placed on the same job. The brothers now regularly speak to each other professionally several times a day.

"We have meetings and discuss matters, but privately, we hardly speak about work", Marcus explains. Philip: "That's because we see each other so often. I really don't want to discuss construction when we see each other at a birthday party. I'd rather not...". "Funny, when we're not working together, we do often talk about work", Marcus concludes. "You want to find out what the other is doing."

Marcus and Philip are from a family with seven children and have close family ties. "The brothers have a particularly strong connection amongst each other", says Philip. "Blokés together. We share the same kind of hobbies; hiking, fishing, wildlife spotting; those types of things." Marcus and Philip differ twelve years, but the bond between the eldest and the second-youngest brother has become a lot stronger and more equal in recent years. Some ten years ago, when Philip was already working for A. de Jong Group, Marcus applied for an internship position with the company. He wasn't really sure what Philip did for the company at the time. "I thought it had something to do with sprinklers", Marcus grins. "But that was his last job."

In the meantime, the men have become well-acquainted with each other's job. It sounds like it is an enormous advantage to be brothers working at the same company. "Not necessarily", explains Marcus. "But, as brothers, you are willing to go that extra mile for each other; also in terms of work. I understand what you mean." Philip: "Yes, you understand each other well; we can share ideas and have similar attitudes to approaching situations. Sometimes, we have different attitudes, but even then, we can easily find the middle ground between us". "The fact that he's my brother doesn't mean I cannot approach him professionally", Marcus explains. "No hard feelings if the tone is a little more serious from time to time. We can keep our private and professional lives separated well."



**'We can keep our private and professional lives separated well'**

MARCUS KROOS



## Havenstraat

Here, in 1895, great-grandfather De Jong bought a shipyard for 16,600 guilders. They originally constructed wooden ships; later, this also included steel and motorised ships. The family sold the shipyard in 1966.



## Schelvispekel

No, this isn't a saline solution that people used to keep shellfish fresh, but a local spirit with cinnamon, nutmeg and 35% alcohol. The fishermen invented the name to fool their wives. [www.schelvispekel.nl](http://www.schelvispekel.nl)

Imagery: A. de Jong Group, Maaike Petri Fotografie, Van Toor

## IJzerkoekjes

At the start of the 19th century, Daatje de Koe would bake these oval-shaped cinnamon biscuits for family and friends on a cast-iron plate. They are still available at local confectioners. Nic Molendijk, Jan Broer and Jac Herweijer. [www.ijzerkoekjes.nl](http://www.ijzerkoekjes.nl)



# VLAARDINGEN

## Balder

The Balder VL92 was built in A. de Jong's shipyard in the Havenstraat in 1912, and was active in the herring fishery business. For years, the Balder could be found standing in front of the Scheepvaartmuseum [Amsterdam, the Netherlands], but since 2006, it can be viewed along the Westhavenkade. The ship still sails and you can visit it. [www.museumvlaarding.nl](http://www.museumvlaarding.nl)



**Discover the city in which A. de Jong Group was a large player as a shipping company and shipyard.**

THE HAGUE  
ISN'T TREATING

THE  
FAMILY  
BUSINESS  
WELL



**Professor Roberto Flören**  
Family Business Professor,  
Nyenrode University

**“Respect for the family business has increased considerably in recent years. This is understandable when you consider the fact that 49% of Dutch people work for Van der Valk, a family-run farming business, C&A or another family business.”**

“Nonetheless, most attention is paid in the media to listed Dutch companies like ING, KLM and Philips. But that’s not where the economic growth, innovation and labour opportunities originate in this country. Quite the opposite; the best way for these multinationals to get better results is by firing people!

Employees are increasingly warming up to family businesses: these organisations exist longer and are financially better run. The owners – and, thus, the personnel – are more committed and investments are made with the own wealth, and finally, there’s also innovative power.

This is a necessity, since you cannot exist for 140 years with exactly the same product. I was also born into a family business and am of the third generation. We were active in the field of typewriters, so you can imagine why things went wrong. Still, failure isn’t necessary. Sometimes, you have to turn left, but we kept on going straight. I was recently visiting an ex-colleague/competitor of my father’s and that company still exists. Their annual revenue is 800 million now.

If we want listed companies to continue to be able to play their role in terms of job opportunities and innovation, our national political centre in The Hague will have to make some changes. In Belgium and many other countries, regulations are far more considerate of family businesses than in the Netherlands. The most significant difference is that you don’t have to pay succession taxes in Belgium. Here, you do. It is better than in the beginning of the 90s, but if it’s up to The Hague, this will soon be changed again. They are destroying more than they know; a company can only spend its money once. Whatever they spend on taxes cannot be spent on innovation or personnel, while these companies are responsible for 53% of the country’s GDP!”



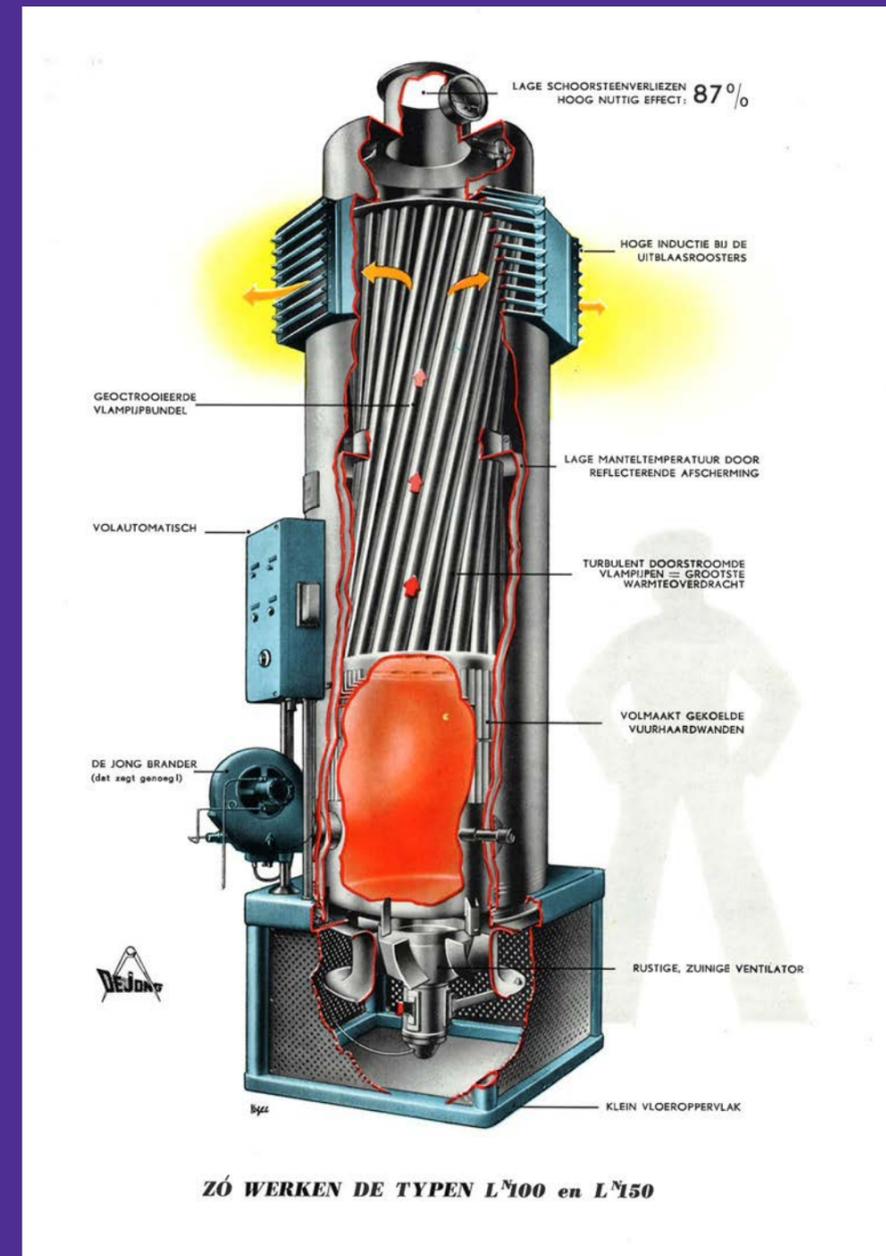
ROUTE 77 SCHEVENINGEN

**‘When the roads  
we were travelling  
became too  
crowded, we  
ventured into  
new directions to  
survive’**

ALBERT DE JONG, CEO A. DE JONG GROUP

# UNIQUE ADVERTISEMENTS

This is what A. de Jong Group's marketing has looked like in past decades.



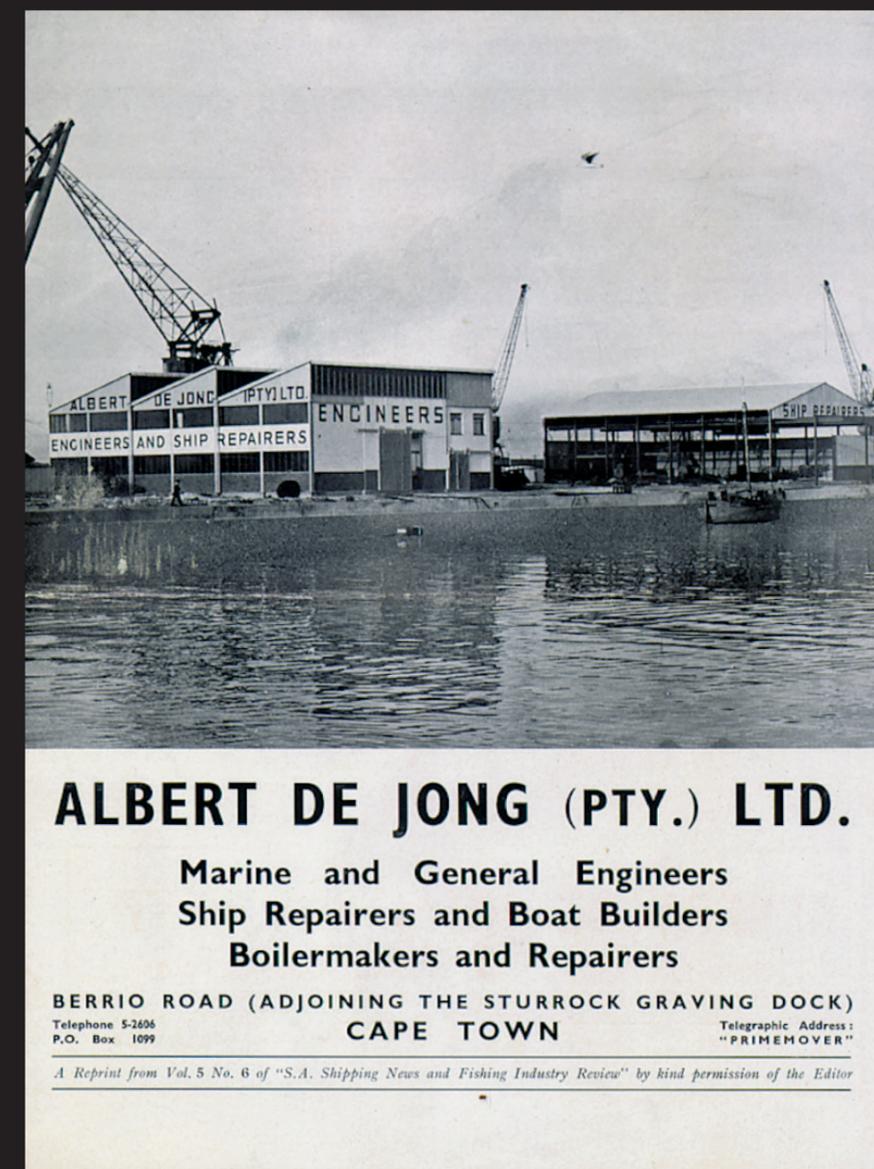
## FULLY-AUTOMATIC AIR HEATER

A de Jong burner, that says it all! Handy, limited floor space, patented parts, fully-automatic and high revenue. You'd have to be mad not to buy it!



### OIL BURNERS

An innovation in its day; this oil burner with a capacity of 200 kg/h. The burning fuel was heating fuel suitable for the largest central-heating system boilers. It was one of the most economical oil burners of its time.



### ALBERT DE JONG (PTY.) LTD.

Marine and General Engineers  
 Ship Repairers and Boat Builders  
 Boilermakers and Repairers

BERRIO ROAD (ADJOINING THE STURROCK GRAVING DOCK)  
 CAPE TOWN

Telephone 5-2606  
 P.O. Box 1099

Telegraphic Address:  
 "PRIMEMOVER"

*A Reprint from Vol. 5 No. 6 of "S.A. Shipping News and Fishing Industry Review" by kind permission of the Editor*

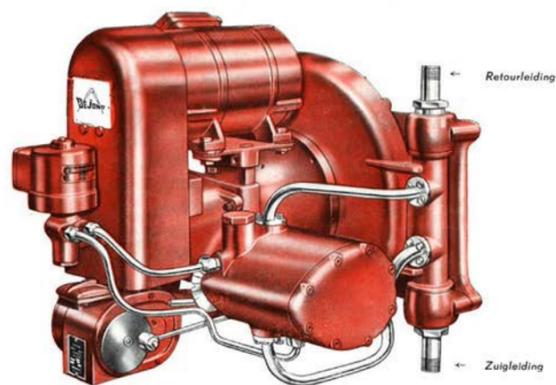
### SOUTH AFRICA

The adventurous character of the A. de Jong Group becomes apparent from this advertisement: the family business ran a branch in Cape Town at the foot of the Tafelberg from 1948 to 1953. Core business: shipping and engineering.



## DE JONG - ROTERENDE OLIEBRANDERS

in vol- of halfautomatische uitvoering  
met intermitterende- of modulerende regeling  
voorzien van doseringspomp



Type R	40	modulerend	regelend	tussen	15—	40	kg/h
" R	80	"	"	"	20—	80	"
" R	120	"	"	"	30—	120	"
" R	160	"	"	"	35—	160	"
" R	200	"	"	"	50—	200	"
" R	250	"	"	"	50—	250	"
" R	300	"	"	"	60—	300	"

**A. DE JONG N.V. - VLAARDINGEN - SCHIEDAM**

Kantooradres: Hoffaan 12 — Vlaardingen  
Telefoon: 0 1898 no. 3941\* — 0 1800 no. 69250\*

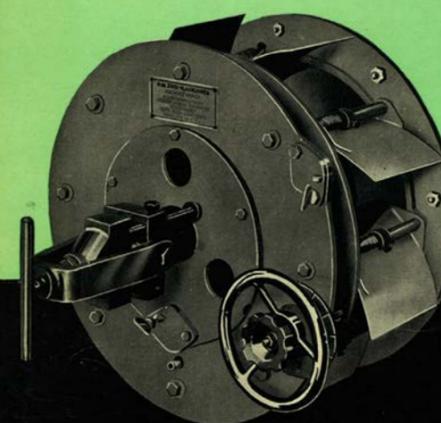
### ROTATING OIL BURNER

Unique in this product: the dosing pump! This pump ensures that the ratio between fuel and combustion air is not disturbed, guaranteeing proper combustion.

# DE JONG

## OIL BURNING INSTALLATIONS

OF THE HIGH PRESSURE SYSTEM  
WITH WHIRL SPRAYING DEVICE



DIKKERS - BARGEBOER  
PATENTS

FOR INDUSTRIES  
AND SHIPS

A. DE JONG N.V. \* ENGINEERING WORKS \* VLAARDINGEN (HOLLAND)

### OIL BURNING INSTALLATIONS

This burning system was meant for ships and industry. This advertisement was aimed at the international shipping industry, which can be deduced from the English texts.

Leeflucht is broodnodig!



Bij „de Jong airconditioning“ is de zorg voor uw broodnodige leeflucht in goede en vertrouwde handen. Voor UW project denken ONZE ervaren deskundigen mee vanaf het meest prille ontwerpstadium. Deze inbreng had reeds voor vele projecten een waardevolle invloed op aanschaffingskosten, bedrijfskosten, technische resultaten en totale bouwtijd.

Onze know-how, onze organisatorische- en planningstechnische mogelijkheden, onze flexibiliteit (de eigen goed geoutilleerde fabriek staat achter ons) en onze service maken uw keus voor „de Jong airconditioning“ de schoonste beslissing van uw leven. „De Jong airconditioning“ een ware verademing.

Als schone leeflucht u lief is.

A. DE JONG N.V., WESTFRANKELANDSEDIJK 9, SCHEDEAM, TEL. 06-2645480



de Jong air conditioning

## AIR CONDITIONING

Unburdening, expertise, reliability and flexibility were A. de Jong Group's unique selling points in relation to the installation of air-conditioning systems in the 60s. They're still core values of the family business.

## Torenstraat

Without the purchase of the shipyard on the Torenstraat in Scheveningen A. de Jong Group would not be what it is now. Great-grandfather A. de Jong bought the shipyard in 1877 and built bomsschuiten (a type of barge) there until 1895.



# SCH

# VE

# NING

## Herring

The absolute fish speciality of Scheveningen! The tastiest fish in Scheveningen! We prefer to buy herring in... Scheveningen, such as at Simonis, with branches by the harbour, at the boulevard, in the city, on the market or by the sea. With chopped onions please! [www.simonis.nl](http://www.simonis.nl)



## Mesdag

How would Hendrik Mesdag immortalise a grid or duet burner on canvas? We'll never know. We only know that he was a master at painting bomsschuiten, and in his Panorama of Mesdag [1881], you can find the great-grandfather de Jong's barges: constructed at the shipyard and fishing for the shipping company. Viewable on the Zeestraat 65 in The Hague. [www.panorama-mesdag.nl](http://www.panorama-mesdag.nl)

## Kurhaus

Churchill, Maria Gallas, The Rolling Stones and other celebrities visited the Kurhaus. Are you planning on visiting Scheveningen for the weekend? Give yourself the royal treatment: rooms are surprisingly affordable (as long as you don't book the suite)! [www.amrath-kurhaus.nl](http://www.amrath-kurhaus.nl)

Discover the city where everything started for A. de Jong Group.

# EN



# MEET THE PEOPLE OF THE A. DE JONG GROUP







ROUTE 77 AMSTERDAM

**‘In the future, a technician will be able to stand in front of an installation and see through his HoloLens where the malfunction is.’**

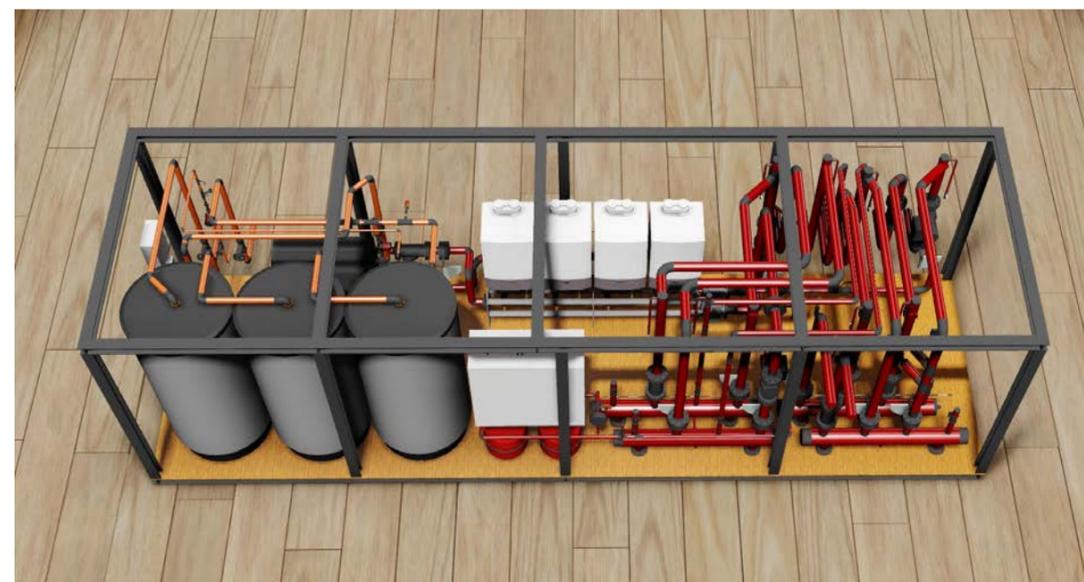
VINCENT DE GIER, DIRECTOR PROJECTS INSTALLATION COMPANIES A. DE JONG GROUP

NEMO Science Museum, Amsterdam

Imagery, Shutterstock

# CLASH CONTROL WITH BIM

Ever heard of clash control? At A. de Jong Group, we have! In new projects, all parties work on the new construction “in BIM”, to anticipate for as many impossibilities as possible. “We used to call this coordinating. These days, we call it clash control”, explains Vincent de Gier, Director Projects Installation Companies, referring to BIM, the world of 3D modelling and virtual reality.



“I didn’t like it at all the first time I had to work with it”, explains modeller Jeffrey Veenstra, looking back at the innovative system. “I found it much easier to make a flat drawing: you draw a line and you continue. Working with BIM means that you lose more time on the front end, but are confronted with fewer problems later. You spend time on the details, so that they do not reveal mistakes at a later point.”

BIM, or Building Information Model, is not a drawing programme. It is a working methodology, wherein various parties bring together their work into a 3D model of the construction. A. de Jong uses the programme Revit for modelling and designing in BIM: “It doesn’t matter which programme you use, as long as you can export it into BIM. In BIM, everything comes together. You can see what everyone – from architect to subcontractor – is doing. This immediately reveals all potential problems.”

To provide an example, he opens a model of a new

building that A. de Jong Group is working on. You can see steel beams and concrete, but also the pipelines of the installation branch of A. de Jong Group. “If I wanted to install a pipeline here”, Jeffrey points at part of the model, “I’d have to go straight through something, which isn’t possible. I must go around. These types of things become clear, because everybody’s work comes together here”.

“BIM makes everything clear”, Vincent de Gier adds. “You remove all the mistakes on the front end, thereby reducing the costs of failure. How much it saves? If I were to make a careful estimation, I’d say around ten percent, but I can’t tell you exactly”. For a technical installation company that estimation of the costs is significant, because a framework of costs and margins is produced in advance of any tender. Unsurprisingly, Jeffrey and Vincent foresee a growing role for BIM in years to come. Vincent: “The possibilities are endless. Within a year, we want to model all projects in Revit, so that we have everything available digitally. Afterwards, we can add the data of dozens of projects that we

have created using BIM. Once you've done that, you take out things that you need for installations, like calculations, maintenance information of the used products, exact locations in the building and prefab. Long term, you can also create the link with the hololens, and much more".

An increasing number of projects make use of the new BIM methodology, such as the new construction project Theater de Stoep in Spijkenisse. Already, clients regularly specify that cooperation in BIM is one of the prerequisites for their project.

Hence, A. de Jong Group itself is also looking for partners that are going along in this development.



**Jeffrey Veenstra**  
Modeller

# 'YOU MAKE A 360-DEGREE PHOTO, PUT ON VR GLASSES AND YOU'RE STANDING INSIDE A ROOM THAT'S NOT YET BEEN BUILT'

JEFFREY VEENSTRA



**Vincent de Gier**  
Director Projects  
Installation Companies

"During the BIMSUM2016 in the Van Nelle factory, we were able to see the opportunities that the method presents for the future. Now that's a development I want to get on board with!", De Gier enthusiastically explains. "How will that take shape? A technician standing in front of an installation with a Hololens [the successor of the Google Glass, ed.]. He has his iPad with him, but using his glasses, he can already see what installation model he's working with, where the malfunction is located, and how many hours the installation has been running. This will considerably reduce maintenance costs, just to give an example."

Jeffrey is also enthusiastic about the opportunities presented by the virtual world. "I recently made a model for a customer that we viewed using virtual-reality glasses. Using the model, you create a 360-degree photo, put on the glasses, and you're standing inside a room that's not yet been built. You immediately see what the room will look like in reality. We moved sockets and sprinklers to a more attractive location with that customer. You don't see those kinds of things on a flat drawing, so once the building has been commissioned, you might feel like it could have been improved upon. Now, we can modify flaws we find in the design phase. That's truly amazing."



## The Grand

From a nunnery to a hotel: Sofitel Legend The Grand in Amsterdam, the Netherlands boasts a rich history and radiates grandiosity. The butler service and roundtrip may be exclusive to guests, but having a cup of coffee in the beautiful courtyard or the restaurant is possible for all visitors. Did you know that A. de Jong Group is responsible for its indoor-climate system? [www.sofitel-legend-thegrand.com](http://www.sofitel-legend-thegrand.com)

Imagery: Sofitel Legend The Grand, Zuiderbad, Shutterstock.

# AMSTERDAM

## Hard Rock Café

Rock and roll never dies; this is proven by the many Hard Rock Cafes that can be found in capital cities across the globe. Dinner at the Hard Rock Cafe in Amsterdam, the Netherlands can be booked in combination with a cruise through the canals. [www.hardrock.com](http://www.hardrock.com)



Discover the city in which A. de Jong Group has various partnerships.



## Rijksmuseum

Reconstruction took ten years to complete, but interest in the Rijksmuseum [Dutch National Museum] is as high as ever. The majestic Passage, Maerten & Oopjen and Nachtwachtare on their own are all reason enough for a visit! [www.rijksmuseum.nl](http://www.rijksmuseum.nl)

## Zuiderbad

The Zuiderbad is a special swimming pool in Amsterdam, the Netherlands; it was once intended as a cycling school. Today, you can swim, aquajog or relax in the spa there.



# CLIMATE FRIENDLY

From air-treatment units to sustainable energy solutions: the installation companies of A. de Jong Group have been providing fitting solutions to complicated questions in special buildings for sixty years.

Project:

## Theatre de Stoep, Spijkenisse, the Netherlands



### When

2012 - present

### What

New construction, management and maintenance of the theatre.

### Cooperation

Marcel Veltman, head technology & maintenance at Theatre de Stoep: "Once the plans for the new theatre in Spijkenisse were definite, the builder, Vorm Bouw, recruited A. de Jong Group as a partner for the climate and sanitary installations. When they joined us, the plan was to work with boilers and cooling systems. However, the choice was quickly made to work with thermal storage as the building's energy source. The advantage for us was that we could connect to the existing pumping system of the shopping centre. The challenge for A. de Jong Group was to connect the system and make it functional and sustainable. They succeeded in doing this, and in October 2014, Theatre de Stoep opened its doors to the public. Today, A. de Jong Group is responsible for the regular and malfunction-related maintenance of the system at the head office in Schiedam, the Netherlands. They're on our doorstep within 24 hours in the event of serious malfunctions..."



**'In case of serious malfunctions, they're on our doorstep within 24 hours.'**

MARCEL VELTMAN

**Project:**  
**Internationally operating engineering firm,  
Hoofddorp**

**When**

2013 - 2015

**What**

The construction of the new head office

**Cooperation**

Ron Slop, contract manager at the engineering firm: "We had the challenge of creating a flexible office with more than 900 workspaces. Project team must be able to join each other and expand and shrink during the project, without making concessions in terms of comfort and user-friendliness. A. de Jong Group was our partner during the construction of all mechanical installations in our new building. The most appealing thing about our new building is our revolutionary climate-control system, through which each office can be heated or cooled individually. The climate system is connected to our thermal storage system and designed in such a way that each climate ceiling part (180x360 cm) can be flexibly employed. Each part consists of four heating and cooling elements and can be linked to an adjoining climate ceiling part. This occurs via the building's maintenance system, so that the ceiling doesn't have to be opened each time. This is very practical if office spaces need to be expanded or reduced in size. In this way, you maintain the flexibility of facilities, whilst safeguarding the comfort of your employees. We had very strict demands in terms of sustainability, technology, flexibility and maintenance, but A. de Jong Group has succeeded in creating a climate installation that has entirely met all of our expectations".

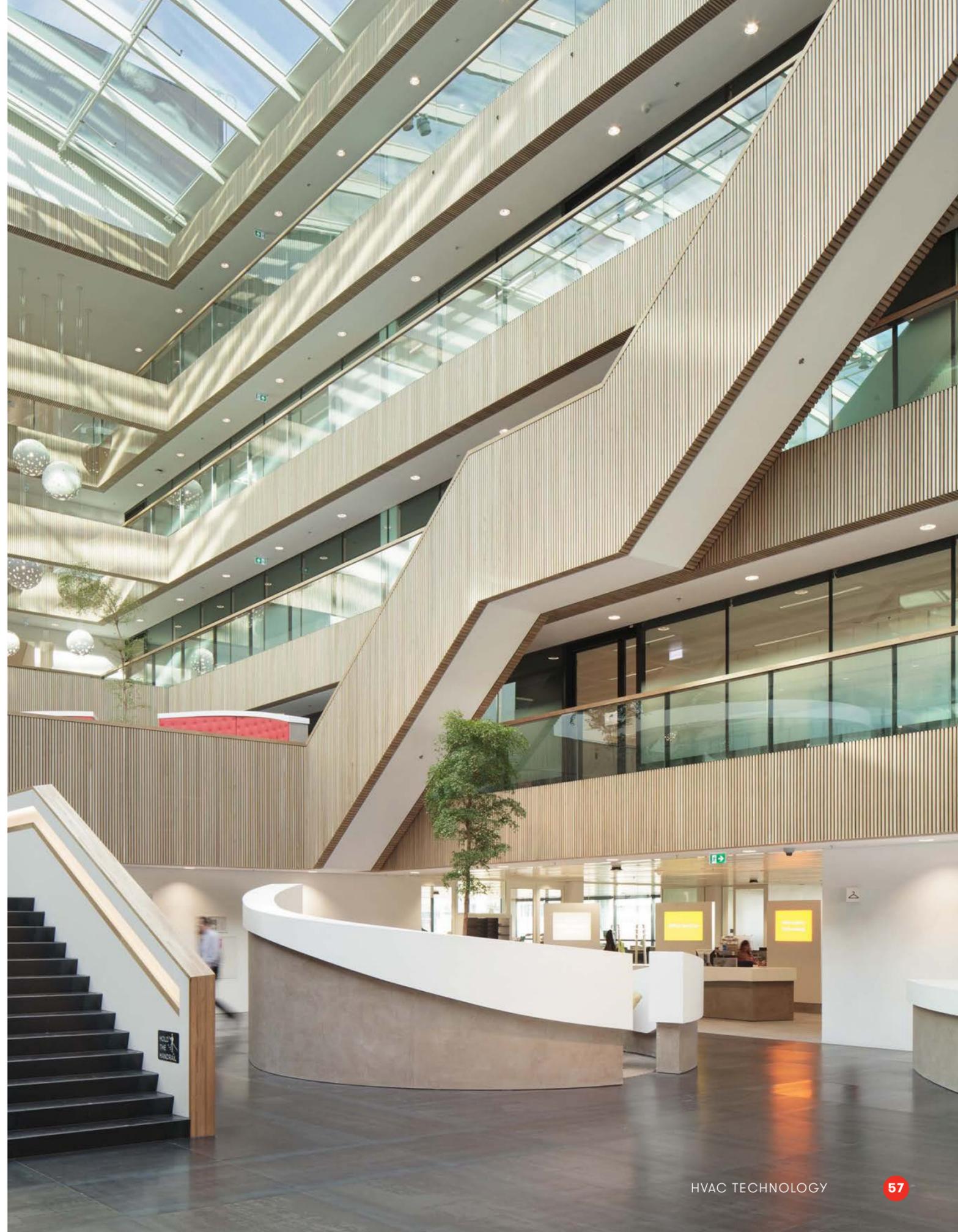


**‘We had very strict demands in terms of sustainability, technology, flexibility and maintenance’**

RON SLOP

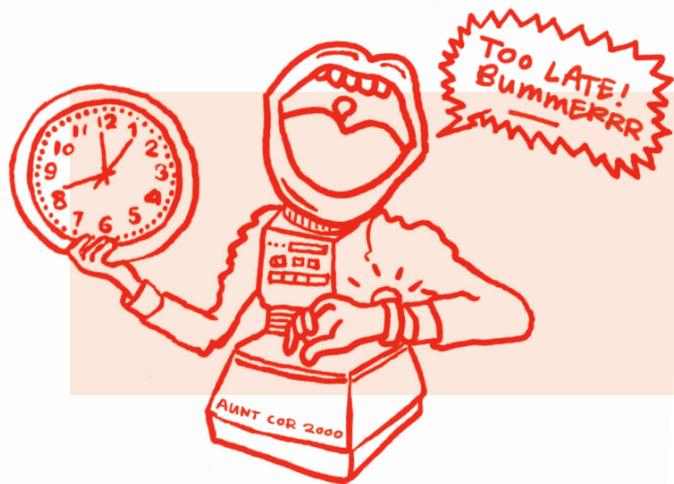


Imagerij: Maaike Petri Photography, Ron Slop, DZAP (Laren) / Stijnsijj Photography / Stijn Poelstra



# WALL OF SHAME

Imagine inventing something unique, like a paperclip, or more recently, the iPhone; that's everybody's dream, right? At A. de Jong Group, research, renewal and invention is part of the company's DNA. Often resulting in success, but not always. Have a look (and try not to laugh)!



## Speaking clock ✗

"It's thirteen minutes past seven", proclaims a lady's voice belonging to a speaking clock. How handy: a clock that tells you the time! This speaking clock was developed by A. de Jong and was commissioned by PTT (1936). It never became a big success. The clock is currently stored in the depot of the Teylers Museum in Haarlem, the Netherlands and can occasionally still be viewed during expositions.

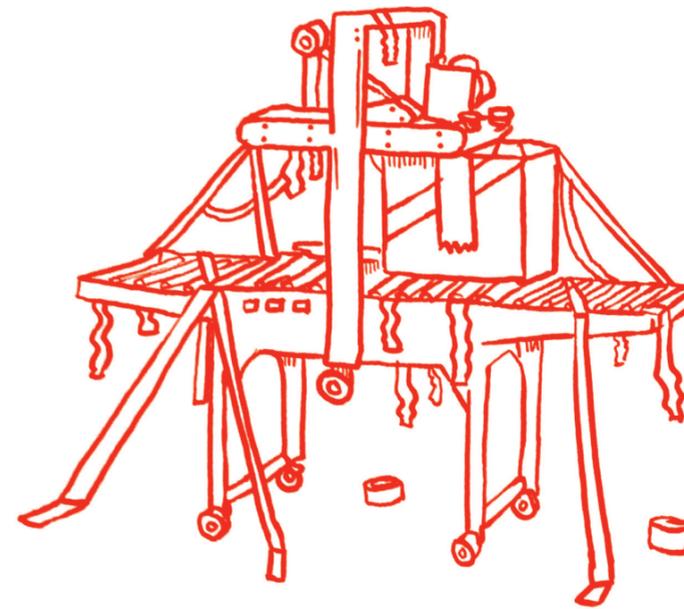
## ✗ Airplane

In the thirties, A. de Jong Group started work on an airplane. Of course, airplanes already existed, but there was stubbornness at play; it could be improved! At Ypenburg Airport in The Hague, work - wholly paid for and manufactured by the company - was conducted on the craft. The moment arrived in 1937: the aircraft was ready for take-off. With roaring engines, the craft confidently set off towards the horizon... until the axle of its front wheel broke off and the nose ended up grinding its way into the grass. The engine was probably too small to lift the airplane off the ground. So much for A. de Jong Group's aviation ambitions.



## Washing machine PC ✗

The Netherlands was faced with considerable rebuilding tasks after the war. A. de Jong Group's shipyard in Vlaardingen was running at full capacity and the same was intended for the latest invention of the ship builder: the washing machine. The device was tested at Unilever, but progress was laborious. The washing machine shook so much that the device rapidly moved through the testing location! Still, they finished it: a hand-operated washing machine. A beautiful product... until they found out that automatic washing machines already existed.

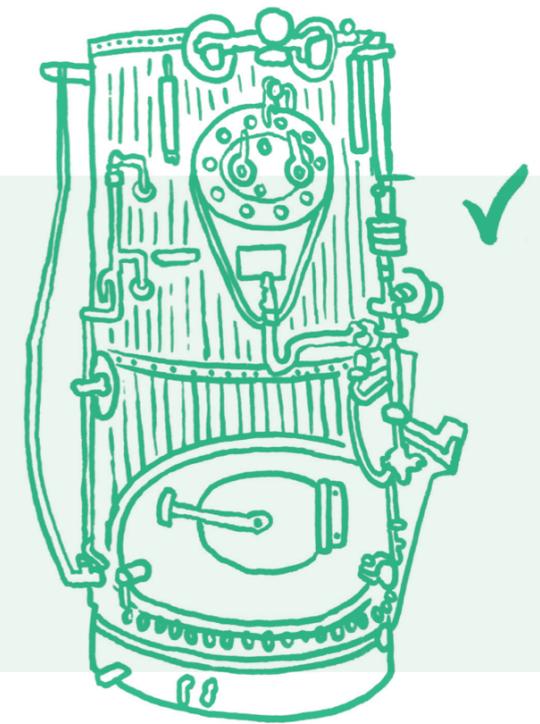


## Cellotape ✗

Never use too much cellotape when sealing off boxes again; that was the challenge the client set the inventors at A. de Jong Group. With high spirits, they developed a device that could give off dosed lengths of cellotape. The only problem was that it didn't work properly. Ultimately, ten to twenty units were made in 1974. Sadly, the marketing of the device failed. A patent was granted for this invention, however.

## Nice idea! ✓

Luckily, not all of A. de Jong Group's inventions came to nothing! Since the start of the central registration of patents in the Netherlands in 1910, the Schiedam company has filed no less than twenty patents. The most important was in 1916, when they filed a patent for the specific type of kettle. These kettles were used for the mechanical hauling in of drift nets on fishing ships. An air-conditioning system with associated air-injection and air-extraction organ (1963) and various combustion systems in the sixties were also patented.





ROUTE 77 HILVERSUM

**“A. de Jong Group has evolved from a shipping and shipbuilding company to a major player in HVAC and industrial combustion systems.”**

ALBERT DE JONG, CEO A. DE JONG GROUP

Imagery: Richard de Bruijn



# SCIENCE

NOT

# FICTION

**Red, green and yellow spots move across the computer screens. If you didn't know any better, you would feel like you were watching something from a science fiction movie. But this is not fiction; it's science. The movements on the screen are put into motion and interpreted by the young professionals from Research and Development (R&D).**

**“Sustainability is becoming more and more important.”**

JORN PENNINGS

“Right now you're looking at CFD modelling”, explains Jorn Pennings, R&D Engineer, about the colourful spots on the screen. “With this program we can simulate reality to predict what will happen, in our burners for example.” Jorn and his three colleagues work daily to explore the future for A. de Jong Group. “We fill in the boundary conditions, put in a burner design and simulate the flow. Sounds pretty simple, doesn't it? R&D isn't really so difficult”, says Jorn jokingly.

The reality turns out to be somewhat more complicated as we listen to Jorn explain more about a new A. de Jong project that he is working on, the tar cracker. In this installation, biomass is gassified into syngas, without allowing tar, a by-product, to create blockages in the downstream processes. CFD modelling allows R&D to simulate the flow and chemical processes in the tar cracker to explore what effect they have on each other. “We are focused on new technology and innovation. The burners currently use fossil fuels, but sustainability is becoming more and more important. I enjoy working for a business that invests in the future and am happy that I can contribute.”

In addition to the tar cracker, the R&D team is also focused on burners for supplementary firing applications. These are the most important products the combustion businesses of the A. de Jong Group custom design and manufacture, and much research is focused here. The burners are installed in the duct behind the gas turbine in large steam boilers. By installing supplementary firing burners additional steam is produced and this increases the output of the unit. CFD modelling is essential in the burner business: customers demand it. “We don't need to outsource our research. Our own people do this work and as a result understand the processes”, says Jorn. The young researchers all have their own projects but work together closely to find solutions. Jorn: “We learn a lot from each other. My colleagues deal mostly with the burners and I focus on the tar cracker. They understand flows and I know chemistry. Together we are able to develop better products.”

# BURNERS AROUND THE WORLD

From Brazil and Qatar to the Australian Outback: De Jong Combustion and R&V Engineering, the A. de Jong burner companies, serve customers around the world. Take a trip and discover the connection between our companies and these faraway places.

## 1 NY University Langone Medical Center in New York City United States

The Langone Medical Center is one of the largest academic hospitals located in the center of New York City. The challenge was to work with diverse stakeholders including the customer, the city of New York and the fire department to ensure public safety in this densely populated city during construction and commissioning.

### TECH SPECS

Number of Installations: 1 | Application: Supplementary Firing in TEG | Burner Capacity: 35 MW | Fuel: Natural Gas

## Supplementary Firing Systems & Burners

A. de Jong industrial burner systems are used around the world in various kinds of plants including CHP, direct fired boilers and incinerators. These systems are used to generate energy in the form of steam and electricity needed by, for example, refineries, paper mills, chemical plants, desalination plants and district heating around the world.



### 3 TermoRio in Rio de Janeiro

Brazil

TermoRio is one of the Brazilian energy suppliers that supplies district heating for this metropolis. The challenge was to build a burner installation that would fit into an extremely small available area, while producing the required heat output.

#### TECH SPECS

Number of Installations: 2 | Application: Supplementary Firing in TEG | Burner Capacity: 140 MW | Fuel: Natural Gas



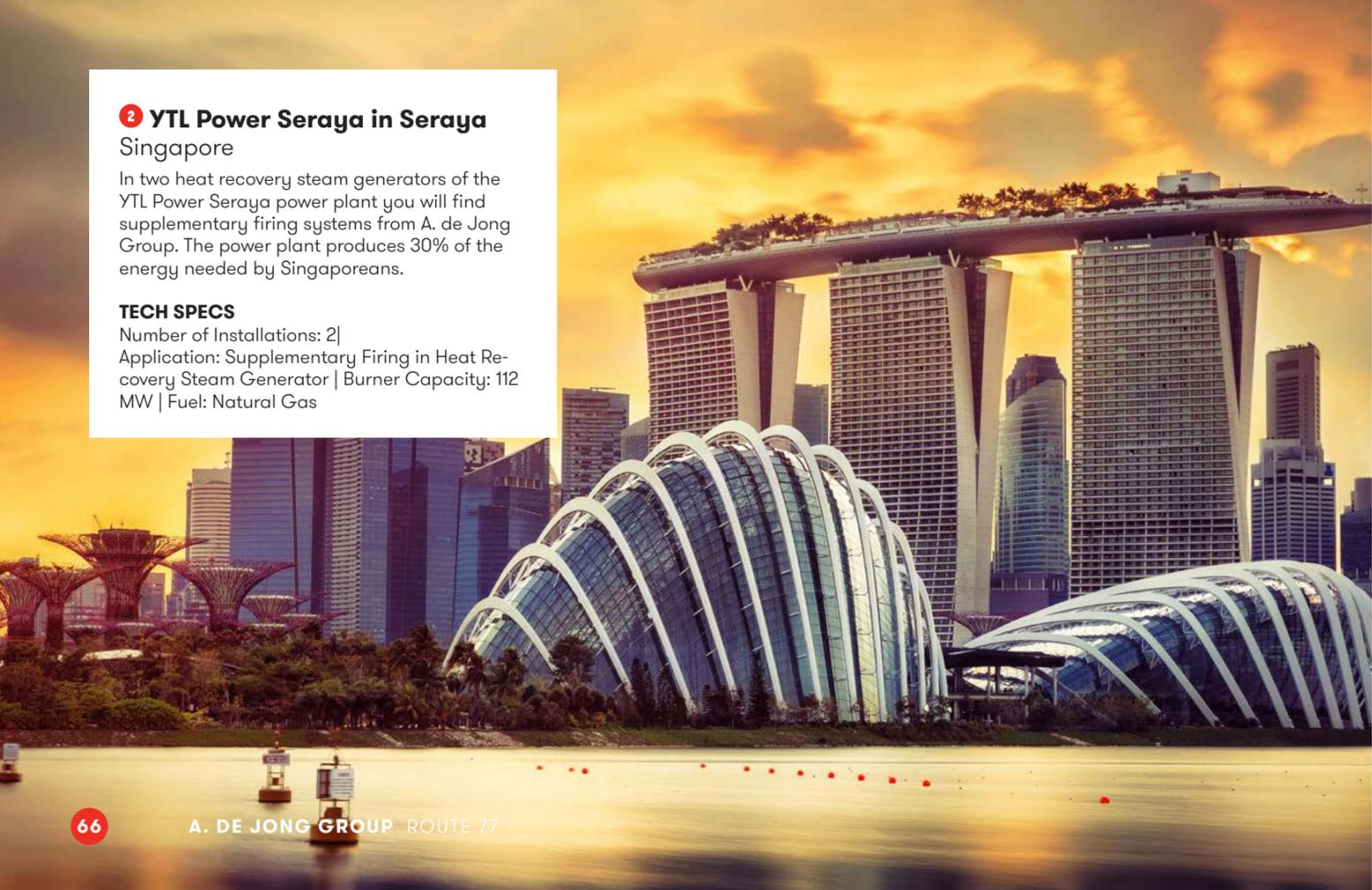
### 2 YTL Power Seraya in Seraya

Singapore

In two heat recovery steam generators of the YTL Power Seraya power plant you will find supplementary firing systems from A. de Jong Group. The power plant produces 30% of the energy needed by Singaporeans.

#### TECH SPECS

Number of Installations: 2 | Application: Supplementary Firing in Heat Recovery Steam Generator | Burner Capacity: 112 MW | Fuel: Natural Gas



### 4 Pearl GTL in Qatar

Qatar

Even in the oil-rich country of Qatar you can find A. de Jong Group. The Schiedam company supplied burner systems and auxiliary equipment to the largest gas-to-liquids (GTL) plant in the world.

#### TECH SPECS

Number of Installations: 9+9 | Application: Fresh Air and Supplementary Firing in Heat Recovery Steam Generator | Burner Capacity: 162 MW/88MW + 89 MW | Fuel: Natural Gas



### 5 Aluminium of Greece in Marousia

Greece

While Bauxite, a raw material for aluminium, is mined in central Greece, the largest aluminium plant in the country is located just north of Athens. A. de Jong Group supplied a direct fired burner installation for this aluminium smelter.

#### TECH SPECS

Number of Installations: 1 | Application: Direct Fired Boiler | Burner Capacity: 117 MW | Fuel: Natural Gas, Oil





## 6 Santos in Moomba

Australia

This power plant in the inhospitable Australian outback provides gas and oil for cities including Adelaide and Sydney via a pipeline of approximately 5600 km. The remoteness of this area was one of the challenges. Since the welding could not be done on location the entire system had to be prefabricated and delivered using an 800 kilometer dirt road.

### TECH SPECS

Number of Installations: 2 | Application: Supplementary Fired in TEG | Burner Capacity: 36 MW | Fuel: Natural Gas



**7 Reliance Industries in Jamnagar India**

Reliance Industries is the Indian oil giant. Its daughter company Jamnagar Refinery on the west coast, north of Mumbai, is the sixth largest oil refinery in the world. For this gigantic project, A. de Jong Group supplied burners and auxiliaries for 15 supplementary firing systems where various types of fluid and gaseous fuels are fired.

**TECH SPECS**

Number of Installations: 15 | Application: Supplementary Fired in TEG | Burner Capacity: 70 MW | Fuel: LCO Oil, Syngas, Fuel Gas, Natural Gas



**8 ERM Sokhna in Sokhna Egypt**

At the end of the Suez Canal, east of Cairo, the steel mills of Sokhna are running at full capacity. A. de Jong Group supplied a flue gas reheater for this project.

**TECH SPECS**

Number of Installations: 1 | Application: Process Gas Reheater (DeNox) | Burner Capacity: 19 MW | Fuel: Natural Gas

**Image & Sound**

Present the news, listen to popsongs and view old programmes from your youth. The 15 experience rooms of Beeld and Geluid take enthusiasts on a journey through the audio-visual landscape of music fragments from 1877 to our present-day YouTubers. [www.beeldengeluid.nl](http://www.beeldengeluid.nl)



**Gooise matrasjes**

Hilversum didn't yet have its own delicacy, like the ijzerkoekjes from Vlaardingen or gin from Schiedam, the Netherlands. Ger van Vliet changed all that in 1995 when he introduced delicious chocolates in the shape of... mattresses, called Gooise matrasjes! [www.gooisematrasjes.nl](http://www.gooisematrasjes.nl)



**Discover the city in the spotlights, just like the projects By A. de Jong Group.**

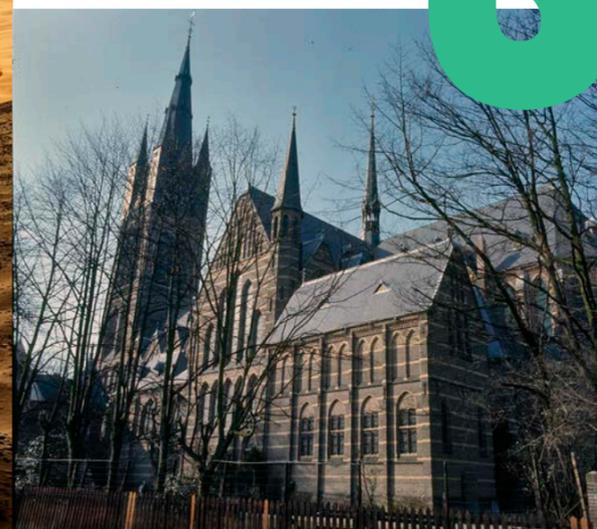
**HILVERSUM**



**Dudok**

The villa in Hilversum in which A. de Jong Group is housed is one of the few villas not designed by him: urban architect Willem Dudok determined the townscape of Hilversum. As the director of public works, he designed numerous villas and buildings with the city hall of Hilversum as his most popular design. Various Dudok roundtrips can be booked. [www.dudokarchitectuurcentrum.nl](http://www.dudokarchitectuurcentrum.nl)

Imagery: Dutch Institute of Sound and Vision, Design Box, Shutterstock / Pieter Roovers, National Cultural Heritage Foundation



**Saint Vitus Church**

Every year, the Matthäus Passion by Bach is performed in this neogothic basilica, designed by Pierre Cuypers, the same architect who designed the Rijksmuseum. The church from 1892 is currently a national monument. [www.vitus.nl](http://www.vitus.nl)



ROUTE 77 DELFT

**‘Women must be aware that there are opportunities for them at technical companies’**

SABINE WAGTER, HR MANAGER A. DE JONG GROUP

# WOMEN & TECHNOLOGY

More women in technical office jobs and perhaps also female engineers in employment; it should be possible? It appears to be slightly more complicated than expected in practice. “Technical jobs are still characterised as being associated with men.”

## HR MANAGER

In the past, Sabine Wagter (1984) has had various HR jobs for a real estate company, a logistical company and a financial institute.

This is the conclusion of Sabine Wagter, HR manager at A. de Jong Group. Here, women are also heavily outnumbered at around 10% of the total population. The women who work here can primarily be found in the staff and supportive functions. “There are too few women in the technical functions and this percentage must increase!”, says Sabine, who is convinced that it strengthens the diversity of business practices. “We strive for a good balance. Women introduce other qualities: different opinions, ideas and angles.”

At A. de Jong Group, they are looking for women for technical office jobs, such as work planner, installation technician, drawer and (assistant) project leader. Sabine, who has always been active in HR, first encountered the technical company via LinkedIn. “No, I have never changed a filter”, she laughs, “but this is a dynamic company with a great deal of high-level professional knowledge and employees with a passion for their field. I don’t need to understand the minute details of what they’re doing at Research & Development, but I do understand the broad outline of what it is they’re doing. And that’s important: there is something happening here. They are making something tangible. That has a wow factor for me”, Sabine outlines her personal motivation for choosing this technical company.

## Inspiration & biomass

Ioanna Kitsiou is concerned with those calculations. She is working as a chemical engineer (the only woman in this job) in the R&D department, and is working on an innovative project in the field of biomass gasification. “At a young age, I loved chemistry and solving problems; a good foundation for chemical engineering. My father is my source of inspiration. He is an engineer in the food sector and his stories about his work transferred his passion to me. I was 13 and realised that I would be able to make everything I wanted to if I could control those processes.”

At the time, she hadn’t considered that she’d be involved with sustainable energy sources. “No, I was still experimenting with cosmetics at that age, but that was a phase”, Ioanna grins. Later, as a chemical engineer, she would come to discover what was possible in the field of energy.

Personal interest and role models in their environment are important motivational factors for girls to opt for studies in a scientific field. Talent also plays a role; Ioanna had more feeling for science subjects and naturally moved into that direction. In her country of origin, Greece, many more women opt for scientific studies. Kitsiou: “I don’t have any exact statistics, but in comparison to my master at the TU Delft, the number of women in the lecture halls was far greater during my study in Thessaloniki. “A correct statement. Despite governmental campaigns and a growing number of women in technical studies, the Netherlands is in the lower regions of Europe, concerning the number of women in technical studies. According to the emancipation monitor of 2016, an increasing number of girls are opting for technical studies. Still, the eventual throughflow into the world of business is low.

## Societal taboo

And this is noticeable at HR. How is A. de Jong Group visible to technically-oriented women? “What is the best way for them to find us?”, Sabine wonders, because technical office jobs are barely responded

# ‘At a young age, I already loved chemistry and solving problems’

IOANNA KITSIOU

to (or not responded to at all) by women. “Primarily, women must become aware

that there are opportunities at technical companies. In the office, as project leader, work planner, or installation technician.”

And in the workplace, as an engineer, for example? “Well, you see that the job of engineer is usually filled in by men. But A. de Jong Group wants to contribute to breaking through this pattern. We look at qualities and competencies and if a woman has the right papers, she is more than welcome. She must feel comfortable in a men’s world though.”

Working in a men’s world isn’t a problem for Ioanna. “I have young, well-educated colleagues, they respect my opinions and don’t treat me differently than other colleagues: no advantages, no disadvantages. I have experienced a few situations in the past in which I had to prove myself. The most you can do is to remain professional and show them that you do have the right knowledge. And don’t take it personally.”

Management at A. de Jong Group is doing what it can to modernise and make its work climate more appealing to women. Although caring tasks are more evenly divided in many (young) families than twenty years ago, in practice, women often still take on a larger proportion of these tasks, making a full-time job impossible. “Part-time working, parental leave, sustainable employability, schooling... There are numerous options and our management is certainly open to them”, Sabine tells us, concluding that women of her generation are a completely different type of role model to girls today than her mother and grandma were to her.

Although talent, motivation and inspiration are the most significant incentives for women to choose a technical educational programme or job, company employers often provide plenty of options. By employing role models, removing taboos and providing the opportunity of combining work and caring tasks, technical jobs must ultimately become more attractive to women. A. de Jong Group already has the ambassadors within its ranks. “I may not have a technical background, but I can work on building something nice here”, Sabine explains.

“I think that the technical field is an amazing career choice. It’s exciting, it has impact and there are so many jobs and interest areas possible”, Ioanna adds. “There’s always something new to learn and that’s how this job provides me with the opportunity to continue to develop myself.”

Sources: Emancipatiemonitor, VHTO.



**R&D ENGINEER**  
Ioanna Kitsiou (1987) studied Chemical Engineering at the University of Thessaloniki and completed a master Sustainable Energy Technology at the Technical University Delft. (TU)

# DOT ON THE HORIZON

Where do we find well-schooled technical personnel? And how do we retain professional knowledge before our employees retire? These are two questions confronting A. de Jong Group in the near future. The answer: its own academy.

The De Jong Academy must become a reality in 2017. Well-educated technical employees are essential to a technical company, and the expectation is that these people will become scarce in the labour market in a relatively short space of time. Therefore, more than ever, it is essential that the company creates its own educational programme for technical personnel.

For this, A. de Jong Group is looking for partnerships with educational institutes and schools. The idea is: the schools provide the inflow; the company provides training on the job. Generating practical experience is essential for young people in technical programmes to find their way to the labour market. By allowing these young people to join experienced people in their profession on the job, A. de Jong Group is an essential link between their learning trajectory and the retaining of knowledge.



## 5X EDUCATION

**Education and development are not just pipedreams for A. de Jong Group; the company has moved in educational circles for years.**

- 1 A. de Jong Group is recognised by Ecabo and Kenting as an official training company. In 2016 alone, the technical company educated 23 interns from different study programmes.
- 2 The Schiedam-based company has a cooperation with the Lentiz LIFE College, through which young vmbo (pre-vocational) students gain valuable experience in their profession and socially through learn/work internships.
- 3 Boys and girls ranging from 8 to 10 can participate in a "lightning internship". This is done in cooperation

with jINC, an organisation that assists young people with professional orientation in the workplace.

4 CEO Albert de Jong regularly gives presentations regarding the family business at various colleges and universities. By actively involving students in practical case studies, new, creative ideas are generated.

5 The cooperation with technical universities, the TU Delft, amongst others, consists of offering final projects and talent scouting. This university provided the influx of employees in the R&D department.



## Practical experience is essential for young people in technical studies.

...but not just for the new generation of potential employees. De Jong Academy must also provide challenges and support in the field of knowledge development for its current employees. Various educational trajectories within A. de Jong Group – from field service to management – assist talents in expanding their knowledge and skillsets. As such, business-related topics will be added to the academy in addition to the technical subjects. This can be done in the shape of seminars, excursions, guest speakers, lectures, project sites and more.

The aim of the De Jong Academy is to retain technical professional knowledge, discover new talent, keep knowledge and people up to date, both in the office and the field, and provide sustainable employment, so that employees can continue to develop and feel content at their work.

## Prinsenhof

The murder of William of Orange, Delfts Blauw and a look at the lives of innovative people from Delft, the Netherlands in the seventeenth century: you can find it in the Museum Prinsenhof in Delft. Also, keep an eye on the varying exhibitions. [www.prinsenhof-delft.nl](http://www.prinsenhof-delft.nl)



## Science Centre

What if the first generation of de Jong had visited the Science Centre for information first? Would his inventions have had a chance of succeeding? In the Science Centre, both young and old alike meet the world of technology and witness how it can be employed in practice. [www.sciencecentre.tudelft.nl](http://www.sciencecentre.tudelft.nl)

# DELEFT



## Delfts blauw

Are you going to Delft? Make sure to drop by the pottery factory Royal Delft. Meet the people who still hand paint Delfts Blauw in the traditional manner, participate in a workshop or enjoy a high tea. [www.royaldelft.com](http://www.royaldelft.com)



## Tour

Explore Delft from the water and step aboard a roundtrip through the canals. With the Delft Blue Line arrangement, you are also given a guided tour through the pottery factory Royal Delft. Roundtrips are from the middle of March to the end of October. [www.rondvaartdelft.nl](http://www.rondvaartdelft.nl)

## Discover the city in which A. de Jong Group has various projects.

# INSPIRATION

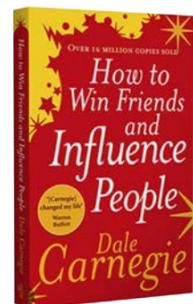
A distant dream or going in another direction; each change starts with a new, eye-opening idea. Ask the people at A. de Jong Group who inspired them and you get a list of books, icons and more...

# 1



## In het oog van de orkaan

The Netherlands is changing from a fossil energy country into a sustainable society, and not everyone understands that yet. That was the core of the book *In het oog van de orkaan* (2012) and this theme is still relevant today: consume differently, produce differently, and live differently.



# 3

## Dale Carnegie

Dale Carnegie was way ahead of his time! The American author, who was alive from 1888 to 1955, wrote books for self-improvement. One of his core ideas is that you can change the behaviour of others by first changing your own behaviour. Success is the outcome of expressing ideas, showing leadership and enthusing others.



# 2

## Domotica

The heating switches off when you leave the house. Setting up atmospheric lighting. Checking the security camera on your mobile; these are simple forms of Domotica; the integration of technology into your daily life. By connecting objects to the internet and having them communicate with each other [The Internet of Things], your house is made safer and more comfortable.

Imagery: bol.com, Shutterstock

# 4

## Genuin.engineering

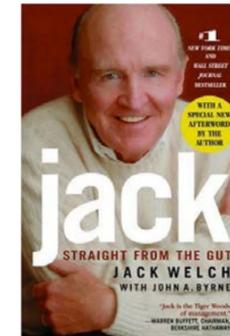
During the Wereldhavendagen of 2016, they were in the spotlights with their waste shark: the problem solvers of Genuin.engineering. They used this water drone to pluck waste from the Rotterdam harbour. And this is precisely what the engineers do: develop products, hardware and software to solve problems in a creative way.



# 6

## Eckhart Tolle

One of the most famous spiritual teachers of our time is Eckhart Tolle. The essence of his teaching is to achieve inner transformation by completely living in the now. At present, he is primarily focused on lecturing and can also be followed on YouTube through vlogs; without judgment, he tells you how to consciously live in the now. It really puts things into perspective.



## Jack Welch

If you manage to transform a bureaucratic colossus like General Electric into a flexible organisation, you're a hero! With one-liners like "Fix it, sell it or terminate it" and "Change before you have to", he is an inspiration to many entrepreneurs. His autobiography *Jack, straight from the gut* is highly recommendable.

# 7

# 8

## Smart Industry

Smart Industry is an initiative intended to prepare industry in the Netherlands for the future; by transforming production technology and through the integration of changing production processes, sectors and business models. Smart Industry offers seminars, events and workshops to keep entrepreneurs up to date and future-proof.



# 9



## Lean

Realising the maximum value for customers with as little wastage as possible: this is the strategy of the concept called lean manufacturing or lean production. The thought behind this philosophy is that you reduce costs by reducing wastage where possible in the production process. It made Toyota famous.



# 5

## Stephen Covey

Be productive, set priorities, start from win-win situations instead of competition; is leadership really that simple? According to Guru Stephen Covey it is. In his book *The 7 Habits of Effective Leadership* (1964) these and four other statements are central. The goal? To remain sharp and continue to innovate and inspire.

