

Mick Wigglesworth:

“We are proud of our facilities in India.”



Mick Wigglesworth is head of the hydrocarbon processing business segment of Sulzer Pumps. In this interview, he talks about substantial developments in the oil and gas downstream industry in India.

After managing Sulzer Pumps in Russia for the last three years, you took over the lead of the downstream business segment at the beginning of this year. What is different about your new job?

My new job is a strategic role rather than managing the buildup of a new business—like the one I did in Russia. Pursuing customer relationships and developing strategies are very interesting challenges. I used to work for the oil and gas upstream business segment of Sulzer Pumps many years ago. Now, I look forward to dealing with the other side of the oil industry. Instead of getting the oil out of the ground, this time it is about doing something with the oil.

What role does India play in your field of activity?

India has huge potential, and it is a fantastic place. I have been there a few times, and I love India. It belongs to the big four BRIC countries (Brazil, Russia, India, and China) that have rapidly developing economies. Maybe India is not booming as fast as China, but you have to consider that China carries out its five-year plans under very special political conditions. Despite the different situation in India, many large companies there are growing and successfully positioning themselves as major players in the global business.

The development of the Indian downstream industry is remarkable. The capacity of the Indian refinery industry has increased by 50% in the last five years.

Yes, this boom is impressive. Many people do not know that India currently has the world's biggest refinery industry.

Why is that?

A lot of the smaller refineries around the world are becoming uncompetitive. They are being closed or sold. But in India, people are building great big refineries, and companies are going forward to spend more money. Major oil companies in India talk about significant investments in the next two to three years. They are planning projects that need several thousands of pumps. So, hopefully things are going to go crazy there.

That means India is an increasingly important pump market.

Absolutely. India is the fifth largest pump market in the world. With Sulzer Pumps, we are in an excellent position because we already have an established factory in India. When you get to our facility in Navi Mumbai, you clearly feel that you are in a Sulzer location. We keep the same standards, and we have good people and modern equipment. We are proud to take our customers to this facility.

What are the main competencies and offerings of Sulzer Pumps in India?

The focus is on the hydrocarbon processing industry. In addition to that, we also serve the power, the oil and gas upstream, and the water industries. The site includes a manufacturing plant including test facilities and a service center. We are one of the leading suppliers of pumps to the Indian market, but we offer pumps for export as well. For example, we recently made pumps in India for projects in Russia and the Middle East region. The export business is as big as the domestic business, and we want to increase it further. That's why it is important for us to follow international standards and to communicate that to our customers. Some oil companies outside India are still skeptical about sourcing from India. But when they visit our facility, all doubts are removed. That's how we just received the approval for a job in New Zealand, for instance.

Does the geographical distance between a pump manufacturer and its customers matter?

In the world of automobiles and other equipment manufacturers with a high degree of standardization, it really does not matter. But in high-engineering businesses like pumps, turbines, and compressors, distance does make a difference. We are increasingly seeing that being



The Indian downstream industry is booming and has built many new refineries in the last years.

close to the customer is very important to the relationships. Of course, we can take pumps from one side of the world to the other. But in the execution phase and also in the ordering phase, it is difficult to deal across great distances, time zones, and cultural divides. That is why Sulzer Pumps has a large global network with 22 manufacturing sites and service centers and sales offices in more than 150 locations worldwide.

Is Sulzer Pumps planning to increase its presence in India?

Yes, this year we are opening a second service center in Raipur. This facility will offer repair and refurbishment services for all types of rotating equipment—with 24/7 availability. A further highlight in India is our technical resource center. There, we have a team of around 60 engineers and business development people. They support the other locations with tendering or order-related engineering. With this help, our facilities can be very flexible—and the customer benefits from that. If a big project is coming up and the factory is busy, we can use this center.

What are the needs of Indian customers?

Indian companies are right now building new, modern refineries or upgrading existing refineries to higher standards.

So, they need pumps with high standards as well. The Indian customers appreciate that Sulzer is a supplier with an excellent reputation that produces locally but produces according to international standards. In many cases, we can locally manufacture 60–70% of the pumps we deliver. Even if we import certain product types, our Indian facility can do the front line execution, customer facing, and local packaging. That clearly distinguishes us from our competitors.

How important is pump customization?

Customization makes a big difference. In many refineries, customers have specific requirements. These are sometimes only small things, like the nozzle orientation on a pump. Standard pumps have nozzles coming out in a certain position, but some customers need the nozzles in different positions. That sounds simple, but it requires a redesign of the whole pump. Thanks to our product development team, we can offer such configured pumps.

What are the plans for India?

We want to do more technology transfer and training in India. It is important to train the local team in our product portfolio and to transfer knowledge from other Sulzer factories—especially because

we are planning to extend the product range that is produced in India.

We also want to increase cooperative efforts with other Sulzer divisions. Cus-

“Being close to the customer is very important to the relationships.”

tomers in the downstream industry particularly benefit from the combined expertise of Sulzer Pumps and Sulzer Chemtech by having a single supplier for pumps and process technology.

This year, you will hit a personal milestone at Sulzer...

Yes. In September, I will have been with Sulzer for 40 years. I have been very lucky. I have traveled the world and have been in many interesting positions. Now, I want to make a success of our hydrocarbon processing business going forward in the next few years. We'll see what happens after that.

Interview: Tünde Kirstein

Mick Wigglesworth

has an MBA in industrial management from Hallam University UK. His 40-year Sulzer career has developed across several Sulzer divisions and locations. He completed his apprenticeship at Sulzer and worked in the factory and field before moving into service and then project management. He held positions as Vice President of Sales for Europe and as Vice President of Oil and Gas for both Sulzer Pumps and Sulzer Turbo Services (now MAN Turbo). In January 2013, he took over the lead of the hydrocarbon processing business segment of Sulzer Pumps.