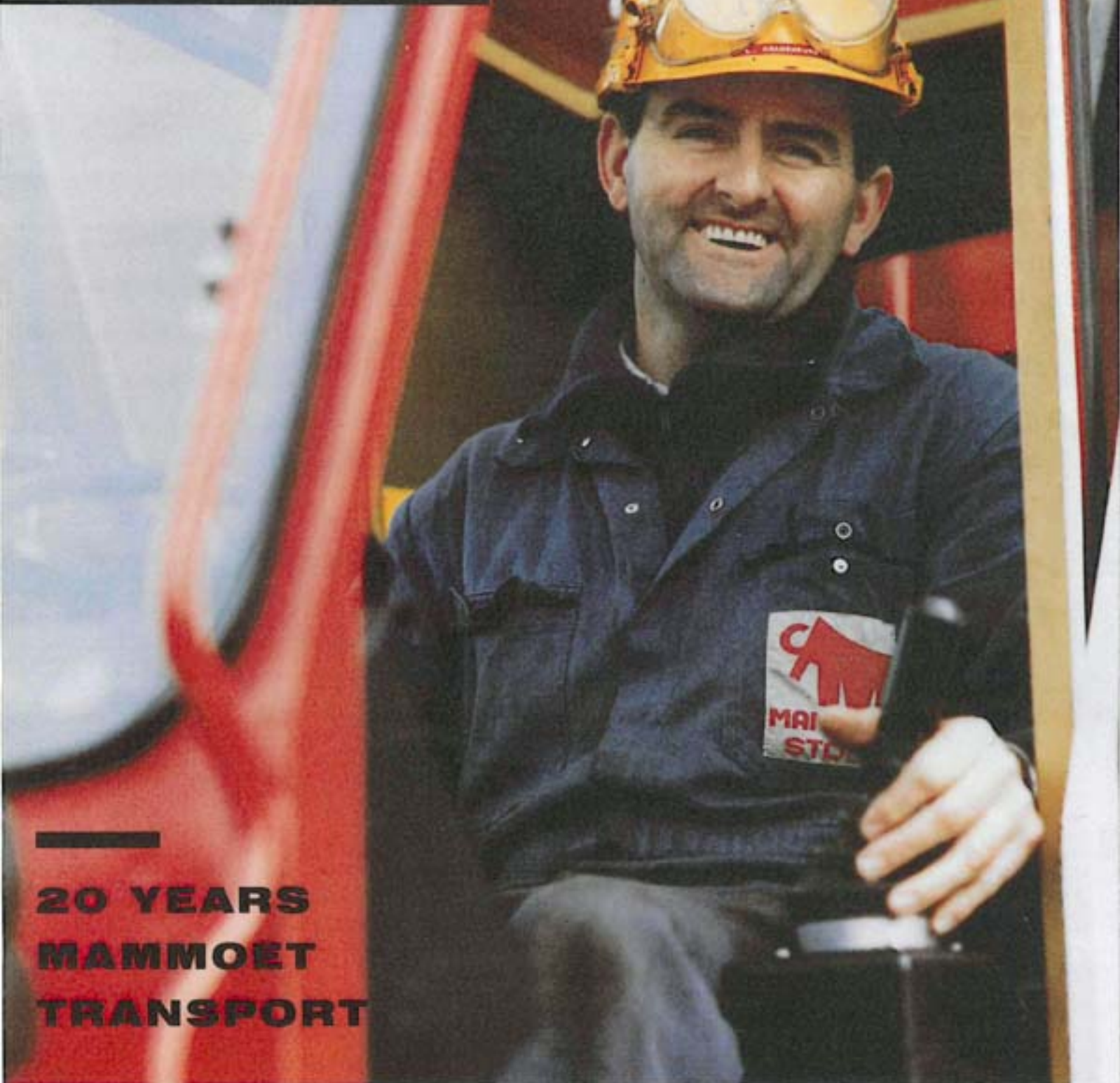


MAMMOET

MAMMOET

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House magazine  
of Mammoet,  
Transport B.V.



**20 YEARS  
MAMMOET  
TRANSPORT**



*Dear client,*

*This special issue of Mammoet Mail is dedicated to twenty years Mammoet Transport.*

*When in 1971 three family-owned companies joined forces, it was the creation of a new, successful formulae in specialised transportation.*

*The combination of transport services by land and by water found worldwide appreciation. Mammoet now has over thirty subsidiaries in the world's most important industrial areas with own people and equipment.*

*Twenty years of Mammoet Transport is worth mentioning and memorizing but not very important as such. Much more so is the fact that Mammoet suits the client's requirements of today and meets the changing demands in this line of business. To underline this we want to show you the developments in heavy transport and shipping over the years in this newly styled publication of Mammoet Mail.*







# 20 YEARS MAMMOET TRANSPORT



**1971**

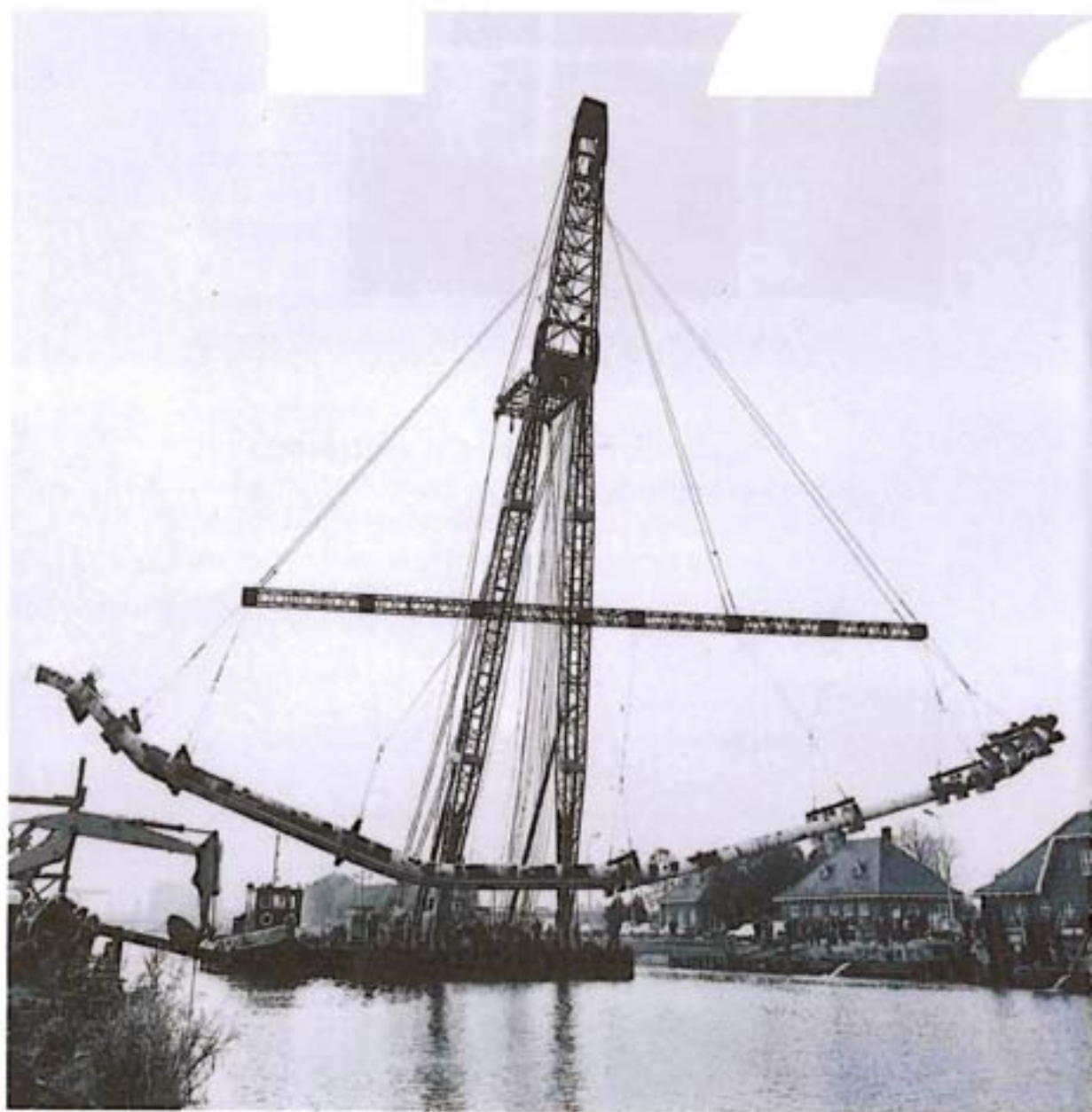
It all started with floating sheerlegs in The Netherlands. Twenty years ago three Dutch Companies joined forces in Mammoet Transport B.V.:  
"Goedkoop" since 1807  
"Van Wezel" since 1845  
"Stoof" since 1927

**1972**

The combination of transport by land and transport by water, where each company contributed its own speciality, proved to be successful in the Netherlands and quite soon the company worked abroad.

**1973**

Going out to sea. The start of Mammoet Shipping B.V. in cooperation with K.N.S.M. (Royal Netherlands Steamship Company). The first heavy lift vessel "Happy Pioneer" was taken into service.







By the end of the 1960's, Jan Goedkoop decided to start using pontoons to supply the cargoes he used to lift with the cranes of his port towing and salvage company. In 1971, Goedkoop was a founding father of what is today known as Mammoet Transport. The company was a result of Goedkoop's enterprise together with the heavy land transport companies Stoof and Van Wezel joining forces. Twenty years later, the idea of horizontally and vertically integrated transport is still very successful. While Jan Goedkoop now has given up the world of heavy transport to devote himself to the arts, Mammoet Transport has grown into the only company in the world which can perform integrated transport orchestrated by one organisation. Was Goedkoop ahead of his time? "I don't think I was," he says. "We found ourselves in a situation where developments were forced upon us. When there is a demand in the market you won't say 'no'. I didn't invent a thing. There were very strong indications that developments were moving towards integrated transport and the only thing you can say, in retrospect, is that I did some 'good thinking'."

Two years after the merger of Goedkoop, Stoof and Van Wezel became a fact, the new enterprise took on an extra dimension with the establishment of Mammoet Shipping. Goedkoop: "To put in practice the idea of integrated transport, we needed to serve a wider market. The only way to enlarge the operational field was to add sea transport to the existing range of services." That is how Mammoet's



*Mr Jan Goedkoop*



**1976**

A maiden-trip to the Middle East. The first desalination plant was shipped from Germany to the Sultanate of Oman. Including transport to site and installation. Integrated heavy transport by water and by land. Factory to foundation.



**1974**

The Middle East. With a small subsidiary Mammoet started in Dubai, United Arab Emirates. Soon new subsidiaries followed in the Emirates, Oman, Qatar, Saudi Arabia and Kuwait.

**1975**

Newbuilding for Mammoet Shipping. To cope with a growing demand two new heavy lift vessels were built: m.s. "Happy Rider" and her sistership m.s. "Happy Runner".







operations began and the company positioned itself as the market leader of the industry. Even today, Mammoet is still a company that can only be described in superlatives. The heavy land transport leg of Mammoet StAAF has taken care of the removal of entire plants, numerous load-outs for the off-shore industry and has lifted many reactor vessels for oil refineries. The Mammoet Shipping vessels have carried parts of desalination plant and oil refineries to the Middle East, generators and transformers for power plants to Europe and the United States and voluminous modules for a zinc mine in Alaska.

To Mammoet the world is their oyster, with an emphasis on potential growth markets in South East Asia, the United States, Canada, the Middle East and Europe. Mammoet Transport's network underwent a dramatic expansion with the opening of branch offices in, amongst others, the United States (Mammoet Western and Davenport Mammoet), Canada (Mammoet Canada) and Singapore (Walter Wright Mammoet). In the present organizational set-up, Mammoet Transport acts as the holding company for the various land transport subsidiaries. Mammoet Transport has a 50% interest in Mammoet-Hansa-Linie A.G. which was established through a joint-venture between Mammoet Shipping and Hansa Linie in 1988. Both heavy lift shipping operators have entered their vessels in a pool which also includes Sloman Neptune and Mitsui O.S.K.-Lines.

Technologically, Mammoet enjoys a reputation which is virtually unparalleled in the industry. In 1984, Mammoet Shipping introduced the "HAPPY BUCCANEER" on the market, an advanced heavy lift vessel whose cranes can lift 1100 tons in tandem. Almost

**1977**

Mammoet's engineering department played a vital role in this combined land / water project. A bridge over the River Rhine in Germany was removed within 24 hours. The Mammoet Hydrajack lifting system was developed for special projects where the weights are excessive.







Mr Herman Dekkers (L)  
Mr Jan Gommers (R)

**1979**

Joining forces again. Mammoet incorporated the Big Lift organisation, thus expanding its network in Europe and the Middle East. Big Lift's two heavy lift vessels went over to Mammoet Shipping in a later stage.



**1978**

A load-out of a wave tower in the United Kingdom. Instead of time-consuming skidding methods, Mammoet started to use flexible multi-wheeled platform trailers for this kind of operations in the early seventies. A MTB navy vessel was shipped to Equador.

simultaneously, Mammoet Stoof introduced computer controlled Self Propelled Modular Transporters (SPMTs) for heavy transport. The SPMTs exist of four and six axle lines that can be coupled together, can move in all directions and can even turn around their own centre. Both the "HAPPY BUCCANEER" and the SPMTs have been developed by the engineering departments of Mammoet. "This company was destined to broaden constantly its horizon in the field of heavy transport and it is still meeting that challenge," states Jan Gommers, head department Projects of Mammoet Stoof in Breda (Holland). "Our expertise is based on a seamless co-operation between internal and external people. We listen carefully to one another. The people who are with us take their work seriously. That is the kind of people we want in this company. We're all proud to be able to work here." In Hoofddorp (Holland), the location of Mammoet Shipping's head-office, Herman Dekkers confirms what Jan Gommers just said. "Expertise and innovation are our hallmark. What we like best is a customer entering the office saying: 'There is something I need to move, but this time I think it's impossible'. We then sit together, join forces and work out a solution. The same applies to the other Mammoet companies."

Mammoet is doing well. "Differentiation is our medicine against the price-war," says Hans van den Bovenkamp, managing director of Mammoet Stoof. The organisation in Breda (Holland) is

**1980**

Saudi Arabia. For the construction of the Haj Terminal at the new Jeddah International Airport, Mammoet carried out sea and land transport, and erection of the pylons and other construction material. Also in Europe a considerable increase in Mammoet activities could be noticed.



**1981**

Another desalination plant from Japan to the Middle East. Alatas Big Lift Co., now Alatas Mammoet Co., is the heavy lift expert in Saudi Arabia. They signed for the land transport and positioning onto foundations in Jubail. Mammoet Transport became the heavy lift division of the Royal Nedlloyd Group.



**1982**

Mammoet kept on moving in The Netherlands as well. A factory building, complete with installations, was relocated and a new crane with superlift attachment was inaugurated at a chemical plant.







Mr Hans van den Bovenkamp



particularly active in four areas: hydraulic cranes, SPMTs, hydra jacking (lifting and positioning of vessels of over 400 tons) and projects. 'Projects' include everything that involves more than one of the former activities. "Last year we performed intensive market research and self analysis, resulting in a re-grouping of the organisation. The four different activities that make up our work have received several 'critical success factors'. They form the conditions that our activities have to meet in order to both achieve successful differentiation and maintain their position in the various market segments. It means that you have to know your way around, know the regulations and think along with the customer.

Customers will not be aware that we have split activities. In their contacts with us, customers will deal with Mammoet alone. Within Mammoet we have achieved an enormous amount of synergy." Van den Bovenkamp is convinced that differentiation was the right thing to do. "We possess the capacity and means to meet the requirements. We are optimistic about our chances of success."

What is Mammoet's great strength? Van den Bovenkamp: "Mammoet depends on a team of terrific people, great material and very broad expertise. Flexibility is another of our greatest assets. It is in the nature of things that we, as transporters, come at the bottom of the list. Reason why we should have ample flexibility, no matter how demanding this can be for our people.





### 1983

The offshore industry is an important employer for Mammoet. Offshore structures were prefabricated ashore and at the same time they became bigger and heavier. The ferry trailer service of Mammoet Ferry Transport between the continent and the U.K. expanded as well.

### 1985

The Holland Nagasaki Village in Japan was an appropriate destination for m.s. "Happy Mammoth"; her valuable cargo was a replica of an East-Indiaman; the vessel was called "Prins Willem". Mammoet's weighing system for ultra heavy weights was improved.





## 1984

A year to remember. A new generation self-propelled modular transporters (SPMT) was introduced. A new heavy lift vessel, "Happy Buccaneer" was commissioned. Formation of "Mammoet Heavy Lift Partners", a pool of ocean-going heavy lift vessels.



Mr Huub van Gorp

Even when our customer keeps postponing the project, we will try to meet the agreements made." What bothers him is the fact that Mammoet is believed to be only interested in large-scale, spectacular projects: the 'Mammoet Syndrome'. "Occasionally, surprise is expressed that we are also doing small-scale projects. Often, we are not thought of unless it's very big, although we earn our daily bread from regular activities, while the cream comes with the large projects."

Huub van Gorp, departing managing director of Mammoet Shipping, has little trouble when asked to briefly characterize his company: "Mammoet Shipping is a specialized shipping operator which concentrates on heavy transport, difficult heavy lifts, with a central organization in Hoofddorp which co-ordinates activities worldwide." Van Gorp explains why it is important to be able to book project cargo as early as possible. "That is what our strategy is aimed at. Our marketing and engineering departments have to ensure that our involvement in a project comes at the earliest possible phase of the project. It is the basis of our company. We then have to precisely schedule our vessels to get an optimum time-table." Van Gorp calls the people who work for Mammoet Shipping 'real action men'. "The know-how we have built up is fabulous. Over twenty years, our people have created an excellent company." Is it hard to consistently find the right people to work with? "Naturally, we have a human resources policy to tackle this problem. Those who enter are generally well-trained and interested in the



**1986**

Offshore construction material and pressure columns in all shapes and sizes were moved all over the world. And wherever necessary, erected and installed.



**1987**

Mammoet took over the shares of Walter Wright in Singapore from Verenigde Bedrijven Bredero. It was the start of Walter Wright Mammoet's activities in South East Asia.







Mr Arie Peterse



**1988**

Acquisition of Mammoet Western Industrial Movers in California, U.S.A. M.s. "Project Orient" was added to the fleet. People in France came to see the delivery of one of the tunneling machines for the Eurochunnel project.



techniques of the business. People who join us and who enjoy what they are doing can't be frightened away by anything. If they are, then they're not the right people anyway and will move of their own accord. Needless to say, this simplifies our selection procedures." "Those who join us are given ample space to develop their own ideas," adds Van Gorp's successor Arie Peterse. "They are, however, expected to show initiative. For some people, that is a problem." Changing the subject, Peterse says that Mammoet Shipping sets the tone in the industry. He states that today there is a distinct difference in heavy lift shipping compared to the past: "Customers have become far more demanding. In the past they used to say: 'here is some cargo, ship it'. Now, however, they want to know all the details of the operation in advance. It has become crucial to have early involvement in a project in order to offer assistance and provide solutions. We have very capable people who can, for example, indicate what the forces will be on a particular module during transportation when it is still in the design-phase."

What does Jan Ijmker, Mammoet Transport's managing director, believe is the great asset of his company for (potential) customers? "The fact that we can offer in-house solutions for the entire transport-chain. We can solve a customer's technical problem and we offer alternatives for the efficient execution of his project, with a special emphasis on engineering. I have no



### 1989

The Red Dog Project. A modular-built ore-processing plant was transported from The Philippines to North-Western Alaska. Factory to foundation - in the safe hands of the Mammoet organisation. Merger of shipping interests with pool partner Hansa Linie A.G. A bridge was lifted and placed onto foundations.

### 1990

Another impressive load-out record for the offshore industry. In New Castle, U.K. a 8200 tonne production platform was transferred from the yard onto the sea-going barge. Mammoet signed for this operation and many more.







### **Mammoet today**

Davenport Mammoet in Texas, U.S.A. and Mammoet Canada in Calgary, Canada are the latest acquisitions in the Mammoet family. In most of the world's industrial centres Mammoet has left its footprints and it is likely that there are many more to follow.

*Mr Jan Ijmker*



doubts that our competition can offer similar solutions in by joining forces, but they will always remain separate parties, unconnected, while we are not."

Ijmker also stresses that 'mammoth projects', such as the current Bintulu project in Malaysia, are very important for his company. "Still," he adds, "we can not live by projects of this scale alone. Smaller projects are the cornerstones of our company." Ijmker attributes the success of Mammoet Transport to 'a combination of improvisation, flexibility, and a group of purposeful people whose intent is to make the company a success.' "It is said that the company is like a virus. Once you're infected, you're never cured. Mammoet people in all positions, together with the customers who have given us their trust, have made this company over the last twenty years to the way it is now."

When Ijmker, in charge of Mammoet Transport since 1976, is asked to react briefly on key-words which represent important developments in the company's history, he comes up with the following:

Japan - admirable country

The year 2000 - a challenge

Customers - always come first


Profit - continuity

Strategy - staying ahead of developments

Only the last key-word provokes a slightly longer reaction:

20 years of Mammoet - something to do all over again, and if I could, I would do it the same way.

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