

# Strategic growth and progress: a winning combination

**Words:** Joel Cox, Global Sales Director for Wind, at Dellner Group's Dellner Wind Solutions

Dellner Wind Solutions has navigated the wind energy industry's dynamic landscape with strategic acquisitions and cutting-edge innovations. As WindEnergy Hamburg demonstrated, the future of wind power relies on robust supply chains, scalability, and smart collaborations, ensuring long-term sustainability and growth.



As WindEnergy Hamburg proved, the wind energy industry stands ready to tackle the challenges of the energy transition. Focal topics at the four-day event included next generation high output wind turbines, hybrid energy storage systems, and digital monitoring solutions.

That was all to be expected, but look beneath the surface and you'll find a marketplace that is prepared to continue to consolidate and adapt to thrive. As a component supplier, we too have had to evolve, as we captured in an earlier edition of PES Wind.

It was a story that took the industry right up to and beyond the 2021 acquisition of Dellner Hydratech, the Danish supplier of high-end hydraulic systems, cylinders, and accumulators for wind, offshore, and marine applications. Other historic moments include the acquisition of Pintsch Bubenzer in 2018, leading to the formation of the Dellner Bubenzer Group. We also referenced JHS Jungblut, a pioneer of noise free, lightweight brakes, and yaw sliding bearings for wind turbines, which was also added to the portfolio in the same significant year. Other brands have featured along the journey too, all of which have served as stepping stones towards today's Dellner Wind Solutions.

### Braking news

Even as visitors filtered into the WindEnergy Hamburg aisles, news broke that the Dellner Group had acquired Antec, merging another two passionate teams, united by a shared commitment to innovation and excellent customer service. The union means that Dellner will take over Antec's existing orders and operations in Spain, China, and Brazil, expanding a global footprint and strengthening its position in the industry.

Standing still and ignoring such opportunities to fast track scalability is not an option in this sector. Supply chains have to become more robust, and acquisitions are set to continue. This trend will dovetail with a larger presence from China, further energising these activities. Brazil and Mexico are just two marketplaces adapting to new East Asian suppliers, as tariff challenges in the USA and Taiwan's penchant for local or European supply chains, signpost them away from these hotbeds, for now.

All the while, high profile original equipment manufacturers (OEMs) are demanding year-on-year discounts, putting further pressure on the efficiency of supply chains. The good news is that there is enhanced trust within the inner circle of manufacturers, all able to show streamlined performance and resilient capacities. The ability to showcase our structure in the way that we do, not causing or creating downtime for clients or manufacturing shutdowns because of missing products, is also good for business.

On the flip side, small manufacturers of products, while resilient in overheads and their

ability to be flexible, might not make the cut on a larger scale since they need operations that can handle product and supply chain placement in markets like China, India, Korea, Taiwan, the Americas, and Europe, all at the same time.

It's one thing to leave Hamburg at the end of September knowing all this, but quite another to execute a plan to be successful in such a dynamic marketplace.

### Buy in

Thinking about Dellner Brakes, Hydratech, Pintsch Bubenzer, JHS Jungblut, etc., there is a suggestion that our company knows a thing or two about inorganic growth. But none of these steps have been taken without challenges and shifting to make the strategy make sense to the people that matter.

For example, in the last year, we have moved our operations in Denmark, relocated more product to Czechia to bolster supply, and consolidated our plants in India in the robust port city of Chennai. In China, we have moved our plant from Suzhou to the port city of Tianjin. These operations are not easy but, if executed correctly, do make us better suited for wind energy growth, both onshore and offshore.

For the nimble few, there is perhaps no blueprint to follow, but certainly lessons to learn. It helps to have what we call a competence centre in place. Ours is co-located in Sweden and Germany, where acquisition targets are identified, if not always by name, certainly by type and profile. Ongoing brainstorming asks, what we need, why, and when; and considers where weaknesses or chinks in the battle armour exist that can be strengthened or repaired.

Call it a checklist if that helps. How much crossover ability does a company have? What is the combined growth potential? Targets are thus vetted, and risk assessed, even before due diligence really begins and lawyers are called.

Of course, not every two businesses with a common shortfall make a happy marriage, and that's okay too. There is no magic formula in a world where cultures, personnel, team engagement, and legacy are all important. Many times, too many changes in a short period of time must be avoided to not alter the growth trajectory for all parties involved. If a blueprint could be made, I promise you that communication and vision would be, or should be, at the top of the list.

A starting point is to look for holes in your network. Countless wind energy acquisitions have happened because a company simply cannot deliver in this market through organic growth alone. For instance, with Antec, much of the discussions started a year before, during a wind energy show in Copenhagen. It was apparent that commonality of customers and certain missing elements on both sides of the fence, created a compelling

offering for both parties and, importantly, their respective customers.

Implementing inorganic strategy often involves competition. With an earlier case study involving Hydratech Industries, there were many bidders. I remember thinking how remarkable it was that so many players were prepared to consolidate at such a high level. If one frequents events like WindEnergy Hamburg, this scale is perhaps easier to understand but only a relatively small percentage of an industry sector ever engage in this type of activity. For competence centre team members, attendance is a prerequisite.

### Heavy hitting

Hydratech was also an example of the power of brand being central to an acquisition target. The idea is to not upset the equity or flow of

### WindEnergy Hamburg report

Nils de Baar, president of Vestas Northern and Central Europe, spoke about 'sustainable energy solutions' and 'sustainability initiatives' at WindEnergy Hamburg, which took place from 24th to 27th September in Hamburg, Germany. And he wasn't the only one.

With more than 1,600 exhibitors and over 43,000 participants from around 100 nations in attendance, the event was the perfect place to check the temperature of the wind energy industry and plot pathways to future growth and sustainability.

With this in mind, Dellner Group's Dellner Wind Solutions showed a variety of hydraulic and braking technologies, with a particular focus on service and aftermarket offerings. Across the board, or catalogue, our focus was on showcasing tools and inventions that make service and other problematic tasks safer. Unless you're clearly addressing safety and productivity, it is difficult to command the respect of such a world class energy demographic.

For example, many attendees hailed our piston extraction tool kit as a game changer. We've always had a simple tool for removing pistons, but in case they are stuck or damaged, a new solution removes them no matter the circumstances. Since clean oil, maintaining oil life, and being green generally, are enduring focal points, our interactive offline filtration system display was also popular all week.

The next WindEnergy Hamburg will take place from 22nd to 25th September 2026.



that brand, but that perhaps simplifies things too much. Of greater importance is to gain an understanding of the brand recognition in certain marketplaces. If an acquisition target has high visibility in a market where the buyer has struggled to expand a footprint, that ticks a crucial box.

We have bought some amazing brands that are household names in key markets but, even then, it's about striking a balance and growing an entire portfolio.

Big brands are often represented by big people, which is another consideration. Embedding those people within a new family

**Tailwind**

As Q4 2024 gathers pace, we have the wind in our sails. Business is healthy; we have many single year and multi-year contracts already in place stretching into 2027. With wind turbine-related agreements booked beyond that, we're planning for 2031 already. The future is bright and green.

isn't always seamless. We have had a lot of success with our 'One Dellner' model, whereby a collective vision is always realised. At an administrative or housekeeping level, it is important that communication is clear and frequent, and all members of leadership teams peer through the same portal.

Even in a single media announcement about the Antec transaction, Pepe Traspaderne, Kai Kölker, Marcus Åberg, and Stéphane Jetté were all referenced. That's an impressive top table. Add into the mix the countless other inspiring leaders that are part of our family, and it emphasises the importance of putting key players and decision makers in the right places to be productive. The goal is to not duplicate tasks or create redundancy in certain areas.

Finding a way to be successful in a constantly evolving and consolidating marketplace involves a large amount of organic growth and ongoing improvement too, which must not be overlooked, even as the power brands and their representatives are added to a portfolio or company.

This article isn't about enterprise resource planning (ERP) systems but, needless to add, it

is necessary to have barometers in place to make sure a company is thriving within itself.

Dellner Wind Solutions is just one industry example of a powerful collaboration of brands that the Dellner Group has combined in a neat package. The division includes a multitude of global locations and approaching 1,000 employees. At the centre of the range are heavy duty rotor, yaw, and pitch brakes, used in various wind energy applications. Rotor brakes are typically active or passive caliper-style, while hydraulic or manual rotor lock style pins are used for safety locking and maintenance purposes.

Active or passive yaw brakes and sliding bearings, along with special brakes, are installed for pitch movement on the blades. Then there's high-end coolers, hydraulic systems, cylinders, and accumulators. Just one illustration of a wind turbine nacelle in a Dellner Wind Solutions presentation covers 18 different product families.

Do you have what it takes to be part of the future of one of the most dynamic, challenging, and important marketplaces on earth?

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