

# voice

NEWSLETTER  
02.2013



## Editorial

I would like to begin with some words of thanks to our dear friend Bjørn Amundsen for his wisdom, dedication and quality of work as former President of FEGIME.

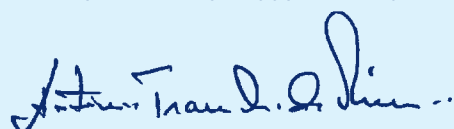
The hard times experienced by the world's economy require a great deal of adaptability and a vision of the best paths to follow. It was in view of this that we focused on the presentation of two priority projects at our Budapest Congress: the implementation of a common European database and the creation of the FEGIME Academy.

With the European Database Project we offer FEGIME companies a unique opportunity to optimize the management of their product data. Also our suppliers will benefit from this excellent way of marketing their products across Europe. At the same time this common Database will facilitate the implementation of e-commerce platforms in all FEGIME countries.

With the FEGIME Academy we aim to create and promote a high quality of training for our employees and customers, as well as preparing the new generations of FEGIME, gathered together in FEGIME Future, in close cooperation with our European Preferred Suppliers. One of the first achievements of the FEGIME Academy, for the professional training of employees and business customers, will be the implementation of an E-learning platform. Our suppliers will find in this platform an organized and structured way of conveying knowledge about their products, technologies and solutions.

As always, we continue to develop FEGIME by optimizing the activity and the management of our wholesalers. And it makes most sense when we seek to meet the needs of our clients and value the partnerships with our preferred suppliers.

I wish you all a very Happy and Prosperous 2014.



António Trancho de Oliveira

## FEGIME Academy

# A Successful Launch

At the Congress in Budapest the FEGIME Academy was presented as one of FEGIME's top priority and forward-looking projects. In Amsterdam the ambitious project was given a very successful launch.

Today's world changes at an incredible speed. The only certainty left is that there is no certainty. Is this a cliché? For sure but Professor Patrick Reinmoeller's message was clear: Global economic power is shifting constantly. Markets undergo unprecedented change. Major players disappear from the market if they do not recognise change and take the right decisions quickly enough. Examples and metaphors from the animal kingdom are often used in the business world. For example »black swan events«, an expression coined by Nassim Nicholas Taleb. He was writing about the financial sector in 2001 but it has remained in use to describe unexpected... >>



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>> ...but extremely disruptive innovations that have far-reaching effects on a global level.

If we think of the digital revolution, we soon find several examples: Kodak misjudged the importance of digital photography and has disappeared from the market. Nokia made the same mistake with touch screens and operating systems and has lost out to the new market leaders.

How can FEGIME family businesses make sure that they do not share this fate? On the one hand you could argue that it is their most important task to ensure the transfer of the business to the next generation. But of course it would be fatal to concentrate on this alone. It is essential to analyse the forces at work on your market, the competitor environment and ways of creating additional value for your business. Prof. Reinmoeller gave the FEGIME Future participants different tools to develop ideas along these lines. The topic of the event was: »Innovation through Market Orientation«.

There was no limit to the creativity as the presentations of the working groups showed. Certainly the class of tuition played a large role but this was added to by the "freshers" in the group. Over 30 participants from 9 countries came to the FEGIME Academy launch in Amsterdam – and that gave additional momentum to the well-established group. The Launch Module already provided proof of how important this concept of training and international exchange is for FEGIME. It is also of great importance to be able to see "The Big Picture" and gain an international perspective. And this is where FEGIME's partner suppliers always play a big role: in Amsterdam the event was supported by Eaton and above all by Philips.

### Putting People First

»Blue Ocean Strategy« by W. Chan Kim and Renée Mauborgne is the title of a bestseller on the topic of management. The idea is that companies should move out of the »Red Ocean« where all their competitors are fighting over a limited amount of business and towards a »Blue Ocean« containing less competition and added value at the lowest cost possible. Professor Reinmoeller showed ways of achieving this.

Over 30 participants from 9 countries came to the FEGIME Academy launch – and that gave additional momentum to the well-established group.



A conventional approach used to be to concentrate on the »4Ps«: Price, Product, Placement and Promotion. But in recent years more »Ps« have been added – the most important of which is »People« – our customers. Prof. Reinmoeller showed some brands that have had great success by »Putting People First« and becoming so-called »love brands« and thus generating a very high level of loyalty amongst customers.

Success however depends on precise analyses and very clear focusing. What else? These are just a few bullet points: methods of generating knowledge and making it useful, developing innovations and implementing them – and of course the so important »soft skills«. That was a fascinating part of the meeting in Amsterdam. In short it dealt with the topic of communication between people and what can be done to make this communication as effective as possible. It is the dream of many managers to be able to control all the processes in their company – but it often remains just a dream. The participants' contributions showed the restrictions created by daily business and how difficult it is sometimes to put theory into practice. But here too Prof. Reinmoeller was on hand with advice and suggestions.

It was a busy, lively and thought-provoking event in Amsterdam with a top tutor – and thus a very promising start to the FEGIME Academy. The next phase of the project is already under way: an E-learning platform to make it possible to learn without a lot of travelling. And of course this will provide our partner suppliers with an excellent opportunity for passing on up-to-the-minute information about products and technologies to FEGIME young managers, employees and clients alike. Head Office in Nuremberg will keep you updated with the coming developments.



Our partner suppliers provide top class tutors. In Amsterdam it was Patrick Reinmoeller (on the right in the photo). Reinmoeller is – to name but a few of his qualifications - Professor of Strategic Management at Cranfield University in UK and Visiting Professor at Erasmus University in the Netherlands.

[www.fegime.com](http://www.fegime.com)



## FEGIME Polska

In October FEGIME Polska celebrated their 10<sup>th</sup> Anniversary.



# FEGIME Polska's 10<sup>th</sup> Anniversary

On 4<sup>th</sup> October FEGIME Polska celebrated their 10<sup>th</sup> Anniversary with over 100 guests. The location for the get-together with members, partner suppliers and FEGIME guests was the historic Poznanski-Palace in Lodz, the home of the Polish Head Office.

The National Organisation was founded in 2003 under the name »Polskie Hurtownie Elektryczne«

(PHE). To make the most of the international opportunities offered, PHE joined FEGIME in 2005 and changed its name to FEGIME Polska shortly afterwards.

With 8 members and almost 100 outlets FEGIME Polska is the market leader in Poland. Marian Nowak, member of the Board of Directors of FEGIME, and Managing Director Marta Kulza

presented an overview of the group's development and also the current projects and strategies. One big success this year was that in the summer members of FEGIME Polska started using product data from the European Database in Nuremberg.

[www.fegime.pl](http://www.fegime.pl)



Left: Marian Nowak and Marta Kulza during their presentation and (right) together with the 8 members of FEGIME Polska and David Garratt, Managing Director of FEGIME (5<sup>th</sup> from the right).



The new Head Office in the Athens suburb of Peania now offers sufficient space for all the departments of the Greek market leader.

## FEGIME Hellas

## New Head Office

In September employees from all over Greece met in Athens to celebrate the opening of the new Head Office of KAFKAS (and thus FEGIME Hellas). The considerable growth of the company had led to different departments being based in different buildings. That is now over and they are all united under one roof.

And by the way the growth is continuing: in Thessaloniki – the important economic centre in the North East – KAFKAS opened its third outlet, bringing the national total to 37.

[www.kafkas.gr](http://www.kafkas.gr)



Bright, friendly and as highly professional as ever: the new outlet in Thessaloniki.



## FEGIME Deutschland

At the beginning of 2013 the Heinrich Schmidt Group joined FEGIME Deutschland. Our interview takes a look at how the process of integration is proceeding for this big new member.



The management of the Heinrich Schmidt Group: Heinz Schmidt (left) and Henrik Schmidt.

# Making Good Progress

**FEGIME Voice:** We can safely say that the German market is mature. Big changes seldom occur. Why did your Group decide to join FEGIME Deutschland?

Heinz Schmidt: After the integration of Schmidt & Co. Electrical Wholesalers into our group we rethought the whole issue of joining an international organisation. We checked various options and for several reasons decided on FEGIME Deutschland.

**What exactly were your »several reasons«??**

Heinz Schmidt: The structure of the other members was important. At FEGIME Deutschland we found the right sort of colleagues as the group is made up of independent family businesses. Furthermore we knew that FEGIME Deutschland has a very high standing with its suppliers and members alike. When we visited the Head Office in Nuremberg we liked the slim and flexible organisation with a healthy cost structure and not a lot of bureaucracy. We also found the open and friendly atmosphere very pleasant.

Henrik Schmidt: We should also stress the technical competence in Nuremberg that provides us with excellent data and IT services. For our daily business the rapid exchange of information with Head Office and our colleagues through the Extranet is for example a big help.

**You have been on board now for a year. How far have you been able to integrate your company into this network?**

Heinz Schmidt: Not as far as we would – ideally – have liked. But realistically speaking this has a lot to do with the fact that we have been reorganising many parts of our own company in the same period. Just to make the task in front of us quite clear: our group has a total of 114 outlets; we stock more than 125.000 articles from 15 product

groups and have our own database containing almost 2 million articles. Even if only 6 companies with 15 outlets are to be integrated into FEGIME (see Facts & Figures section below), it is important to do the job carefully and not rush it. In this context I must stress how much support we have received from FEGIME. They have helped us to achieve our targets. We are also constantly improving the cooperation with other members..



## Facts & Figures

Above: the Head Office of the Heinrich Schmidt Group in Mönchengladbach. Ten companies belong to the group. Six of these with 15 outlets have been members of FEGIME Deutschland since January 2013. Here are some facts about the group:

- 1947: foundation of Schmidt & Co. Electrical Wholesalers
- 114 outlets
- more than 2.000 employees
- more than 125.000 articles in stock
- approx. 290.000 m<sup>2</sup> total area;  
approx 19.000 m<sup>2</sup> sales area

**Which of FEGIME Deutschland's services are you already using?**

Henrik Schmidt: We are already involved in several group projects. For instance we have participated in marketing activities organised by preferred suppliers and are using the excellent FEGIME catalogues. More importantly -- and strategically -- we are creating the structures necessary to use the over two million product data available in the central database -- for example through the online shop. FEGIME really offers unique advantages in connection with the tremendous European database project.

**What are your plans for 2014??**

Heinz Schmidt: We have already mentioned the integration of the database. I would like to add that we intend to introduce electronic invoicing via EDIFACT, make the most of the comprehensive service package offered by FEGIME Deutschland and take part in all the group's initiatives. In that way -- and by growing organically -- we will be making our contribution to the strength of our new organisation: FEGIME. We are making good progress.

**Many thanks for the conversation, gentlemen!**



FEGIME España

FEGIME España is focusing on the specialists in the group. They are starting with the lighting sector and in particular LED.



# LED Specialists

As the report in the last FEGIME Voice showed, FEGIME España is not only mastering the difficult situation on the Spanish market but even exploiting the opportunities offered by the crisis. In addition there are also the first signs that the economic situation in Spain is slowly recovering.

But that is no reason to be complacent. Consequently our colleagues in Madrid have analysed the market to identify new growth

segments. The result is that FEGIME España is starting a programme to support the specialist in the group.

Compared to the generalists the specialists have the advantage of being extremely efficient due to their optimised processes. A disadvantage can be that they have to compete against suppliers for large projects or customers. The answer to this problem is the strong network among the Spanish

colleagues. They have decided to start by focusing on LED lighting as market analyses at home and throughout Europe have shown that state-of-the-art products, Energy Efficiency and good service can be combined to push business forward.

[www.fegime.es](http://www.fegime.es)



FEGIME Israel

## Lighting the Way Forward

At the beginning of October Israel's Ben Basat shocked the Portuguese National Soccer Team by equalising in the 85<sup>th</sup> minute and the game was drawn 1:1.

Nevertheless thanks to a great performance by Cristiano Ronaldo our Portuguese friends still managed to win their tickets to Brazil for the World Cup Finals in 2014. Our Israeli friends sadly only managed third place in Group F and so were out of the competition.

But there is always a »next time« and Israel will certainly be doing their best to improve. Their training sessions for example will be taking place under excellent lighting conditions – and FEGIME Israel will be providing the lighting. The photos show examples of the latest projects where FEGIME Israel has supplied the appropriate lighting equipment and accessories. These include the stadium in Ramla (top left) – the first stadium in Israel that complies with FIFA norms.



[www.erco.co.il](http://www.erco.co.il)

Products

By 2015 Theben will have replaced the current presence detector range with new product families.



# First Class Design and Functionality

By 2015, Theben will have replaced the ThebenHTS presence detector range with various new product families such as, for example, »thePrema«. The proven square 360° detection area prevents »blind spots« or overlaps in the room and reduces the number of presence detectors required.

The product range includes presence detectors for light and presence switching and for integration in KNX building systems technology. »thePrema Performance« presence detectors offer a detection area of up to 100 m<sup>2</sup> and are especially suitable for open-plan offices and large surfaces with lots of daylight such as entrance halls. »thePrema Standard« presence detectors are used in, amongst other places, individual offices and corridors with high incident daylight. Configurations such as

light scenes can be conveniently made from the ground via the new remote controls »theSenda S« and »P«.

## theLuxa – the Elegant Motion Detector

The design of the new »theLuxa« motion detector has also been standardised throughout the range and can be discreetly blended in to any kind of building exterior. In the extensive product range you can find motion detectors for private use, e.g. in family homes, driveways or back and side entrances. Alongside a unified, elegant design, high detection quality and easy installation, the new devices also offer a teach-in function so that the initial brightness can be conveniently adjusted directly on the device itself. Detection angles of 150°, 180° and 360° and a detection range of up to 16 m cover a wide range of applications. In addition, theLuxa S360 boasts a swivel joint allowing it to be easily installed on a wall or ceiling.



Above: Both of the new remote controls theSenda S and theSenda P adopt the flowing, ergonomic shape of thePrema presence detector and sit especially well in the hand.

Below: Due to its higher performance, thePrema P (right) has a somewhat steeper lens.



**theben**  
energy saving comfort

## New Corporate Design

In recent years Theben has developed to become a very international company. As a result the existing Corporate Design became a little out-dated. It was time for a change.

In this context the aim of the exercise was to present the products more emotionally and to emphasise their practical uses and applications for the customer. The result is a modern Corporate Design that through a slight reworking of the logo, a fresh choice of colours and a brand new range of photos presents a clear and emotional image of the company.

The new Corporate Design will now be introduced successively into all the communication channels. One example already up and running is the new website.

[www.theben.de](http://www.theben.de)



Products

OBO Bettermann offers customers complete lightning and surge protection – not to mention a film about it on the Internet.



# Complete Lightning Protection

Nowadays in both the private and professional world our everyday lives are shaped to a large extent by the availability of modern, highly developed computer and control equipment. But »highly developed« also means highly sensitive and extremely vulnerable to electrical surges, lightning strikes in the vicinity or an electrical failure in the power supply. That is why it is becoming more and more important to protect this equipment and thus prevent data loss, plant standstill and production downtime from happening in the first place.

With »Protected4« OBO offers complete protection through coordinated interaction of all

systems – from the air termination and conductor systems on the roof to the earthing systems in the foundations. Direct lightning strikes with energy of up to 200,000 A are reliably received by OBO's air termination devices and conducted safely into an earthing system through the arrestor system.

Through the earthing system approximately 50 per cent of the energy is passed into the ground, while the other half is distributed via the building's equipotential bonding system. OBO has the right standard-compliant, long-lasting earthing system for every application. The equipotential bonding system forms the interface between external and internal lightning protection. It

ensures that no dangerous potential differences arise in the building, thus protecting energy and IT equipment. OBO surge protection equipment ensures even more safety for power equipment, telecommunications and data technology. No lightning strike can get past OBO's »Protected4« systems. Take a look for yourself at the films on the Internet – the QR Code shows you the way.

[www.obo.com](http://www.obo.com)

Products

# Attractive Control

Legrand presents »My Home Screen 10«, a new multimedia touch screen to meet all the requirements of those who want to manage their homes and control the systems they contain. The new screen is part of Legrand's »My Home« system. It is suitable for use in apartments, detached houses, offices and businesses.

Featuring a sober and elegant design, this new display can be wall mounted, and perfectly blends with every home furnishing style. »My Home Screen 10« is a real multimedia workstation that gives the possibility of easily managing the home and its automation system: installed as part of the My Home Legrand system, it gives in fact the possibility to enable alarms, adjust the temperature, switch lights on or off and manage scenarios.

When connected to the video door entry system, it can also operate as a state of the art video handset, capable of handling calls, opening doors and monitoring the internal and external cameras of the house.

Thanks to the large 10" 16:9 screen interaction with the home is much simpler and easier: a simple movement provides navigation through the various rooms and management of the areas as needed. The linear graphic style facilitates the management of the various activities.

Together with the programming of the electric and the home automation systems My Home Screen

10 also provides a customised management of multimedia content. Thanks to the USB port and the SD card slot users can listen to their own playlists, look at photos, and share videos. In addition the Internet connection through the LAN network offers at all times the possibility of browsing the web and checking e-mails.

My Home Screen 10 is a highly attractive, innovative and user-friendly device that combines the advantages of high-tech home automation functions with the pleasures of home entertainment.



»My Home Screen 10« is available in black and white.

[www.bticino.com](http://www.bticino.com)



## Products

Philips and FEGIME launch their third joint international marketing campaign »Optimize and Save«.



## The New LED Campaign

For the third year in succession FEGIME and Philips will develop and implement a joint international marketing campaign across Europe. The central message of »Optimize and Save« is that conversion from conventional lighting to LED improves the quality of your light and brings you tremendous energy and operational savings.

The campaign will concentrate on LED solutions in four application segments: office, industry, hospitality and retail.

During the campaign face-to-face tuition and product training will be organised at FEGIME outlets. Here, installers can learn more about the latest LED innovations as well as special promotions. In order to facilitate these meetings, a marketing toolkit has been developed and localised in all the participating countries. It consists of a campaign brochure, a sales presentation, free samples, floor stickers, and a giveaway – an LED USB stick.

The campaign will run for the 1<sup>st</sup> quarter of 2014.



One of the campaign products is the MASTER LEDspot LV 7-35W MR 16. This LED spot contains Airflux technology, the latest development from Philips. This technology enables constant cooling of the LEDs, thus ensuring the highest light quality and colour. By removing the ventilator there is more space for the best optical lenses. This prevents shadowing effects and ensures a smooth, inclusion-free beam – essential for high-end applications.

[www.philips.com](http://www.philips.com)

## Products

## Reliable Connections

With the »PZ6 Roto L« Weidmüller is launching a new multi-purpose, time-saving crimping tool onto the market that makes it possible for its users to crimp quickly and safely even in hard-to-reach places.

Crimping under such conditions usually requires a lot of patience and a skilled and steady hand. Not so with the multi-talent »PZ6 Roto L«: users can integrate cables and wire-end ferrules into the tool from the front or side thus saving a considerable amount of time and work. In addition to this the tool has a rotatable crimp insert that can be locked in two positions. This prevents unintentional turning of the insert during crimping and thus ensures a precise connection. You therefore benefit from the advantages of a flexible and fixed crimp insert.

The time-consuming task of changing tools becomes a thing of the past. With just one tool, you can crimp cables and wire ferrules over the complete cross-section range of 0.14 to 6.0 mm<sup>2</sup> (AWG 24... 10). The secure automatic stop prevents the »PZ6 Roto L« from being opened unintentionally during crimping. This helps to avoid any incorrect crimping. The ergonomic handle



design, its shape, material and surface structure are optimally adapted to the requirements of daily use and allow for safe and comfortable work.

Weidmüller crimping tools and wire-end ferrules are a perfect match as specified in international standards and regulations, such as DIN EN 60352-2. The UL certification for our crimped, insulated wire-end ferrules means that Weidmüller has opened up an amazing number of possible applications for use around the world. Wire-end ferrules, manual tools and crimping machines from Weidmüller, as an overall system, are approved.

In other words: Weidmüller tool + Weidmüller wire-end ferrule = UL-approved crimp connection. Let's connect.

[www.weidmueller.de](http://www.weidmueller.de)



## Products

# Solutions for Explosion Proof and Hazardous Environments

Eaton's Innovations show the Advantages of the Acquisition of Cooper.

An impressive number of innovations from Eaton were on show at the »SPS IPC Drives« Trade Fair in Nuremberg. The reasons for the acquisition in 2012 were clear to see: along with Cooper the brands MTL Instruments, GeCma and FHF Funke+Huster Fernsig became part of the Eaton portfolio. For the first time in Nuremberg Eaton was able to present innovations from this sector as well as Fieldbus and Intrinsic Safety (IS) interfaces, industrial networking solutions, network security and wireless connectivity.

The new solutions for hazardous environments are very interesting. The »MTL GeCma Pathfinder« provides a series of new remote PC terminals for use in such areas. The Pathfinder with its slim design and modular construction provides a high level of flexibility. Thanks to integrated fibre optic technology large volumes of data can now also be transmitted over distances of up to 10 km without loss of quality. Higher data volumes allow the use



David Garratt (left), Managing Director of FEGIME, with Denis Safrany from Eaton at the »SPS IPC Drives«.

of large-format Full-HD 22" and 24" monitors which are available in various resolutions.

The Pathfinder series is available in three industrial versions: remote (RT), thin client (TC) and PC. All the versions have variants for use in explosion hazard areas: EX zone 1/2 (Gas) and 22 (Dust). Its modular construction allows shorter delivery times while at the same time increasing quality and reliability. Thanks to the series' wide range of international Ex-approvals for use in hazardous areas the products can also be used in global projects.

[www.eaton.eu](http://www.eaton.eu)

## eMobility

After Estonia now also the Netherlands are to get a national electric vehicle charging network from ABB.

## In the Netherlands, too

In the last issue of FEGIME Voice there was an article about the creation of a nationwide electric vehicle fast-charging infrastructure in Estonia. ABB had won the contract. Now Ursula Kurer, Group Vice President at ABB, can report another success story. The Netherlands are to get such a network, too – from ABB.

In the summer ABB won the contract from Fastned to supply chargers to more than 200 electric vehicle fast-charging stations in the Netherlands.

This will provide all owners of electric vehicles with a fast charger within a radius of maximum 50 km. Fastned ([www.fastned.nl](http://www.fastned.nl)) was founded in the Netherlands in 2011 to set up a nationwide charging infrastructure.

Each of the Fastned stations will be equipped with several multi-standard fast chargers, such as the 50 kilowatt (kW) Terra 52 and Terra 53 models, capable of charging electric vehicles in 15-30 minutes. Construction of the Fastned stations,

which will have solar canopies, is expected to be completed within 2015.

With 16.7 million inhabitants the Netherlands is the most populous country to roll out a nationwide fast-charging network. ABB's multi-standard design will enable the network to serve EVs offered by all major car producers from Europe, Asia and USA.

[www.abb.com](http://www.abb.com)



## Products

Siemens' SIRIUS 3SK1 safety relays are modular while retaining a full spectrum of functions.



# Simply Safer

System operators currently require their machinery to meet all functional safety requirements and be on the cutting edge of technology. They also expect their machines to be equipped to meet future requirements. The new SIRIUS 3SK1 safety relays comply with the latest safety standards and are certified for international use according to

IEC 62061 and ISO 13849-1. They are a new component of industrial safety technology at Siemens.

They can be used easily and economically. For example, you can easily expand a basic unit with input and output modules – depending on the application. This keeps you flexible, keeps your stock uncluttered, and keeps your product selection simple – without compromising functionality.

Moreover, the innovative housing concept of the safety relays received the internationally renowned iF product design award in 2013. So you get the perfect quick and easy solution for achieving a safe and productive system – and give yourself

a competitive edge at the same time. Choosing SIRIUS 3SK1 safety relays means choosing modularity while retaining a full spectrum of functions.

With SIRIUS 3SK1 safety relays you are ideally equipped for many locally limited safety applications in automated processes. It is not only easy and economical to expand these processes with new devices - you can also enhance and

adapt them to future requirements. With just a single basic unit up to ten mechanical or electronic sensors and up to twenty secure outputs can be controlled via input and output expansion modules that can be combined flexibly.

The design is extremely simple: DIP switches are used to set the parameters on the multifunctional basic units – no programming is necessary. In addition, the new safety relays can be integrated seamlessly into standard automation. That minimizes the costs of engineering and training while maximizing the system's availability.

The result: lower installation costs as well as lower costs in terms of system design and operation.

## Benefits

**Simple** – thanks to a clear product portfolio and universal functionality

**Flexible** – thanks to a modular product concept and versatile parameterization

**Economical** – thanks to little variance and low wiring costs

[www.siemens.com/safety-relays](http://www.siemens.com/safety-relays)



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## MEETINGS

- 20.02. – 21.02.14 Board of Directors, Lisbon
- 26.02. – 28.02.14 FEGIME Future, Geneva (with Eaton)
- 19.03. – 21.03.14 Shareholder Meeting, Madrid
- 21.05. – 23.05.14 Shareholder Meeting, Dublin
- 12.06. – 14.06.14 EUEW, Copenhagen
- 27.07. – 28.07.14 Board of Directors, Paris
- 17.09. – 19.09.14 General Assembly, Lisbon