

[CEO Christian Reinaudo of Agfa-Gevaert]

A textbook example of transformation

Agfa has undergone an impressive development from an analogue producer of photo film to a digital specialist in graphic and medical imaging systems. 'Our organisation is in the midst of a transformation,' says Christian Reinaudo, CEO of Agfa-Gevaert.

Christian Reinaudo is French and has lived in Antwerp for three years. Not far from the Rubens House as luck would have it, as he has a passion for Flemish art. 'Agfa-Gevaert has a long tradition with film. And that is still an important activity for the company's three main business groups, Agfa Graphics, Agfa HealthCare and Agfa Specialty Products. However, about twenty years ago, wheels were set in motion that were to change everything,' explains CEO Christian Reinaudo.

'In a couple of years, Agfa will be cited in MBA business schools as an example of how a company swapped an 'old-fashioned' technology, in our case film, for modern, digital solutions. Agfa Graphics gives us a foothold in the graphics industry, with print preparations and inkjet. Agfa HealthCare provides radiography and IT systems for hospitals. We are a big player in both these markets and want to remain so. The shift towards a more service and project-oriented business is a big challenge for all our employees.'

Agfa-Gevaert has a turnover of EUR 3 billion. 'Agfa is present all over the world. It is worth noting that half our global R&D budget is spent in Belgium. Our sites in Ghent and Antwerp account for 80% of R&D in Europe. In fact, in the case of Specialty Products, all the innovation takes place here.'

Responsible personnel

The fact that Agfa has positioned itself primarily as an IT company has resulted in jobs for around 1500 IT engineers. 'Though the outside world is generally unaware, Agfa possesses an enormous wealth of technology, with several specialised techniques developed in-house along with patents and other intellectual property rights.'

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ICT in Antwerp

Christian Reinaudo has developed a real taste for Antwerp. 'It is a dynamic city. Very international thanks to its port and the multilingual people who speak English, French and German. Antwerp is also easy to get to, via Deurne airport and the Thalys, for instance. The traffic is nowhere near as bad as Brussels or Paris, to say nothing of the hundreds of good restaurants you can find here,' says Christian with a smile.



R&D investment budget in Belgium: EUR 75 million

Employees worldwide: 12,000

Number of nationalities in the company: 25

Active in Antwerp (Mortsel) since: 1894

How is the entrepreneurial climate in Antwerp:

'Open and dynamic. People are very quick to adapt.'

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