



# **COMATEC<sup>®</sup>**

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# Editorial

## Boosting competitiveness

**The hot topic for discussion in Finland this spring is the parliamentary election. Day in, day out the media remind us of the poor state of the economy, weak competitiveness, the sustainability gap, employment, taxation, lists of cuts and restructuring. Discussion about the economy in Finland has focused almost entirely on the public sector and the role of government. However, the government and the business sector, together, are responsible for economic growth. In fact it is businesses that create economic growth and provide new jobs – the state only creates favourable conditions for this. The public sector lives on the tax income from the business and private sectors.**

The poor state of Finnish exports is a particularly worrying. Developments in Comatec's most important customer sector, the technology industry, have been even worse than average. The number of jobs at companies in the sector has fallen 15 per cent since the beginning of 2008. At the moment some 30 per cent of these companies are loss making. Fixed investments are as much as one third down on their 2008 level.

Personally, however, I see signs of a turn for the better. And not just because I think it is impossible to sink any deeper since we have now reached the bottom of the pit. There are slight indications of growth in our main export sectors. Crisis awareness is probably sufficiently widespread among political decision-makers and the parties in the labour market in Finland. I believe that during the term of the new parliament we will finally move from words to action.

Whether the times are good or bad, there are always some who manage better than others. This is true for nations, companies and individuals. In most cases, behind the success lies initiative and determination. Or as John F. Kennedy said in his inaugural address in 1961: "Ask not what your country can do for you – ask what you can do for your country." Too often we expect "someone else" to look after matters, or if things go wrong, it's that same "someone else" who is responsible.

Strategic management theories state that four critical factors exist for companies that are successful. A successful company has a clear strategy derived from its owner strategy and business idea, in particular a competition strategy. An effective organization strategy is needed to support this. Control and information systems serving management, and the knowhow of company management and personnel combined with smooth cooperation form the other two core factors in this concept for strategic success.

In the past few years Comatec has put much effort into strengthening the four strategic pillars mentioned above. In some areas we have made good progress, in others we still have a lot to do. I consider the competition strategy to be the most significant and the company should be continuously refining this. The elements in an effective definition of strategy are the business concept (what, for whom, how), basis for success (why customers buy from the company), strategic business principles and action. An effective definition of strategy is unique, incisive and clear, it safeguards a leading position and is drawn up from a global perspective.

Comatec is aiming to grow especially in the solutions and project business. International expansion offers new challenges for growth. Cleantech is a possible growth sector. Automation, digitalisation and the industrial internet will soon have a visible impact both on the design of our customers' products and on the ways the company itself operates. Correctly targeted strategic measures will have a significant impact on the company's competitiveness. It is possible to create competitive edge for example with specialist knowhow, by operating in a different way, or with outstanding service quality.

Ultimately almost any business – even business to business – is person to person business depending on mutual trust. Developing customer relations must remain a constant focus for our efforts, with priority on a service attitude. Moving into new areas means bigger risks, so we must also equip management personnel better to take risks and develop their ability to manage risks. To close I quote Sir Richard Branson, known for the Virgin brand and for risk taking on a large scale, but also for his successes: "If somebody offers you an amazing opportunity, but you are not sure you can do it, say yes – then learn how to do it later!"

**Raimo Ylivakeri**  
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# Verso-Verkko – More Together

***Verso-Verkko is a co-operative network operating in South Karelia. In 2014 Verso-Verkko provided employment for a total of 470 people. The network was started after the paper mills in the region began making major investments. Local metalwork companies and the Town of Imatra noticed that the number of new contracts going to local companies was not as high as it could have been. The reason was the size of the companies and a lack of capacity. The Town of Imatra's public development company introduced the idea of the co-operative network; today, the Verso-Verkko network is made up of Karjalan Konepaja Oy, TM-Asennus Oy, Imatran Metalli Oy, Imatran Hitsaus-Asennus Ky and Insinööritoimisto Metso Oy. The Verso-Verkko co-operative agreement was signed in 2003.***

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"Before Verso-Verkko was formed we were in a time of recession – similar times to the present. There wasn't really much work. Then the large paper mills operating in this region began major investments. Karjalan Konepaja even successfully negotiated three contracts for Stora Enso. We made and fitted over a million kilos of zinc-coated tubular bridge structures for them," says Karjalan Konepaja Oy's Managing Director Simo Salminen.

"While we were working on that project, Joutseno started their own project, and the two projects overlapped," Simo continues. "I quoted for the Joutseno contract too. We would have been competitive and the work would have suited us very well, but we did not have the capacity to do two such projects at the same time. I had to quote a price that included evening and weekend work, which raised the price too much and it cost us the contract."

"So a major factor in the creation of the co-operative network was the fact that we, the companies that set up Verso-Verkko, were missing out on large contracts because this network didn't exist yet," says Simo.

"People in the town were also concerned that these jobs were not going to local businesses, even though we have capacity here and plenty of industry in that field," says Kai Tyyskä, Managing Director of TM-Asennus Oy.

"At that time networking was on people's minds. The Town of Imatra called the region's metalwork companies together through the town's regional development company. To start with there was a room full of people involved in the discussions. This narrowed down to one group that decided to form this co-operative network,"

Kai explains.

"The big companies also hoped that the local companies would network. Maybe they thought that local manufacturing would lower the costs, as it would eliminate the need to pay the costs of transporting products long distances," Kai continues.

Simo agrees. "We basically started to think about working together, so that the work wouldn't go elsewhere. We wanted to be in with a chance."

## What does networking mean?

The idea behind Verso-Verkko is that the companies in the network work as independent companies but get support from the network for larger projects. The network comes into the picture when an individual company does not have sufficient resources to quote for or carry out a project. Together, the companies within the network are able to offer a larger capacity.

Verso-Verkko is not a legal entity; it is not a registered association or a company. The companies in Verso-Verkko have made an agreement in which joint rules of play have been agreed. The parties concerned have wanted to keep the co-operation open and flexible, and the organisational structure light.

"The companies in the network offer similar services and also compete against each other unknowingly," says Simo. "We work as independent companies, but we work flexibly together when faced with a contract too large to handle with our own resources."

Together, the network can quote for and carry out large projects. In these cases the

network selects a company from among its members to liaise with the prospective client, prepare the quote and take responsibility for the project. Other companies in the network committed to a particular project offer their own prices and resources to the company that prepares a quotation for the client.

"The companies within the network can also quote for contracts on their own if they have sufficient capacity to do so. At the same time other companies in the network can also quote, as Verso-Verkko, for the same contract; in such a case the company quoting on its own is not party to the Verso-Verkko offer.

"For example, Imatran Metalli Oy's managing director Ari Kostiainen and I could together quote as Verso-Verkko for a project that Karjalan Konepaja has the capacity to fulfil on their own. Then Karjalan Konepaja offers their own quotation for the contract and is not included in the offer made by the network," Kai explains.

"In the early days we were sometimes accused of running a cartel. This is certainly not the case; we are all competing against each other. If our own capacity is not sufficient the network provides partners and together we can take on bigger projects."

"This network is about combining our resources so that together we are more," Kai emphasises.

## Comatec Group gets involved

The Comatec Group is part of the network through its daughter company, engineering office Insinööritoimisto Metso Oy, which joined Verso-Verkko in 2005 because an engineering office plays a vital role in the network. The metalworking companies in



the network have little or no design capacity of their own.

"Sometimes we have projects that require a larger capacity. Sometimes design and planning is needed quickly. It is not possible for us to keep a reserve of project managers and design engineers ready for all challenges that might arise," explains Simo. "As the network we can use the slightly different strengths each company has. We try to maintain solid co-operation and take on challenges that an individual company within the network would be unable to take on alone."

"As Verso-Verkko we also try to get projects from outside our own region. Our combined capacity and solid co-operation gives us the ability to manage even large-scale projects, in which we metalwork companies manufacture and install, and Insinööritoimisto Metso takes care of design, planning and project management," Simo continues.

## Technology planning

"As a general rule, our projects are based on the client's own technology. We don't start with nothing; the client has the existing technology. The client determines the starting point for a project," say Simo and Kai.

"There is often a design plan for the project, structure, machine or equipment, but the machine workshop designs have not always been drawn up. Plans refined for the manufacturing process are often missing. This is clearly something where the engineering office comes into its own,"

says Simo.

"In a typical scenario there is a main dimensioned drawing, but no machine workshop blueprints. Even in large facilities investments there might be only lay-out drawings, and the planning and design needs to continue from there," adds Kai. "We have noticed that clients want more and more comprehensive packages. Main equipment suppliers sell a large, complete package to clients making project-style investments but they may not manufacture everything themselves; they may instead split the manufacturing into smaller parts which we can produce for them."

## Taking responsibility

Working in co-operation and on joint projects also raises questions of responsibility and liability, for example regarding the sharing of responsibility and cash retention during a project between the companies within the network. Verso-Verkko enlisted a lawyer to help plan and define these matters during the initial planning of the network.

"When we carry out a joint project as Verso-Verkko we select a company from among us to be legally responsible for the contract with the client. The contract is then made in the name of the selected Verso-Verkko company, and that company takes full responsibility for the contract and the entire project. This way the client knows who is responsible," explains Simo.

"If we are all involved in the quotation we divide it into suitable pieces, then each of

us calculates our own price and passes this on to the company dealing with the client. These days clients prefer to negotiate and make their contract with just one partner. This is partly because of the question of legal responsibility; in our case the company we have selected to present the quotation to the client also takes responsibility for it," he adds.

"People often confuse networking and subcontracting. In a subcontracting situation I would ask subcontractors for quotations. I would prepare my own quotation offer, and after winning the contract I would negotiate contracts with subcontractors. Only then could I begin the work," says Simo.

"In Verso-Verkko we by-pass one step because the parties involved are already known, already know each other and there is mutual trust between them. When we win a contract we don't have to start asking about subcontracting. The required pieces are already in place."

"The way the network operates saves time and costs, as certain phases that are normally part of the process are left out. As we know, saving time is very important these days, as everything has to happen quickly," adds Kai.

## Other benefits

The co-operation within Verso-Verkko also extends to purchases, training and marketing. Buying in larger quantities means better discounts, from which all the companies within the network benefit. Training courses for workers can be arranged for less



*In the picture: From left, Harri Haavisto and Jari Leinonen from Insinööritoimisto Metso, Kai Tyyskä from TM-Asennus and Simo Salminen from Karjalan Konepaja.*

when there are participants from all the companies in the network.

One joint marketing action was the new website for Verso-Verkko, which was updated in autumn 2014 ([www.verso-verkko.fi](http://www.verso-verkko.fi)).

## Trust

"Our co-operation is built on trust. We have known each other for a long time and can trust that what we promise will happen," says Simo. "When Kai says that he can give me workers for a project I am quoting for, I know I can trust that it will happen."

"From the perspective of TM-Asennus, the important thing in this type of co-operation is that we are able to quote and offer larger-scale projects than we otherwise would thanks to this network, as we can get additional resources from Verso-Verkko. If we did not have the backing of this network we would have to tell many prospective clients that we are unable to quote for the contract. With the help of the network we can keep our own people employed and at the same time help employ people in other companies within the network," says Kai, highlighting the importance of the support within the network.

"The way we see it, we're not losing anything if one of the other companies gets a contract. If the situation arises that we are not able to take on a contract, we can suggest that the customer contacts one of the other Verso-Verkko companies. Our co-operation is genuine; we are not envious of each other's projects, but we understand that together we are able to take on larger projects and benefit more from them."

## Verso-Verkko references

- A thickener tank was made for the Northland Resources' iron mine in Pajala. It was designed by Comatec Group and manufactured by Karjalan Konepaja Oy.
- The network made and installed all the steel structures for Stora Enso's paper mill in Sweden. The project involved design and planning by Insinööritoimisto Metso Oy, and manufacturing and installation by Karjalan Konepaja Oy.
- A drum washing device was made for Stora Enso's Kaukopää factory in Finland. TM-Asennus organised and led the project. The Verso-Verkko deal was handled between TM-Asennus and Karjalan Konepaja, and the hydraulic pipes were sourced from an outside supplier.

# Verso#Verkko

## Karjalan Konepaja Oy

([www.karjalankonepaja.fi](http://www.karjalankonepaja.fi))



Founded in 1993, Karjalan Konepaja Oy is a privately owned, financially stable metalwork supplier that carries out medium-weight metalwork projects to order. Its offices and manufacturing facilities are in Parikkala, eastern Finland. Karjalan Konepaja's daughter company Panelian Terästyö is located in Harjavalta, south-west Finland.

Karjalan Konepaja Oy designs, manufactures, surface treats, transports and installs investment project deliveries such as steel structures for construction, tubular steel bridges, structural steel fabrications and conveyors. Karjalan Konepaja Oy carries out projects according to the client's specifications and requirements, or gives a fixed price quotation that includes the design work. Karjalan Konepaja handles the entire project – including design, manufacture, special transport and installation – competitively, quickly and reliably.

One-stop supply of steel structures includes design, manufacture, surface treatment, transportation and installation. Karjalan Konepaja specialises in the manufacture of large, heavy steel fabrications as well as tubular steel bridge structures, conveyor structures, steel structures for commercial buildings, and power station construction. The material used is primarily ferrite steel; the welding of stainless steel and acid-proof steel is also possible. Karjalan Konepaja Oy's manufacturing and surface treatment facilities are suitable for manufacturing, surface treating and pre-assembling extra-long structures, such as tubular bridges, conveyors and lattice structures.

Large, ready to install segments can, if necessary, be transported by road using specialist transport services. Karjalan Konepaja Oy's own installation department is used to working around the clock in three shifts if necessary during building projects, factory downtime and in other industrial environments.





Karjalan Konepaja Oy has been awarded certificate no. 0416-CPR-7879-01 for welded steel fabrication CE marking. The CE marking approval applies to welded steel fabrications and product systems according to the EN1090-1:2009+A1.2011 standard, to execution classes EXC1, EXC2 and EXC3.

## TM-Asennus Oy ([www.tm-asennus.fi](http://www.tm-asennus.fi))



TM-Asennus Oy is a metalworking company offering industrial maintenance services. Located in South Karelia, the company works primarily in Finland but has participated in projects elsewhere, including Sweden, Germany, Holland, England and Russia.

TM-Asennus manufactures welded and machined steel products for industry according to clients' requirements. In addition to manufacturing medium-weight metalwork to order, the company has over 30 years' experience of industrial maintenance services, machine and equipment installations and pipe installations.

## Imatran Metalli Oy ([www.imatranmetalli.fi](http://www.imatranmetalli.fi))



Imatran Metalli Oy was founded in 1984. It offers metalworking, maintenance and installation services. The workshop and other facilities are located in Imatra.

Imatran Metalli's metalwork services include manufacturing steel structures for industry and building projects, sheet metal work and welding. The company manufac-

tures steel frames, stairs, maintenance platforms and shelters, and also undertakes medium-weight sheet metalworking and the manufacture of structures requiring machining.

Imatran Metalli offers maintenance and installation services, such as machine and equipment installations and repairs. Pipe installations are also offered. Machine and equipment installation services include steel structures, pumps, tanks and conveyors.

## Imatran Hitsaus-Asennus Ky

Imatran Hitsaus-Asennus Ky is located in Rautjärvi and offers the manufacturing and installation of metal products, as well as metalwork subcontracting. The company produces and installs products such as pressure vessels and process piping.

## Insinööritoimisto Metso Oy ([www.insmetso.fi](http://www.insmetso.fi))



Insinööritoimisto Metso Oy is an engineering office that was founded in Imatra in 1981. It has over 30 years' experience of designing electrical, automation and mechanical systems for industry. Insinööritoimisto Metso specialises in maintenance planning for production and various commissioning and installation supervision tasks.

Insinööritoimisto Metso Oy has been part of the Comatec Group since 2007. This means it can make use of the whole range of expertise within the Comatec Group, such as strength calculations, machine safety assessments and product testing.



# Engineering Manager Harri Haavisto

*Harri Haavisto has a Master's Degree in Mechanical Engineering from Lappeenranta University of Technology. He is a design manager at Insinööritoimisto Metso's Lappeenranta office, working in mechanical design. Harri Haavisto is also one of the Comatec Group's project managers to have undergone IPMA C certification and participated in the Comatec PM Professional coaching programme.*

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– "I thought the project management coaching was very good. It was carried out with a long-term view and it progressed in a logical manner. Much effort had clearly been put into the coaching. This was provided in an exemplary manner by Suomen Projekti-Instituutti Oy. After the coaching I felt completely ready for the certification, which I completed in May 2014," says Harri Haavisto.

"I heard about the Comatec PM Professional coaching for the IPMA C certification from my manager. When I decided to enrol I received full support from my employer. Although the coaching programme was tailored for Comatec, we still had to apply for the programme and pass a test to ensure our suitability and motivation for the work that we would be doing after certification," Harri continues.

"The certification itself was a two day test. It was more challenging than I expected, even after a year of coaching for it. The test was even difficult for experienced project managers. None of us sailed through it just like that."

## What is IPMA?

The IPMA (International Project Management Association) is one of the world's leading project management organisations. IPMA is active in 57 countries and has over 120,000 members. Over 16,000 IPMA certificates are awarded every year. All new certificates awarded are listed quarterly on IPMA's website.

Projects need to be led with increasing professionalism, which means that project personnel need to be properly competent. The certification process improves the competence of project personnel, and provides a powerful tool for project management and for developing the qualifications and skills associated with it.

Certification offers project personnel an independent assessment process based on accepted standards, which



verifies competence and achievements in project management. "I have noticed that clients don't really know yet what kind of organisation the IPMA is, what the certification is or what it represents. When it is explained to them they say that this is a good thing," says Harri. "You often hear comments such as 'an experienced project manager knows what they are doing,' but even a project manager with many years' experience can find that there is room for improvement. Real competence still comes through experience. Working with clients – in many languages, different cultures, different methods – is challenging. Competence in that only comes with experience."

"The IPMA C certification covers all areas of project management. If I were a client I would choose certified project managers for my project, because certification is a sign of competence. In that sense Comatec is on the right track with their coaching and certification," Harri continues.

"Comatec places a high value on developing project management. I even completed my Master's thesis for Comatec on the subject of analysing and developing project activities. In it I collated information about Comatec's current practices and recommended practices around the world, and discussed how practices could be developed at Comatec. As part of the thesis I also pondered what clients might need from Comatec."

"The coaching brought the participants close to each other, because we met several times over a long period of time and



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got to know each other really well. Now we can strengthen Comatec's project culture and our working together, because we know who has the information required for any given project. This supports the development of Comatec's project business activities in line with our strategy."

"There is definitely a market for a solutions business organisation that has professionally skilled project managers. With certification, we stand out positively from the crowd."

## Comatec Group model

The Comatec Group, of which Insinööritoimisto Metso Oy is a part, is an engineering design company offering design, project management and expert services to the technology industry, particularly for machine building.

The core skills of the engineering office are mechanical, automation and electrical design as well as expert services in areas such as strength calculation, safety planning and lifecycle support.

The Comatec Group also offers project management services, always tailored to the needs of the client. The Comatec Group takes responsibility for managing the project and brings together the necessary engineers and professionals from different areas within the group. A project can consist of a single contract tailored for a client, or larger packages, right up to turnkey solutions.

The Comatec Group does not act as a metalwork manufacturer. This has been a strategic decision made by its founder Aulis Asikainen when he started the company. The Comatec Group does not manufacture anything but can help its clients even with large projects, for example using the EPCM service model (Engineering, Procurement, Construction Management).

In EPCM projects the Comatec Group acts as project coordinator, taking full responsibility for the project. For example, it can be responsible for the basic design of a facility, for procurements, technical implementation and supervision. The start-up process and training are also part of Comatec's service. The EPCM model releases the client's own resources to be used in their own core business. Benefits to the client also include better timetable management and cost-effectiveness.

## Scale of jobs varies

"Not all jobs are projects, and jobs can also be viewed as small projects. We rarely have really big projects at Insinööritoimisto Metso," says Harri. "Still, we approach smaller and larger projects using the same project management principles, being flexible and bearing in mind the size of the project of course. Large-scale project management tools are not used for smaller projects, but they are essential to

the success of larger projects"

"A typical feature today is that everything is urgent and results must be achieved quickly. Part of the competence required of project managers is the ability to explain and justify the schedule – in other words to tell the client what will be done, what it entails and what is a realistic timetable for it," Harri explains.

"What I admire in the Comatec Group and Insinööritoimisto Metso is the customer-centred approach and a certain humility towards the customers. After all, it's the clients that bring us our bread and butter. In my opinion we have to listen to our customers and provide solutions to the challenges they present."

"One of the largest projects I have been involved in was the modernisation of a cement manufacturer's facility. The client's goals were to manufacture modern, high quality cement that could compete in the market, and to streamline its processes," Harri says.

"The equipment was to be installed in a really old factory building with such limited space that we had to design the equipment to be installed on the roof. It was quite a challenge to get these large pieces of equipment to fit up there. Together we discussed the options for where the equipment could be installed. Once we found a suitable place we had to think about whether it was really feasible, whether the building structure could take the weight, and whether the structure would need reinforcing."

"I was involved in this project. We also used local experts in their own fields. I was the link between them, collating material and unpacking it for the client to use. In all, the project took around a year."

## Endurance training gives energy

"Our family lives in Lappeenranta, and we have three young boys. I consider getting exercise in my free time is absolutely essential for me to have the energy to do my work and be a father to the boys. Endurance training is my favourite form of exercise, particularly running," reveals Harri.

"Tõnis Tiedemann, a colleague from our Tallinn office, is gifted in endurance sports. Tõnis and I are entering the same competition in Riga this spring. It would be fun to run together with him, if we manage to find each other among the thousands of participants," laughs Harri.

"I would like to see more pastime related contact between our offices. Of course, there are many different sports, but there are nearly 400 of us, and some of us enjoy the same sports. It would be fun to enter events together, and even in Finland there are plenty of these to choose from."

## Comatec Estonia OÜ at recruitment fair in Tallinn

Comatec Estonia OÜ took part in the “Key to the future 2015” career fair held in Tallinn on 9 – 10 March 2015.

The fair was held at the Tallinn University of Technology, which offers courses leading to bachelor’s and master’s degrees. The main target group at this fair comprised students completing their master’s degree studies this spring.

“As it grows, Comatec Estonia needs more people with skills in mechanical, electrical and automation engineering,” says department manager Tõnis Tiedemann from Comatec Estonia OÜ.

“We gained encouraging visibility with students at this fair. Taking part in fairs like this is important for building up the Tallinn office,” says Mikko Parikka, department manager for automation engineering and electrical equipment testing, who attended the fair from Finland.



## ‘Yrityspäivät’ careers event in Tampere 5 February 2015



On 5 February 2015 Comatec Group took part in the 25th Yrityspäivät held at the Tampere University of Technology (TUT), a careers event for students to make contact with potential future employers. The goal was to create awareness among students of Comatec as a company and as a place to work, focusing particularly on students in the final stages of their studies.

“And we succeeded very well in this. The stand was very busy and, since I am still a student at TUT, lots of friends also stopped to have a chat. By no means all of them had any previous concept of what Comatec is, so we were able to make many new people aware of the company,” says Timo Nordfors, who works as a junior designer at Comatec.

“Careers events are an effective way to meet students, to let them know what companies are looking for, to give tips about useful optional courses and requirements for working life, for example CAD skills. For our part we receive feedback about their needs, for example for work placements,” says Tuula Korkeemaa, HR manager at Comatec Group.



## New recruitment system taken into use

Comatec Group has introduced a new recruitment system. If you wish to leave a job application with us, please fill in your details on our website: <http://www.comatec.fi/fi/rekrytointi>.

We need people with skills in mechanical, electrical and automation engineering and in project management services. Our areas of competence also include expert services, for which we need new people for testing, technical calculations, product safety and life cycle services.



## Tappara-Ilves derby at Hakametsä ice stadium in Tampere 14 January 2015



***Tappara left Ilves with no chance at all in the local ice hockey derby in Tampere on 14 January 2015, which was watched by Comatec with its customers from a corporate box. In the box was Finnish ice hockey legend Timo Jutila and an even number of Tappara and Ilves supporters. Everyone listened with interest to "Juti's" expert comments on the match in progress and to his tales from his incomparable ice hockey career.***



Tappara took a strong lead in the first period, when it put a three goals on the scoreboard. After that it won each of the remaining two periods by one goal and kept its own goal clean. Ilves had 13 minutes of power play in the game, but even during that time Tappara scored in the empty Ilves goal. The game ended 5-0 to the joy of the Tappara supporters. This was hard especially for Ilves supporters. All in all the game was rather dull. Ilves could have put up greater resistance.

"If the next goal makes it 4-0, that's it, but if the next goal is 1-3, then we'll still see a decent fight," said Juti when the game stood at 3-0 for Tappara.

It didn't turn into a proper fight, but in Juti's opinion everything is OK if Tappara do well.

Everyone knows that Juti is a Tappara man and a former ice hockey defender who was captain when Finland won its first ice hockey world championship in 1995. Juti is Finland's first double ice hockey world champion at adult level, if management is counted: he won his second gold medal as team manager at the 2011 world championships.

After his work with the national team ended after the world championships, Juti has done work through his own company for Tappara. He visits companies and various organisations, talking about team building, how to make team work successful, and reasons why it does not work.

"Ice hockey is a team sport, where everyone does their own job and someone is in charge. The media and the public focus on the goal scorers, such as Kurri and Selänne, but you also need a goalie to jump in front of the puck, as well as players who may score only one goal in a season. Without them the team does not function," says Juti.



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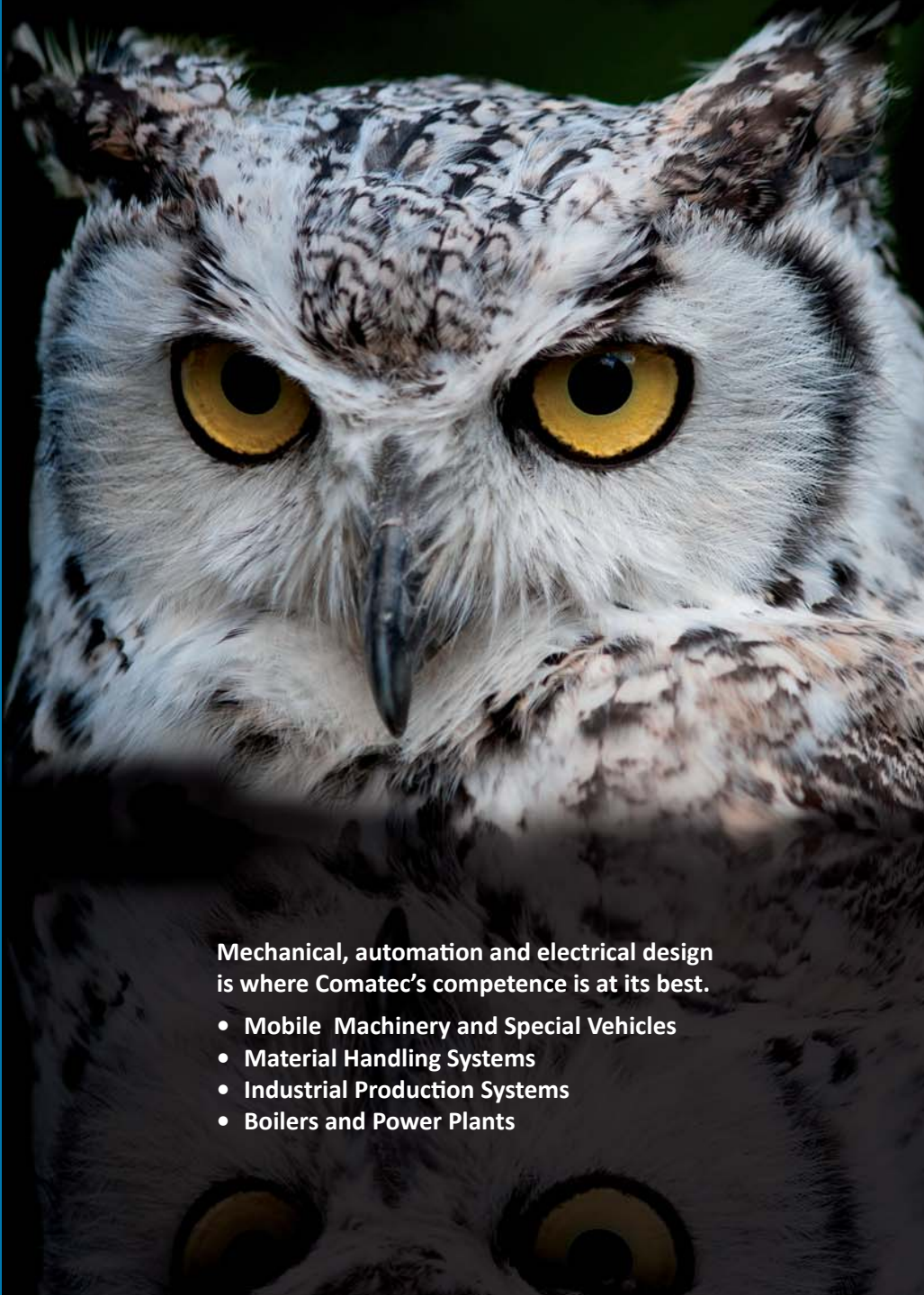
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